i3 VERTICALS

West Virginia Modernization of the DMV Driver System RFP#2600000001

WV Department of Motor Vehicles

TECHNICAL PROPOSAL

January 22, 2026

i3 Verticals, LLC
40 Burton Hills Blvd.
Ste 415
Nashville, TN 37215
(800) 203-7981
Fax: (877) 684-8985
Contact:
Stoney M. Hale, II
shale@i3verticals.com

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ROB MELLO 247

ENGAGEMENT MANAGER

DEB WILEY 248

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Cover Letter

January 22, 2026

West Virginia Review Committee
West Virginia Department of Transportation
West Virginia Department of Motor Vehicles
5707 Maccorkle Ave S.E., Suite 50
Charleston, WV 25304

RE: CFRP 0802 DMV2600000001 RFP to Modernize the DMV Driver System

Submission Sent Via: UPS Delivery

Dear West Virginia DMV Review Committee,

i3 Verticals is pleased to deliver our response to the West Virginia Department of Motor Vehicles (hereinafter referenced as "WVDMV" throughout this response) for a Modernized DMV Driver System. We have thoroughly read and understand the request and have expertise in the requirements enclosed in CRFP 0802 DMV260000001. We believe by continuing the partnership with i3 Verticals established through the Celtic Cashiering system for the past nine (9) years, expanding DMV operations with our new, state of the art DMV system, WVDMV will enjoy advanced automation, and superior customer service for internal users and external customers.

Since 2005, Celtic has been providing transportation software throughout the United States and Canada. Today, as i3 Verticals, our leading-edge software, technology, and secure data processing expands our public sector offering to our clients through a variety of market solutions. We have successfully implemented (or are currently implementing) our DMV solutions, referred to for this project as WVDLS for administering driver services and/or vehicle services to thirty-five (35) customers in both the US and Canada.

i3 Verticals values our current business through our state-of-the-art products throughout our Public Sectors, including Transportation and the newly awarded West Virginia contract with our JusticeTech solution for the Office of the Courts. We want to continue this trend, expanding on our relationship with the WVDMV, meeting or exceeding the goals and objectives and all project specifications contained in Section 4 of this RFP.

Every i3 Verticals system exists as a commercial-off-the-shelf (COTS), all-inclusive offering that is easily configured to WVDMV requirements providing superior self-service, all integrated with other software. We tailor each out of the box product with customizations to match all customer requirements, collaborating with you throughout the implementation and as a partner throughout the life of the contract. Our specialized team then completes testing, user training, system maintenance, program upgrades, and support throughout the relationship. Our goal is complete satisfaction for WVDMV and all constituents at every stage, meeting all requirements put forth.

i3 Verticals has invested heavily in Artificial Intelligence, offering a state-of-the-art system designed to set the standard across all jurisdictions. Our proposal will outline our AI Agent for support and training,

advanced AI-powered reporting features, and AI-driven transaction processing that delivers faster and more accurate results.

We certify that i3 Verticals is the prime vendor for this project, without subcontractors. i3 Verticals partners with Microsoft Azure, providing and maintaining the cloud environment proposed. i3 Verticals has reviewed this RFP in its entirety, meet and exceed all requirements, terms and conditions, and other information herein. Should the State of West Virginia or WVDMV have any questions about this proposal, we welcome contacting Mr. Stoney Hale on his cell, (423) 773-2566 or through email shale@i3verticals.com or to schedule a demonstration of our proposed solution. Due to the 100-page limit for our response, we have concisely summarized the requirements for each phase that our solution meets and have included an Appendix containing comprehensive responses for the Agency's review. We acknowledge that the WVDMV reserves the right to not read past page 100. Additionally, given the constraints of a publicly accessible document, we have withheld screenshots and proprietary information. However, should the WVDMV express interest, we are prepared to provide any requested information, contingent upon it remaining confidential and not publicly disclosed.

Most important, i3 Verticals strives to continue as a West Virginia DMV partner, delivering and best fulfilling your current and all future DMV service needs. On behalf of the i3 Verticals team, we thank WVDMV for this opportunity to provide you with a seamless, sophisticated, cutting-edge WVDLS integrated system and a vision of the future partnering with i3 Verticals.

Thank you for the privilege of your time and consideration in reviewing this proposal.

Sincerely,

Stoney M. Hale II

Stoney M. Hale, II
Transportation Division
i3 Verticals, LLC

Executive Summary

About i3 Verticals (Section 5.3.6.2.2)

Point of View

With this project, our team, as the sole Vendor, will facilitate a key element of the West Virginia Department of Transportation (WVDOT) mission to deliver efficient and effective motor vehicle services to and for the citizens of West Virginia. The intent of this select system is to automate motor vehicle and driver procedures and services thereby promoting reciprocity for West Virginia vehicles and drivers in other states, promote highway safety, and collect revenue for highway maintenance and construction programs. West Virginia will utilize this new DMV system to continue its services through several channels, including twenty-six (26) Regional Offices, an online portal, mobile applications, and kiosks, all in real time.

With this project, our team has something no one else has, and that is perspective. Our team includes members who have actual experience working in and managing DMV offices. Because we have been where your staff currently stands, our team understand the challenges and pain points DMV employees experience daily; everything from long lines, frustrated customers, outdated and inefficient software, and multiple applications to go back and forth among. We understand the why of minimal keystrokes and mouse clicks and the need for a comprehensive modern "all in one solution" that is user friendly, intuitive, easy to learn and to use and most importantly is efficient, using automation to the extent possible to allow users to provide your customer the very best possible experience. As a DMV Director in one jurisdiction recently shared "we have customers bringing in picnic lunches because they expect to be there all day." Our goal is to ensure bringing a picnic lunch is not a necessity in West Virginia!

Our team also recognizes change is difficult for some staff. The acceptance and challenge of learning a new system, revising business processes to accommodate automation can all be hard. WVDLS is flexible, with everything needed for the more than 6,000 users to complete their daily work, which can be overwhelming if introduced all at once. That's what makes our system better than the rest, we can activate certain features in accordance with a pace defined by the WVDMV team and create a phased plan of testing for each product or module functionality. This creates a more relaxed approach to learning the system as a whole for all users. Our testing plan approach then can align with this activation plan to accommodate each module, creating buy-in of the system for users at each phase. The beauty is the process can be as fast or as paced out over time as desired by WVDMV.

Solution Overview with Perspective

For this project and for this response, we refer to the WVDMV's new system as WVDLS, however WVDMV may rename the system if so desired. Our i3 Verticals Team proposes the implementation of our modernized, future proof, highly scalable, completely cloud-based WVDLS solution providing the best customer experience for all users. We outline throughout our proposal all of the features and benefits of the system, in alignment with the requirements and phased implementation as set forth in this RFP in accordance with each phase. Further, we have included Phase 4 in the project to demonstrate how our team would facilitate this option, should WVDMV choose to implement.

i3 Verticals has been a leading developer of enterprise solutions for motor vehicle administrations throughout the United States and Canada since our inception. We have implemented our solutions in multiple State and Provincial government agencies including Transportation, Revenue, and Public Safety Departments.

By combining software technologies and our exclusive experience and expertise, previous manual processes are automated and WVDMV staff efforts are optimized. Through the implementation of WVDLS, i3 Verticals will assist the State of West Virginia to provide outstanding service to each citizen, fulfilling future revenue for highway maintenance and construction, so that each citizen realizes the State's commitment to the essential services it provides. Our solution is proposed as hosted in the cloud.

i3 Verticals is a market leader in transportation software, implementing and continuing support in over thirty-five (35) jurisdictions throughout the US and Canada for over two decades with our product suites. Our clients enjoy our state-of-the-art products, built to their exacting needs, with their pain points in mind, with most extending their contracts far past the initial term. Our vast experience and continued learning, based on input from our clients and the industry, allows us to continue bringing advanced tech and solutions striving for continuous improvement and growth for all our products. This equips WVDMV, taking advantage of innovations instituted through our previous clients, potentially solving future challenges before they are even recognized.

i3 Verticals Unique Qualifiers

i3 Verticals confirms its position as a premier Prime System Integrator with an extensive track record of delivering mission-critical technology across the United States and Canada. Our expertise is rooted in a history of managing over **35 large-scale jurisdictional, complex system integrations** for government entities, where we serve as the prime vendor with total executive accountability.

Regarding the proposed driver license solution, i3 Verticals has successfully installed and integrated key Driver License system components in two jurisdictions. These installations demonstrate our ability to deploy our proprietary licensing technology into complex production environments, ensuring interoperability with existing state systems while providing a low-risk foundation for future modernization.

The i3 Verticals Advantage

Choosing i3 Verticals means selecting a partner with a proven "prime" pedigree and a focus on measurable results. We offer the stability of a national leader in public sector technology, backed by:

- **Strategic Risk Mitigation:** Our experience with modular component installs allows us to offer a phased, manageable approach to system replacement.
- **Interoperability Excellence:** We specialize in "breaking down silos," ensuring that our licensing components communicate seamlessly with state databases and law enforcement systems.

Our team's wisdom is based on many jurisdictions built into products, including lessons learned from many installations built into our methodology. The i3 Verticals development team has specific skills associated with interfacing data from various platforms and products and is able to alleviate risks and challenges based on our deep experience. Our extensive knowledge and experience importing from several different data sources into the i3 Verticals System for quick and accurate upload and display of the data which enables us to implement the solution quickly.

Technically superior, scalable, modular, and flexible products

We have worked with carriers, jurisdictions, law enforcement, service providers, insurers and customers to design each screen and develop the optimal navigation for inquiring upon data. We understand there will always be improvements that can be made as technology advances and customer requirements change. Our flexible framework allows for legislative, business process, and other changes which may arise, all with minimal effort to our clients and little to no impact on

constituents. Continuous improvement is always our priority. Our support and maintenance team constantly review feedback, incorporating changes to address new challenges.

Secure and Compliant

- i3 Verticals Systems are tested to eliminate attacks such as cross-site scripting, SQL Injection, and path traversal attacks.
- i3 Verticals Systems uses SSL (secured channel) communication to ensure secure data communication while in motion. i3 Verticals solutions encrypt confidential data using industry standard encryption methodology. Encryption includes passwords and security answers in the database while at rest.
- i3 Verticals Systems encrypt confidential data in the database, including passwords and security answers. i3 Verticals has implemented an AES 256 and triple DES encryption algorithm for data encryption.

Partnering With i3 Verticals

For our most successful customers, we are not a vendor, we are a partner. Our goal in every engagement is to do everything in our power to make our customers successful in serving their constituents. We believe that WVDMV will find that there is no other vendor on the market that consistently delivers high-quality software with a relentless focus on customer value. To increase customer value, we develop specific configured approaches to the system that reduce risk and waste for our clients.

i3 Verticals is a direct solution provider of our Transportation solutions, our products are commercial-off-the-shelf (COTS) all-inclusive offerings. We then tailor each product configuration to match your specific customer requirements and business needs. Our implementation methodology focuses on the first phase of our implementation, the discovery sessions with your team and stakeholders. These important meetings are paramount in defining and documenting all pain points, inefficiencies, and waste from manual and work-around business processes, and any concerns during the implementation.

Our team has found that concentrating our time at the front end of the project to identify and mitigate challenges assists in a more efficient, direct project which is seamless for your team and users. We assist your team in addressing antiquated processes, refreshing them and sometimes alleviating them altogether with the automations from our listing of products.

- Driver's License System
- Vehicle Title and Registration System
- Electronic Insurance Verification System
- International Registration Plan (IRP)
- International Fuel Tax Agreement (IFTA)
- Motor Vehicle Data Services (MVDS)
- Motor Vehicle Dealer Drive-Out EZ-Tag Solution
- Self-Service Payment, Registration and Renewal KIOSKs
- Utility Flex Online Bill and Payment Portal
- Court Fee Pay Online Payment System
- Register of Deeds Land Record Management System
- Land Records Recording, Archive and Disaster Recovery Solutions
- Government Records Programs
- Tax and CAMA Solutions
- Document Scanning and Transmittal Systems

This means money savings for the WVDMV relating to potential future change orders. Our implementation methodology consistently engages your team in the process throughout the duration of the project, then continues that involvement through testing, and throughout the lifetime of the contract. This includes consistent communication, reporting, regular stakeholder meetings, and support.

We provide your team with testing early in the project, through sandbox releases, during the development cycle to identify any challenges or issues early. For this project, testing will be provided for each phase, as required. This is followed by a full period of user acceptance testing at the end of the development cycle.

The WVDMV testing team will gain familiarity with WVDLS, how it works saving time with automation, potential improvements, and again, tackling challenges and potential issues early. The i3 Verticals Team has found that through this extensive testing our clients have greater stakeholder buy-in, identifying potential challenges for each group, and accommodating specific training needs.

i3 Verticals is committed to advancing our systems with cutting-edge technology, including our Driver License and Title & Registration solution. Our R&D team has developed AI capabilities that automate document review, allowing DMV staff to focus on customer service. This feature scans uploaded documents and populates transaction fields automatically, reducing manual data entry and accelerating processing. Available for both in-office and online transactions, AI integration improves accuracy, shortens wait times, enhances customer satisfaction, and optimizes workloads for DMV users.

The i3 Verticals Experience

With over 100 years combined Motor Vehicle experience, our team combines both implementation experience and firsthand driver license and vehicle title and registration experience to agencies across the nation and within Canada. These agencies include the State of Tennessee, Illinois, New York DMV, the Ontario Department of Ministry of Transportation, the Kansas Department of Revenue, the Pennsylvania Department of Transportation, the Georgia Department of Revenue, Indiana Bureau of Motor Vehicles, the Wyoming Department of Transportation, the West Virginia DMV, the Idaho Department of Transportation, the District of Columbia DMV, and the Connecticut DMV, and many others.

We have carefully selected qualified professionals for each of the key roles who possess the necessary expertise, experience, and skills to fulfill their responsibilities effectively, as shown in the following table.

Team Member Name	Key Role	Experience
Stoney Hale	Project Sponsor	Over 20 years in the Motor Vehicle Business Domain, with 20 years in the IT industry, Sponsor for 60 Successful MCS/MVS Projects. Holds CompTIA A+ and CompTIA Network+ Certifications.
Rob Mello	Engagement Manager	16 Years with i3 Verticals in the Motor Vehicle & Motor Carrier Industry, 16 Years in the IT industry.
Deb Wiley	MVS Product Director	8 Years with i3 Verticals in the Motor Vehicle Domain with experience in Product Design, and Functional Team Leadership. 30 years of management experience in State Government and IT industry. Over 10 years working knowledge leading & managing public Driver Licensing and Title & Registration jurisdiction divisions to improve

Team Member Name	Key Role	Experience
		and enhance all business processes and systems, collaborating with all stakeholders.
Jon Izor	Project Manager	PMP Certified Project Manager, PMI-ACP, PMI-CPMAI, SAFe SSM, CSM. Over 7 Years Project Management Experience.
Murugan Kumaraswamy	Solution Architect	Expansive experience with Motor Vehicle and Motor Carrier architecture, Azure and AWS Cloud architecture. Over 13 years' experience with transportation systems, Deep interface experience relating to motor vehicle solutions.
Kome Mofe Damijo	Technical Lead - Driver License	Over 4 years leading business & functional requirements for major system modernization projects for Nebraska, Manitoba, & Tennessee. Deep knowledge of solution design & configuration to meet client specific needs for both DL & Title and Registration. Over 6 years real working knowledge and experience managing public driver licensing, insurance, and title & registration to improve all systems, collaborating with all stakeholders. Creative ability solving challenges and collaborate with all stakeholders.
Andrew Black	Technical Lead - Registration & Titles	Over 14 years as Technical Lead for Vehicle Title & Registration with i3 Verticals. Extensive knowledge and understanding of DL & VTRS features. Excellent ability to collaborate and problem solve in relation to customer requirements.
Tom Stack	Senior Data Architect	Extensive experience with transportation products and data conversion. Over 32 years with i3 Verticals specific to transportation product conversions.

Our i3 Verticals' Project Team includes key team members who we've chosen because of their experience with i3 Verticals on previous DMV projects, as well as their past experience as employees of DMV operations. As stated above, this experience provides WVDMV a unique perspective, having "walked in your shoes". i3 Verticals introduces you to these key members who will now walk beside the stakeholders of WVDMV.

Solution Description

West Virginia Driver License Solution (Section 5.3.6.2.3)

WVDLS is built on a modular, cloud-native, and service-oriented platform designed for scalability, the highest security standards, and interoperability. The system is an all-in-one, Commercial Out of the Box (COTS) system providing up to eighty (80%) percent of the automation we know is required to provide WVDMV staff the time it takes to provide excellent service to their customers. We have utilized wireframes, business rules, workflows, interface functional requirements, and report specifications from our specific DMV experience to build the current COTS WVDLS. Additional wireframes, business rules, workflows, interface functional requirements, and report specifications will be added to the WVDLS to comply with all WVDMV's requirements. The majority of requirements from this RFP are already included in our WVDLS system, and additional business processes, rules, as well as reports, workflows, and other WVDMV specific data, collected during the Requirements/Verification Phase, following a project kickoff meeting will be configured and customized.

Our i3 Verticals Project Team then consults together with all WVDMV stakeholders, configuring the system to your exact requirements. Our architecture includes a multi-tiered Service-Oriented Architecture (SOA) with presentation, business logic, and data layers, ensuring separation of concerns and ease of maintenance. Outlined below within the Cloud Solution Description, on page 23 we detail the specifics of our Technical Architecture. With WVDLS, WVDMV will have a system designed specifically for West Virginia, branded specifically to your state and not a cookie cutter system that has met other jurisdiction's needs.

Driver Services

WVDLS provides comprehensive functionality to capture all components of an ID Driver License card and other motor vehicle transactions. It includes features such as customer search, credential issuance, photo and signature capture, document verification, exam scheduling, billing, and payment processing. WVDLS is highly configurable, allowing for dynamic changes based on business rules and requirements. It supports various credential types, including Learner Permits, Driver Licenses, and ID cards, and integrates with external systems for verification and validation purposes. Additionally, it offers a customer-centric approach with dashboards and widgets for easy access to customer information and transaction management. WVDLS Drive module has the capability to process all Driver License and Identification Card transactions the same day. Driver License transactions include Instruction Permits, Graduated Licenses, CDL Learner Permits, Endorsements, Restrictions and transfers of out-of-state licenses. All classes of licenses are included; all REAL ID compliant.

360-Degree Customer Portal for Individual & Business Customers

WVDLS's customer portal provides superior user experience, providing each person with a complete, 360-degree view of their WVDLS products, including Driver License, vehicle information, management of their information details, and more. The portal can be used by both non-commercial and commercial customers. The WVDLS online portal supports real time driver license functions, appointment scheduling and queuing through API integration, automated testing, payments, and more. Individual and corporate customers such as vehicle dealers, insurance companies, and motor carrier customers alike are supported with WVDMV features

specific to their everyday business, including Role Based Access Control (RBAC) for companies with multiple customer users. With the implementation of Phase 4, titling and vehicle registration will also be available to WVDMV customers as well.

Motor Carrier customers will also get the benefit of partnering with i3 Verticals 360-degree Common Customer. For example, a company operating a fleet can assign an Administrator to manage the vehicles in a fleet in accordance with state and federal laws and WVDMV policies and procedures. The commercial portal also provides services to vehicle Dealers to manage vehicle titles for cars, trucks, motorcycles, motorhomes, motorboats, mobile homes, travel trailers, and more. This includes the issuance of an original title, issuance of a replacement title, supporting title transfers, and managing title liens. The management of vehicle licensing of automobile dealers including issuing, monitoring, and enforcing regulations for motor vehicle dealers and sales representatives to protect the public and ensure that dealers operate in accordance with state and federal law is included.

WVDMV Users Benefits

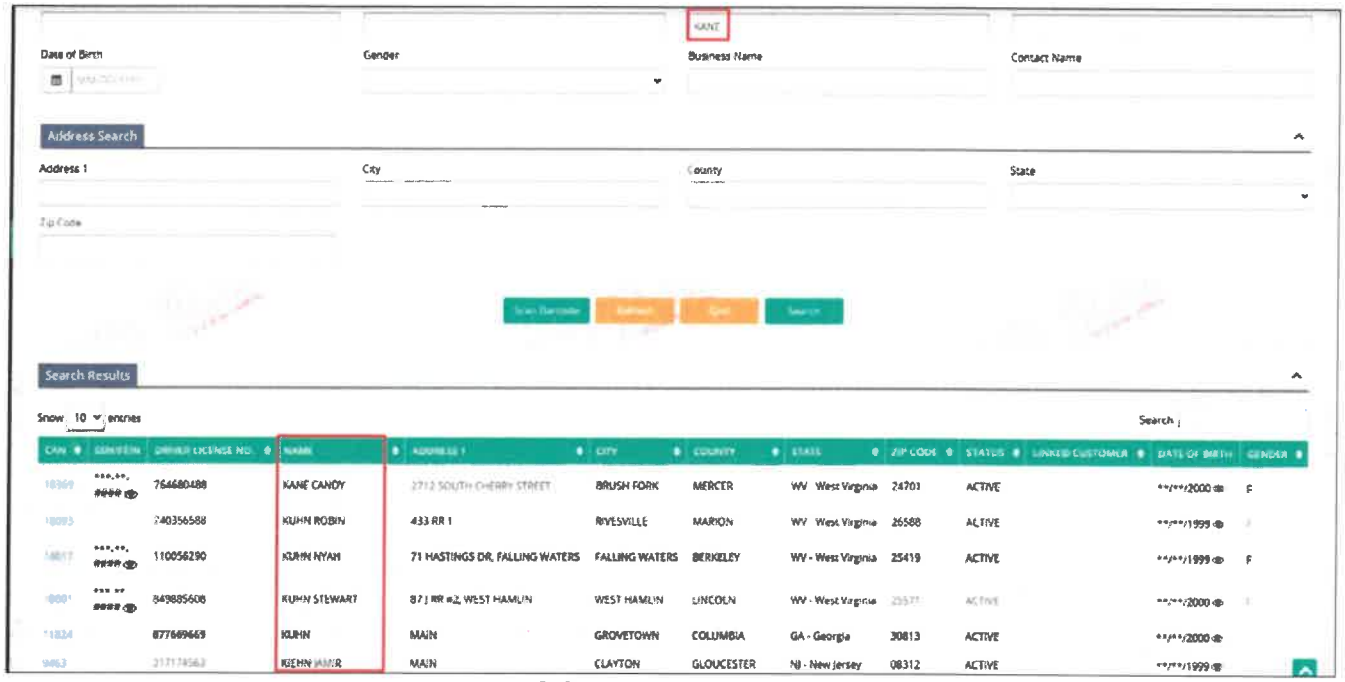
For WVDMV users WVDLS supports multi-licensing, unlimited user licenses and can support all current 1.4 million activities and is scalable and flexible to easily accommodate future growth in WV. WVDMV users will benefit from an automated Sanction Engine, fully capable of integrating with the automated license driving, history, suspension, revocation, and reinstatement processes, with the availability of updating their profile record following a move, obtain driver records, take examinations from a computer with a front facing camera, and more - all built in and configurable to WVDMV business rules through the Rules Engine within the solution. An automated Sanction Engine fully capable of integration with court systems and ticketing systems manages conviction, sanction, revocation, and compliance processes, allowing users to efficiently process these transactions without manual data entry.

The product includes intuitive workflows for all user groups, with permissions controlled via Role Based Access Control (RBAC) based on user role and include appropriate notifications to internal and external users and customers. WVDLS features green, yellow, and red colors in relation to AAMVA interface results. For example, green means the AAMVA interfaces have been processed with no issues. A Yellow color on a customer record is a warning message that indicates that the driver record technically passed AAMVA checks, but there may be an issue that requires review. The red color designates that the driver failed to pass one or more of the AAMVA checks and the transaction cannot proceed until the issue(s) are resolved, AAMVA checks are re-run and pass. Driver Services staff will continue to enjoy helping non-commercial drivers with resolutions to pending and open suspensions following WVDMV customers receiving a notice via their preferred notification channel related to their customer number and profile. Customers are able to access their profiles and manage their vehicle registration services for all owned vehicles whether for a renewal or replacement of the temporary license issued by a dealer on a new vehicle, with titling for the vehicle as an automated process.

Utilizing RBAC, both WVDMV internal and external users will have access and may retrieve driver license information relating to their role and authorized access based on a limited set of records.

WVDLS provides advanced query capabilities, including the ability to search for driver's license records using Soundex name matching, as well as filtering by city or county of residence. This ensures that authorized users can efficiently retrieve records based on phonetic name matching and geographic location, enhancing the flexibility and accuracy of searches within the driver's license database.

Please see the screenshot on the next page.



Advanced Query

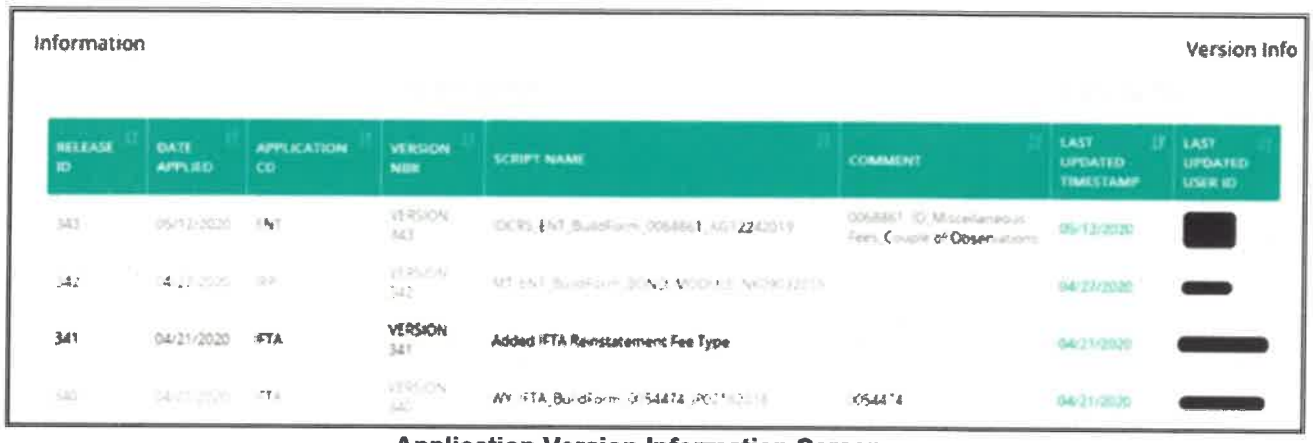
Comprehensive Integration

WVDLS includes the i3 Verticals' proprietary UIC supporting API connections to other systems, as needed, providing real time, efficient connections today and in the future.

The i3 Verticals WVDLS includes robust support for various authentication protocols to ensure seamless integration with third-party identity verification services. Specifically, it supports OAuth and SAML, which are widely used for secure, token-based authentication. Additionally, our solution offers table-based authentication and integration with Active Directory (AD), providing flexibility and compatibility with industry-standard identification protocols. This comprehensive approach ensures that our solution can meet diverse security requirements and integrate smoothly with existing identity management systems.

The i3 Verticals Project Team will include integration with all partner systems identified on Attachment B and any others which also may be required. This information will be verified at the beginning of the project with the Interface Control Document (ICD) Form. WVDLS supports API versioning to ensure backward compatibility and smooth transitions as APIs evolve. All externally exposed APIs are managed separately through our module UIC (Unified Interface Controller). This allows us to properly manage API versions of the interfaces exposed to external clients versus the internal APIs consumed within the application. This approach minimizes disruptions and ensures that integrations remain stable and functional during updates and enhancements.

i3 Verticals employs a strict application versioning policy that is followed for both database and application code versioning. The version information is also available within the application for verification.



Application Version Information Screen

All Driver Information-Included

During Phase 2, the i3 Verticals Project Team will collaborate closely with WVDMV stakeholders to migrate the full driver record to the new system, ensuring it operates as the system of record for the state. The migration process follows a structured, iterative, and repeatable methodology that includes defining the project scope, analyzing legacy data, and establishing roles and responsibilities.

Multiple migration cycles are conducted to refine data quality, with each cycle involving data extraction, cleansing, mapping, transformation, and validation. Data anomalies and inconsistencies are identified through comprehensive reports, and WVDMV personnel participate in reviewing and cleansing data as needed. Conversion meetings are scheduled to address gaps and finalize mapping, and trial conversions are performed to validate both the data and the application. The final migration plan includes reconciliation, integrity checks, and a reversal strategy to ensure a seamless transition. This collaborative approach ensures that all driver records are accurately migrated, cleansed, and transformed to meet the requirements of the new system of record for the state.

Once the project is complete, WVDMV customers will enjoy an intuitive, easy to use, web-based portal, with WVDMV staff (users) happy to use a fully automated system with everything they need to process each customer' s needs efficiently and effectively from one system. WVDLS, using a Common Customer framework, will assign a specific, unique customer number (UCN) which persists throughout the lifetime of a WVDMV customer record. Each record will include the conversion of all current information contained from the existing WVDMV database. This feature provides fewer integration points and consistency throughout all West Virginia systems.

The i3 Verticals data migration plan includes 13 steps to ensure success and will include several practice/mock data conversions. i3 Verticals will create various reports at each step of the conversion to ensure:

- Counts in and out are consistent.
- Data fields contain expected values.
- Records that are not converted have an explanation, so they can be fixed and/or approved for removal.

i3 Verticals' precise and successful data conversion process includes multiple trial conversions to ensure accuracy and consistency. Data reconciliation is performed using a configurable metadata-driven ETL framework, with error logging and reconciliation to eliminate conversion exceptions before the final run.
Invalid field values are identified and addressed, and partial or incomplete data is reviewed collaboratively with WVDMV to determine appropriate actions. Reports are produced to identify errors, and any remaining gaps are discussed and resolved with business input. The process ensures that all exceptions are documented, triaged, and either resolved or accepted by WVDMV prior to cutover. Reconciliation reports are provided comparing source and target data counts, and the approach supports the achievement of high data quality targets prior to production deployment.

WVDLS will meet the following mandatory requirements, in coordination with WVDMV stakeholders:

- Improve the use of the online customer portal, ensuring trusted automation for renewals and easy transactions in accordance with WVDMV business rules and improved workflows, reducing the number of in-office appointments by half.
- Improve all business processes and workflows, concentrating on effectiveness and efficiency, reducing and even alleviating precious customer time spent at the counter.
- Improve risk management with automated workflows, automated processes, and more, all based on a trusted system.
- Provide each Phase implementation with 90 days continuous operation with no critical defects, with continued support and connection to AAMVA Net.
- Facilitate workflows to coordinate with the scheduling system to allow citizens/customers to schedule various types of appointments at a Regional Office, receiving the customer's option phone, text, and/or email reminders of these appointments and support cancelling and re-scheduling of appointments when required, to include a queuing system to check-in customers at Regional Offices and assign them throughout based on appointments, arrival time, and type of service being requested.
- WVDLS will provide customers with SMS/email notifications (in accordance to customer preferences) for upcoming appointments with instructions for the customer to wait outside the waiting room, with real-time analytics on wait times, throughput, and staff performance.
- WVDLS provides staff access to customers' record when the customer is called for their service appointment.
- Features automated testing tools to support delivery of required testing including CDL in the Regional Office and the electronic delivery of test results into the applicant record for online review by each user.
- Migration of all driver license and identification records to WVDLS as the new system of record for the state, collaborating with WVDMV to perform necessary data cleansing and transformation.
- A flexible, modernized solution implemented as required in relation to Phases 1 through 4.
- Implementing seamless integrations through two-way communication API connections.
- Provides full database conversion for all existing customer, driver, vehicle, and ancillary records through a full data migration, with record-level trail mapping to legacy identifiers to the new UCN.
- Provide trust in the WVDLS based on full compliancy with all state and federal laws and regulations.
- Provides Role Based Access Control (RBAC) for both internal and external users.

- Provides field-level reconciliation reporting for both pre/post record accounts, matched and unmatched records, deduplication actions, and unresolved exceptions.
- Featuring customer search capability through various parameters and allow for retrieval of related driver and vehicle records based on appropriate user authorization for all West Virginia Departments through one screen.
- Utilizing the portal for the submission of notification/reporting by physicians, law enforcement, or family members to review by WVDMV Medical Review Unit.
- Provisions for authorized users, such as court, staff, and more to initiate a request for suspension of driving privileges with a workflow within WVDMV processes for authorized users to review the request and take appropriate actions. WVDMV users shall receive requests from a batch interface which then flows into the workflow for review and appropriate action by authorized WVDMV staff through RBAC.
- Provide connections to the new eCitation system which are coordinated with the online workflow for review and posting to the driver record by any WVDMV authorized user.
- Facilitating customer relationships with WVDMV using the back-end administrative functions for communication, marketing, analytics, and information to make informed decisions relating to customer service.
- Conduct business with customers efficiently and effectively, with access to all required systems through one solution and one screen.
- Utilizing fast, feature driven search functions, with access to over twelve million potential records.
- Connections with outside systems for real time information for license transactions.
- Access to all driver and licensing information available, including vehicle information, with a defined, lifelong Customer Number, and the driver record serving as the master record.
- Customer management and WVDMV user tracking including:
- Driver license and identification cards returned to DMV and the disposition of the documentation.
- Flag features for stale driver records per business rules to be destroyed, with audit logs of the action taken, the date of the action, and the staff/user responsible.
- Reporting and audit logs of interlock participants, with the specific fields according to WVDMV business rules, who assist managing dependencies and obstacles among teams, for real-time tracking of progression for common goals, shared insights and strategies to enhance productivity.
- Reimagined Cash Drawer functionality to include:
- Additional Inventory Management Functions
- Real time API connection with payment provider,
- Calculation of all WVDMV fees in relation to automated workflows,
- Management of funds received by Regional Office,
- Support of daily reconciliation and balancing of each cash drawer,
- Integration with DTRS in relation to cash drawer responsibility for vehicle registration transactions,
- Other cash drawer functions, as required, include all types of transactions and a compilation of financial information from each Regional Office for Daily Sales Totals.
- Optional future replacement of payments with i3P, our PCI-DSS compliant payment provider, offering acceptance of Google Pay, Apple Pay, text payment through Mobile App, all at a more competitive rate for WVDMV.
- i3 Verticals Project Team will implement WVDLS in compliance with all State of West Virginia Enterprise Architecture Standards, Guidelines, Policies, and Procedures.

- WVEA TRM Policy (EAP-v1) Enterprise Architecture
- WVEA TRM Policy (CBH-v1) Cloud-based Hosting Services
- All Cloud Objectives provided by the WVOT
- WVEA TRM Standard (EAS-v1) Enterprise Architecture
- WVEA TRM Policy Cloud-based Hosting Services
- Provide the highest security, with access relating to user-based roles, and visibility tiers, incorporating WVOT policies and procedures.
- Provide an easy to use and navigate customer portal for all WVDMV customers.
- Enabling drivers to renew their driver license as allowed by state and federal law and regulations, obtaining driver history records and completing the WVDMV driver license examination from any device with a front-facing camera.
- Provide a mobile app with the look and feel of the web-based portal, providing WVDMV customers quick and easy access to their account for identification as well as title and registration.
- Facilitate Real ID Head Start function which allows a citizen to submit their documentation for review and feedback from WVDMV staff on the validity of the documents prior to coming into a Regional Office.
- The system will automate and simplify current WVDMV business processes, providing step-by-step instructions for drivers and their vehicles utilizing their customer number via the web-based portal and mobile application, through the use of their preferred device.

Vehicle Titling and Registration Services (Optional)

Due to the inconsistencies of the existing DTRS system, including not consistently capturing driver license numbers as part of the vehicle registration record, our team recommends replacement of the existing DTRS, utilizing the included T&R system already incorporated within WVDLS. This ensures a 360-degree Common Customer all-in-one system which includes capturing and connection of all vehicle type titles including automobiles, trucks, heavy trucks, trailers, boats, etc., all related vehicle registration stickers, placards, and documentation in relation to a driver's UCN.

The inclusion of the Title and Registration Services to WVDLS shall:

- Include the migration of all driver license and identification records to WVDLS as the new system of record for the state, collaborating with WVDMV to perform necessary data cleansing and transformation.
- Provide inventory management of plates, stickers, registration cards, and other supplies, and ongoing production operations.
- Provide issuance of electronic or paper titles upon customer requests, the transfer of in state and out of state titles, the conversion of paper titles to electronic titles, and any corrections of electronic titles.
- Support the issuance, tracking, and audit reporting of a vehicle registration card, plate, and sticker for undercover law enforcement vehicles only by WVDMV authorized users with appropriate masking and security in accordance with WVDMV business rules.
- Support printing of paper titles in coordination with a Magnetic Ink Character Recognition (MICR) printer.
- Support management and tracking of vehicle titles, registrations, and dealer related investigations.
- Our Motor Vehicle Data Services (MVDS) provide both internal and external authorized users to request access and retrieval of title and vehicle registration in accordance with WVDMV business rules. This includes data requests from tow trucking, title loan, etc.

- Provision of a West Virginia electronic title from a manufacturer's certificate of title or the transfer of a title from an automobile Dealership to include all required documents and the collection of fees in accordance with WVDMV business rules, all state and federal laws.
- Provide management and tracking of mailed titles to each WVDMV Regional Office.
- Provide management of initial registration of vehicle and subsequent renewal of the vehicle registration, including the establishment and collection of appropriate fees and taxes across West Virginia agencies. Our system includes the Go-Green option of vehicle registration renewals to save the State of West Virginia hundreds of thousands of dollars on postage.
- Feature functionality to County Sheriff's Offices to renew vehicle registrations for county citizens.
- Provide WVDMV users to manage and track on hold titles, pending receipt of an actual paper title from a lienholder originating from a customer request through the online portal.
- Provide management and customer ordering and issuance of personalized plates through the customer online portal. An example of this is the online personalized plate system we created for the State of Tennessee (Personalized Plates - https://www.tn.gov/revenue/title-and-registration/license-plates.html) This also includes the automated verification of the plate messages through the system.
- Feature West Virgina customer functionality through the online customer portal for renewal of vehicle registration in accordance with West Virginia prerequisite requirements for renewal and including all appropriate fees and taxes across West Virginia agencies. In Tennessee alone our system has processed over 1.8 million online vehicle renewals in 2025 alone.
- Feature a digital registration card accessible via the mobile application for valid registrations and in accordance with the driver record. This is a feature which is live in our Auto Assistant App. The app provides digital registration and can provide verified insurance.
- Provide online access through the customer portal for the secure transfer of an electronic title between two (2) West Virginia customers and a buyer or seller in another state who participates in the interstate electronic title program.
- Batch files of vehicle title and registration.

WVDLS includes the i3 Verticals integrated, proprietary Universal Interface Controller (UIC) is specifically designed to interface with authorized external entities using industry-standard APIs exposed through REST and Webservices. WVDLS provides web API access for invoking orchestrated business process flows, secured through our Universal Interface Controller. APIs to external systems and agencies are exposed using an API Gateway for managing data exchanges with third-party systems. Integrations will include different connections throughout the phases of the implementation, including some pre-built connections with AAMVA Net. Pre-built integrations exist for the integrations shown below with an asterisk:

i3 Verticals Project Integrations through UIC	
Phase 1 & 2	
AAMVA UNI	AAMVA Net
Problem Driver Pointer System (PDPS)*	Driver History Record (DHR) - SPEXS 6.2
Social Security Number Online Verification (SSOLV)*	National Registry for Certified Medical Examiners (NRCME)*

Commercial Driver License Information System (CDLIS)*	Active Directory*
Driver License Data Verification (DLDV)*	CDL Testing: Commercial Skills Test Info Mgmt System (CSTIMS), ITI Permit Testing, MDCL-Interface through tablets skills testing
Digital Image Access and Exchange (DIAE)	Commercial Driver's License Third Party Testing Anti-Fraud Software (CSTIMS) and/or State 2 State
State to State Verification Service (S2S)	Online Driver License and ID Card Renewals (NIC/Tyler)
Drug and Alcohol Clearinghouse (DACH)*	Online Driver License and ID Card Duplicates (NIC/Tyler)
Exclusive Electronic Exchange	Lexus Nexus Monitoring (Tyler)*
WV Existing Kiosks (ITI)	Insurance Verification (Tyler)
Phase 2	
Voter Registration (WVSOS)	Passport Verification (Idemia)
Driver License Issuance/ Card Production (Idemia)	DMV Electronic Image Warehouse (AppEnhancer)
Safety & Treatment (WVOT)	Law Enforcement (WV State Police)
Law Enforcement Fusion Center (WV State Police)	Law Enforcement (FBI-CJIS)*
Phase 2 & 3	
Mobile ID (Idemia) will be replaced	Back Office (Idemia)* will be replaced
Web Enrollment (Idemia) will be replaced	DMV Financial and Cash Remittance (DMVFirst)*
DUI Interlock (LifeSafer & Smart Start)*	Medical Review (WVOT)
WV NIC (Tyler) will be replaced in Phase 3	Other automated Testing (Manual interfaces/Bi-Directional-Phase 3)
Phase 3	
WV Financial Systems (wvOasis)	IRP/Customer Number*
AAMVA's Digital Image Access Exchange (DIAE)*	eCitation (ReportBeam/Replacement Vendor)
Crash Reporting (ReportBeam/Replacement Vendor)*	Crash Reporting & eCitation (ReportBeam/Replacement Vendor)
Real-ID Head Start (pre-enrollment service)*	Court Ordered Suspensions (Various API connections)
Phase 3 & 4	
Cash Drawer Functionality in DTRS will be replaced	DTRS/Customer Number (Tyler & Champs) will be replaced
Phase 4	
Commercial Vehicle Information System (CVISN)	National Motor Vehicle Title Information System (NMVITIS)*
National Digital Titling Clearinghouse (NDTC)	International Registration Plan (Celtic-now i3 Verticals)*

Vintelligence or Equivalent (RL Polk)*	Third Party Title Worker (Multiple third-party connections)

Pre-built integrations result in less time spent on API connections and instead facilitate new policies and processes in accordance with the automation of the new system and WVDMV requirements. The i3 Verticals WVDLS solution hosted on the Microsoft Azure Government Cloud, will be maintained and in full compliance with the RFP specifications and West Virginia OT standards.

Software Reimagined

Throughout our implementation, our team steps through each aspect and phase, gathering information and listening for methods to reduce waste, we then propose those to the WVDMV team for acceptance, or tabling for later. Our exclusive DMV experience provides insight to this support with past lessons learned, potential re-evaluation of processes, and suggestions from other agencies on best practices. A good example of this is our experience with managing Driver Services activities including convictions, sanctions, reinstatements, medical review, and compliance such as ignition interlocks for drivers convicted of DUI/DWI. Our experience managing activities in a jurisdiction and working with other jurisdictions, we have built an automated sanction engine integrating with courts and law enforcement ticketing systems to obtain ticket and conviction information, applying it to driver records.

The sanction engine within WVDLS is driven by a Violation Code Table which uses jurisdiction native codes linked to a Business Rules Engine which contains all related business rules for the conviction code, including grace period length, sanction type, duration, and compliance requirements. Native codes are translated to AAMVA ACD codes and transmits license and privilege information to AAMVA automatically. When a conviction is received, the WVDLS Sanction Engine automatically adds the conviction code and automates the associated business rules to create the sanction. WVDMV Users can view, edit or delete convictions or sanctions as needed with the Sanction Engine managing Fair Hearing requests and outcomes as well. This automation dramatically reduces the amount of manual data entry required by WVDMV staff, thus reducing the risk of data entry errors, while providing the opportunity for manual review and intervention as needed to ensure accuracy. This means effective management of compliancy with state and federal laws is built into WVDLS and WVDMV workflows.

WVDLS Commitment to Artificial Intelligence

i3 Verticals has invested heavily in Artificial Intelligence, offering a state-of-the-art system designed to set the standard across all jurisdictions. This commitment ensures that our platform leverages the latest AI advancements to provide users with the most reliable and efficient tools available.

Advanced AI-Agent

Our proposal includes an innovative AI Agent dedicated to support and training. This AI Agent assists users with questions, guides them through system features, and offers immediate help, streamlining onboarding and ongoing support processes. The AI Agent is available to assist WVDLS users with inquiries regarding procedures such as closing the daily cash drawer or issuing a temporary identification card, providing additional efficiencies in combination with automation.

Advanced AI-Powered Reporting

i3 Verticals has included advanced AI-powered reporting features that enable WVDLS users to generate detailed and customizable reports with ease. By utilizing AI-driven tools, users can quickly obtain accurate data insights to support decision-making and operational efficiency.

Authorized users can input legislation requests into the AI Reporting tool to produce and refine results with additional commands.

AI-Driven Transaction Processing

WVDLS incorporates AI-driven transaction processing, resulting in faster processing times and enhanced accuracy. This feature reduces errors and improves overall workflow, ensuring that transactions are handled smoothly and efficiently.

WVDLS is the Future

Our team is excited to assist in shaping the future of WVDMV through implementing WVDLS, providing modernization, automation, and enhancements by partnering with WVDMV. A myriad of options available for further potential revenue growth and customer centricity can be realized through WVDLS. With the inclusion of AI for even greater automation, offering optional Interactive Voice Response assisting with customer calls, and the option of i3P payment processing, i3 Verticals WVDLS provides WVDMV customers exceptional customer service through automated efficiencies and effective transactions.

The WVDLS system overview above, along with how it will benefit the WVDMV provides a high-level description of the system and what our team believes is the most important information in the 100-page limit. We've included an Appendix A detailing the specific functionality in relation to each requirement in the RFP, starting on page 122. We understand this detail is outside the page limit and is to the discretion of the WVDMV to consider.

WVDLS Software Licensing

WVDLS will include one (1) enterprise level license for WVDMV and all users. This entitles WVDMV, West Virginia DOT and OT state agencies to use this system for the duration of the contract. i3 Verticals will configure the system to the exact specifications within this RFP as well as during the requirements gathering sessions with WVDMV.

Below are additional details related to our licensing models:

1. Enterprise License Model – Provides licensing for unlimited WVDMV users throughout the entire life of the contract.
2. Pricing based on a Cloud hosted platform

- All-inclusive maintenance and support
- All security enhancements are included in the pricing for the life of the contract
- The system is updated with new features implemented in other jurisdictions

Our software licenses provide the user with the right to use the software in accordance with the terms and conditions specified in the license agreement.

- Permitted use: This may include restrictions on the types of activities that can be performed with the software, or limitations on the locations where the software can be used.
- Installation and setup: Includes the installation process, including any necessary configuration or customization.
- Technical support: Includes technical support to assist with any issues or service requests that arise during the contract period.
- Maintenance and updates: Includes provisions for ongoing maintenance and updates to the software, such as bug fixes, security patches, or feature enhancements.
- Compatibility: Any compatibility issues that may need to be addressed.

- Intellectual property: Includes terms related to intellectual property, such as restrictions on copying, reverse engineering, and distributing the software.

As a part of our support and maintenance process, i3 Verticals will follow a service level agreement (SLA) to provide all necessary ongoing services and support of the system. We understand the differences for each state jurisdiction, therefore, each i3 Verticals contract contains a specific SLA written to each client's needs and requirements.

The i3 Verticals Project Team is excited for this project and cannot wait to partner with the WVDMV!

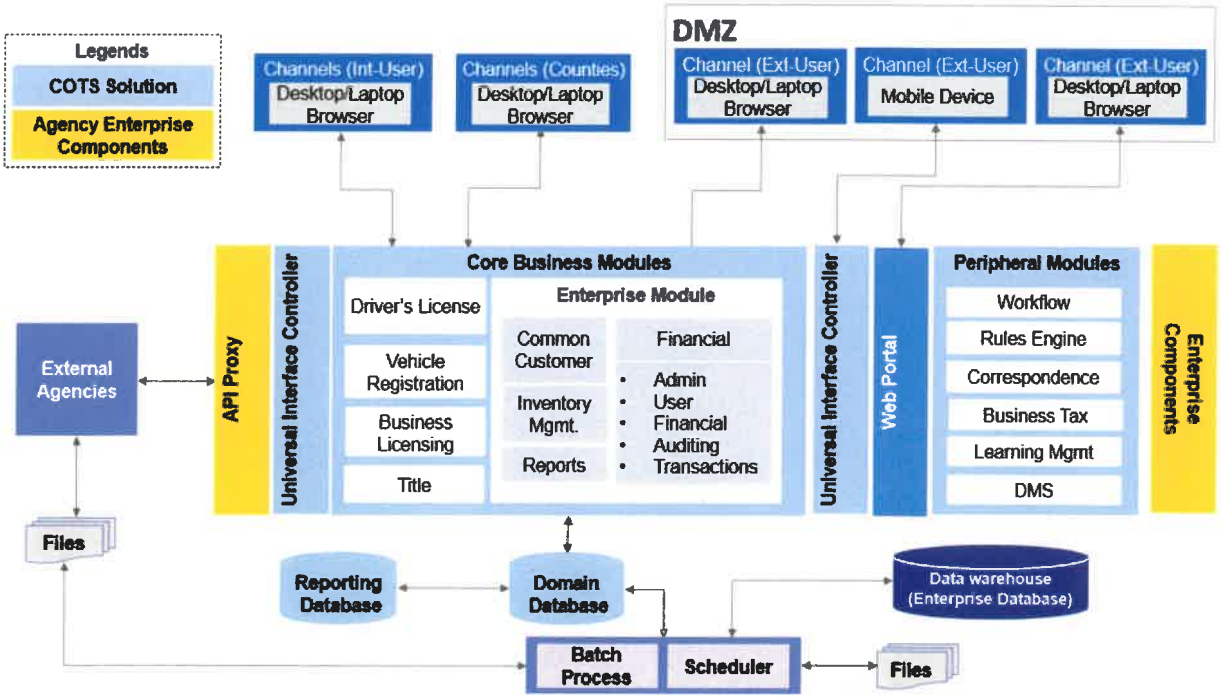
Cloud Solution Description

Azure GovCloud Hosting (Section 5.3.6.2.4)

We recommend Microsoft Azure Government Cloud as the best fit for the WVDLS described in the RFP. As a Microsoft partner, i3 Verticals will provide and manage the Azure platform pre-configured with standards and best practices and will build and harden the solution using an industry-standard security architecture for government applications. The proposed infrastructure is secured inside a virtual network (VNET) and not exposed outside that network. Connectivity between WVDMV and i3 Verticals environments will be established via a VPN (or ExpressRoute). External users will be restricted; only authorized users gain access via secured HTTPS. Azure Government also facilitates integration with active directory (Microsoft Entra ID/Azure AD) for SSO and access validation.
References: Azure Government compliance & sovereign controls (FedRAMP High, DoD IL4/IL5) and U.S. residency; identity models and Gov/Commercial Entra options.

i3 Verticals Transportation (Public Sector) includes motor carrier and motor vehicle solutions. Our transportation modules provide a complete, self-service system across WVDMV business lines, built on deep industry experience and current client deployments—meeting scalability, availability, and continuity requirements.

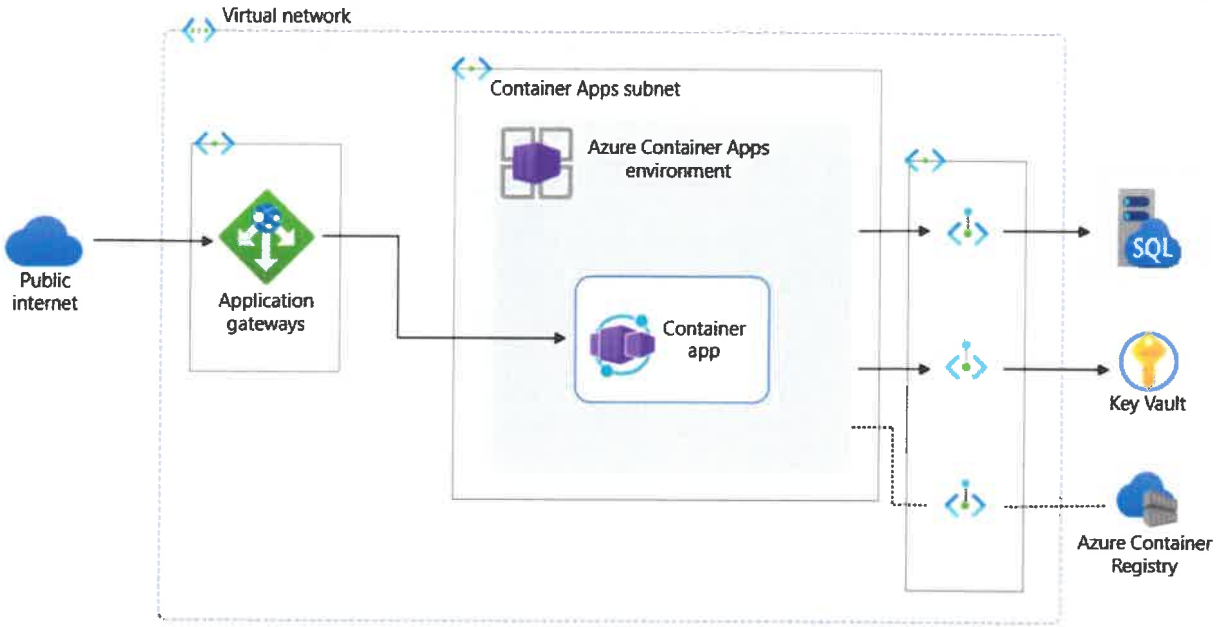
Sample High Level Solution Architecture



Infrastructure Solution Overview

- Azure Container Apps (ACA) in a VNET-integrated environment, using revisions for blue-green/canary rollouts and internal ingress for private APIs; autoscaling via KEDA to match demand.
- Azure SQL Database (PaaS) with TDE (on by default for new DBs), Private Endpoint, Auditing (to Storage/Log Analytics/Event Hub), PITR, and public network access disabled.

- Azure Key Vault for secrets/keys/certs; Managed Identity-only access with rotation policies enforced and private networking.
- Azure Storage for documents/exports; Private Endpoints, encryption at rest, lifecycle management; geo-redundancy (GZRS/RA-GZRS) based on DR objectives.
- Azure Container Registry (ACR) with image signing (Notation + Trusted Signing) and Defender for Cloud image scanning; Azure DevOps CI/CD with gated approvals.
- Observability: Azure Monitor, Log Analytics, Application Insights—centralized logs/metrics/traces with ≥ 6-month retention and archive up to 12 years for compliance.
- Governance: Per-environment resource groups, naming standards, and tags for ownership, data classification, and cost management; Azure Policy enforcement.



Network Configuration

- VNET per environment (Dev, Test, UAT, Prod) with subnets for App, Data, and Integration tiers.
- Private Endpoints for Azure SQL Database, Azure Storage, and Azure Key Vault; no public data-plane access.
- Ingress via WAF (Azure Front Door or App Gateway) → Azure Container Apps; admin portal restricted via VPN/ExpressRoute and IP allow-lists.
- Egress locked down with FQDN/service-tag allow-lists for IRP/IFTA clearinghouses, PRISM/SAFER, payment gateway, and Azure services.
- Protocols: HTTPS (443) for all traffic; SFTP (22) if required; SMTP (587) for notifications; SQL (1433) via Private Endpoint only.
- Security: TLS 1.2/1.3, WAF OWASP rules, DDoS protection, Managed Identities for service access, no inbound RDP/SSH.
- Monitoring: NSG flow logs and diagnostics sent to Log Analytics with ≥ 6-month retention.

Scalability and Performance

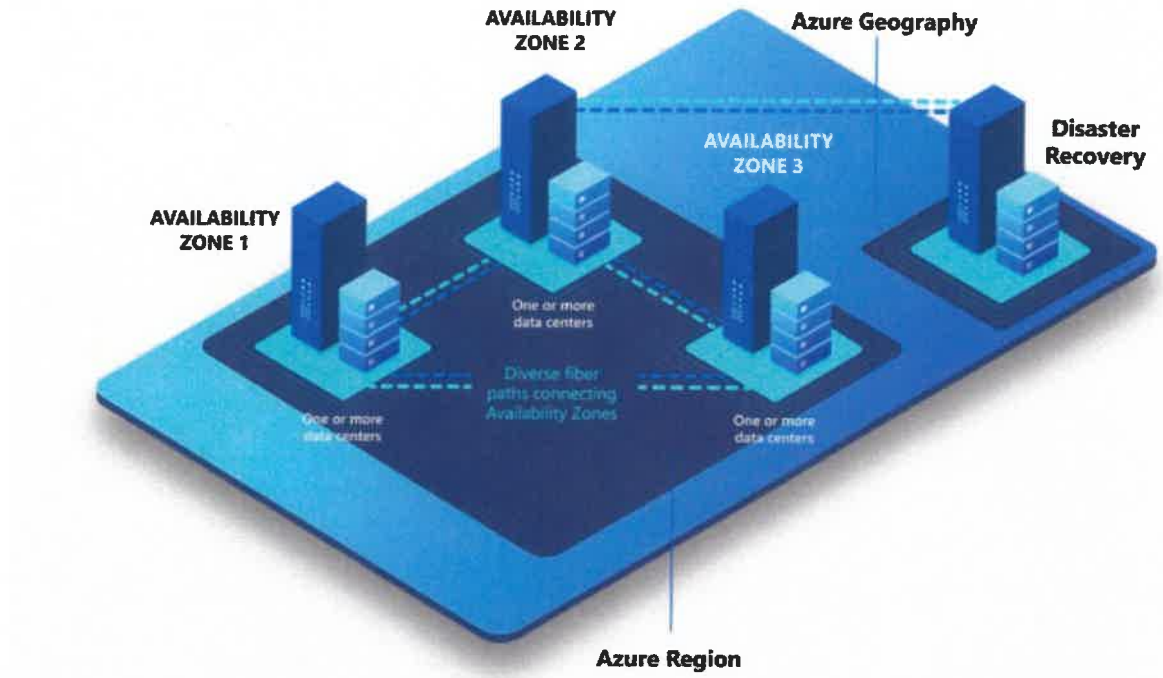
WVDLS is **stateless and cloud-ready**; scaling out components is straightforward across deployment models.

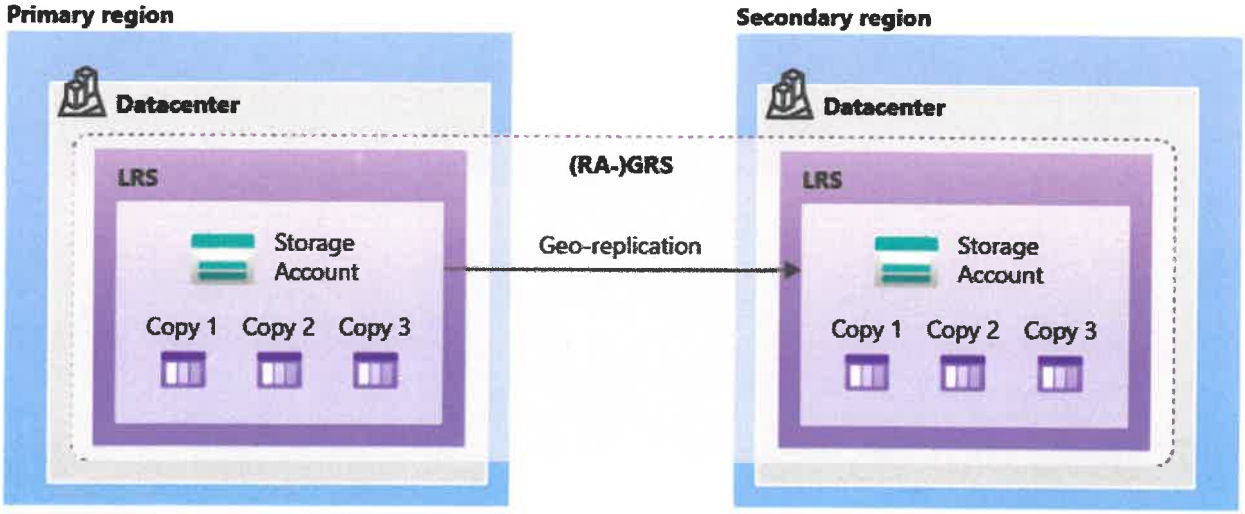
- **System Architecture**: Microservices in **ACA** scale **horizontally** by adding replicas; autoscaling rules (HTTP/event/CPU/memory) ensure elastic response to demand.
- **Load Balancing**: Azure Front Door/App Gateway ingress + ACA **auto scale** and service discovery distribute load across APIs and workers.
- **Caching**: We will collaborate with WVDMV to implement appropriate caching for read-heavy workloads (e.g., API caching, CDN if applicable) while honoring data rules. *(Design aligns with Azure patterns.)*
- **Database Scaling**: Azure SQL tiers support scale and high availability; patterns include read scale-out (where applicable), PITR/LTR, and geo-restore for continuity.

Business Continuity and Disaster Recovery

- **If a system fails:** Sensitive data stays protected. We take regular backups so WVDMV can restore the system to the last known good state.
- **Databases (SQL):**
  Backups allow **point-in-time restores** for up to **35 days** and **long-term retention** for up to **10 years**. If a region has an outage, we can **restore from another region** or use **live secondary replicas** where appropriate.
- **File and document storage:**
  We use **geo-zone-redundant storage** (copies data across multiple data centers and a secondary region). For private network access, we design **two private connections** (one per region) and **region-specific private name resolution**, and we **test** this failover setup regularly.
- **Regions that work in pairs:**
  Azure Government regions (for example, **Arizona**, **Texas**, **Virginia**) operate in **paired configurations** to support cross-region replication and disaster recovery. We provide **step-by-step failover runbooks** so your team can control when and how to switch.
- **Application updates and rollbacks:**
  We deploy new versions side-by-side. If something goes wrong, we can **instantly roll back** to the previous version, reducing **recovery time**.

Azure Datacenter Geography





Ownership Summary

i3 Verticals (Owner: cloud platform & solution delivery)

- Provide and maintain Azure Government Cloud hosting under our Microsoft partner agreement.
- Build, harden, and operate the platform: web app (WVDLS), containers, databases, storage, monitoring.

- Design and set up environments: network topology, subnets, inventory, machine interconnects, compute/storage.
- Backups and disaster recovery: architecture, runbooks, and scheduled tests.
- Sign-in integration: configure Single Sign-On with Microsoft Entra ID (Azure AD) or other identity providers (Okta, Windows AD, OpenID).
- Release management: deploy updates, enable safe rollbacks, and enforce change controls on the platform.

WVDMV (Owner: business access, connectivity, and policy)

- Approve architecture and sizing; provide business requirements (data retention, access policies).
- Provide network connectivity (VPN or ExpressRoute) and firewall rules to reach WVDMV systems.
- Own identities and roles: user lifecycle, groups, and access approvals in WVDMV's directory.
- Own external integrations: approve endpoints (clearinghouses, payment gateway) and data sharing rules.
- Acceptance testing and go-live approvals for releases and configuration changes.

Shared responsibilities (i3 Verticals + WVDMV)

- SSO trust setup and validation (metadata, certificates, claims).
- Security operations: incident response, audits, and periodic posture reviews.
- BC/DR exercises: plan, run, and document cross-region failover tests.
- Capacity & performance planning: review usage trends and adjust resources.

RACI Matrix

Code Meaning: R = Responsible (does the work), A = Accountable (single owner who signs off), C = Consulted (provides input),I = Informed (kept up to date)

Activity / Deliverable	i3 Verticals – Cloud Delivery	WVDMV – IT & Business	WVDMV – Security & Compliance	Joint Architecture Team
Azure Government hosting (build, harden, operate)	A/R	I	C	C
Environment setup (network topology, subnets, inventory, compute & storage)	A/R	C	C	C
Connectivity (VPN/ExpressRoute), firewall rules	C	A/R	C	I
Single Sign-On integration (Microsoft Entra ID/Azure AD, Okta, Windows AD, OpenID)	A/R	C	C	C
User & role lifecycle; access approvals	I	A/R	C	I
Backups & disaster recovery (design, runbooks, tests)	A/R	C	C	C

Activity / Deliverable	i3 Verticals – Cloud Delivery	WVDMV – IT & Business	WVDMV – Security & Compliance	Joint Architecture Team
Release management (deployments, rollback, change control)	A/R	A (business approval)	C	C
External integrations (clearinghouses, payment gateway)	R	A/R	C	I
Observability & monitoring (dashboards, alerts, retention)	A/R	C	C	I
Security operations (incidents, audits, posture reviews)	R	C	A/R	C
Acceptance testing & go-live approvals	C	A	C	I
Capacity & performance planning	A/R	C	I	C

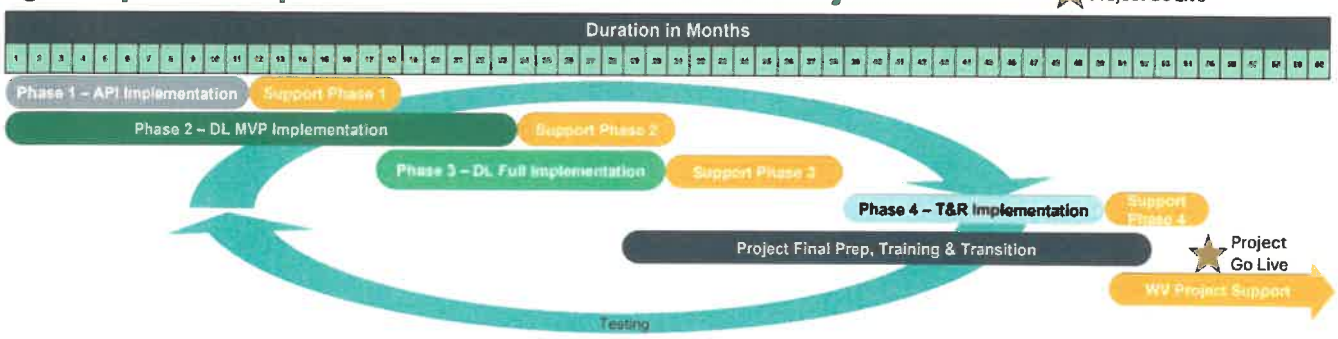
WVDMV Proposed Project Approach

I3 Verticals Proposed Project Timeline (Section 5.3.6.2.5 & 5.3.6.2.6)

In alignment with all WVDMV requirements, each phase of this project will be initiated and managed as a distinct and **separate Delivery Order within the Contract**, with the initiation of both Phase 1 & 2 following contract execution.

On the following page and as provided as an attachment, is a timeline graphic for this project showing each phase, and all activities involved in accordance with WVDMV requirements with i3 Verticals delivering **Phase 1 and 2 at least 1 month ahead** of the required timeline in the RFP.

Proposed Implementation Plan- WV DMV Project



Project Management

PHASE 1 - AAMVA API Implementation	PHASE 2 – DL MVP Implementation	PHASE 3 – DL Full Implementation	PHASE 4 – T&R Implementation	Project Final Prep/Final Training	Project Support
• Contractual Agreement Execution • Project Kickoff • Deliver Implementation Plans for Phase 1 & 2 • Provide Dependencies & Finalize Resourcing • Phase 1 Workshops • WVDL Phase 1 – 3 Requirements Approval • Rest API Connections to AAMVA, Mobile ID, Automated Testing, AD, Doc Mgmt, Portal/Web, Appt Queue, Cash Drawer DL Print Vendor • WVDL Base Install/Phase 2 Prep • WVDL Develop Phase 2 – 4 Prep • WVDL Functional Sprints 2 – 4 • WVDL Functional Test Sprints • WVDL Agency QA/SIT Testing • WVDL Phase 1 QA Signoff • WVDL Phase 1 Initial Support	• Phase 2 Configuration • Phase 2 Requirements Workshop (including 3rd Party Integrations & Federal/State Laws) • Develop & Deliver Requirements Plans for Phase 3 & 4 • WVDL Base Install/Phase 2 Prep • WVDL Develop Sprint 1 • WVDL Functional Sprint 1 • WVDL Develop Sprint 2 • WVDL Functional Sprint 2 • WVDL Develop Sprint 3 • WVDL Functional Sprint 3 • WVDL Develop Sprint 4 • WVDL Functional Sprint 4 • WVDL Agency QA/SIT Testing • WV Phase 2 QA Signoff Acceptance • UAT Test Case Development • Profile Data Migration – Design • Profile Data Migration – Scrip • Sample File Migration & Validation • Full Load Migration & Validation • Code Freeze • UAT Extraction • UAT Signoff • Performance Test Plan Dev • Performance Test Execution & Remediations • Train the Trainer Materials • Develop Deployment Plan • Establish Operational Support Procedures • Execute Deployment Plan • Deploy • WVDL Phase 2 Deployment Support	• Phase 3 Configuration • Phase 3 Requirements Workshop (including Outstanding 3rd Party Integrations) • WVDL Base Install/Phase 3 Prep • WVDL Develop Sprint 1 • WVDL Functional Sprint 1 • WVDL Develop Sprint 2 • WVDL Functional Sprint 2 • WVDL Develop Sprint 3 • WVDL Functional Sprint 3 • WVDL Develop Sprint 4 • WVDL Functional Sprint 4 • WVDL Agency QA/SIT Testing • WV Phase 3 QA Signoff Acceptance • UAT Test Case Development • Profile Data Migration – Design • Profile Data Migration – Scrip • Sample File Migration & Validation • Full Load Migration & Validation • Code Freeze • UAT Extraction • UAT Signoff • Performance Test Plan Dev • Performance Test Execution & Remediations • Deliver Train the Trainer • Develop Agency End User Materials • Deliver Training • Develop Deployment Plan • Establish Operational Support Procedures • Execute Deployment Plan • Deploy • WVDL Phase 3 Deployment Support	• Phase 4 Requirements Workshop (including Outstanding 3rd Party Integrations) • WVDL Base Install/Phase 4 Prep • WVDL Develop Sprint 1 • WVDL Functional Sprint 1 • WVDL Develop Sprint 2 • WVDL Functional Sprint 2 • WVDL Develop Sprint 3 • WVDL Functional Sprint 3 • WVDL Develop Sprint 4 • WVDL Functional Sprint 4 • WVDL Agency QA/SIT Testing • WV Phase 3 QA Signoff Acceptance • UAT Test Case Development • Profile Data Migration – Design • Profile Data Migration – Scrip • Sample File Migration & Validation • Full Load Migration & Validation • Code Freeze • UAT Extraction • UAT Signoff • Performance Test Plan Dev • Performance Test Execution & Remediations • Deliver Train the Trainer • Develop Agency End User Materials • Deliver Training • Develop Deployment Plan • Establish Operational Support Procedures • Execute Deployment Plan • Deploy • WVDL Phase 4 Deployment Support	• i3 Verticals Deliver Complete Configured Model • Close Out Project • Follow-Up Training Documentation from i3 Verticals – WVDMV Customers	• Transition to i3 Verticals Customer Care • Document Acceptance

Project Timeline Assumptions & Risks:

1. The timeline for Phase 1 is dependent upon WVDMV's ability to secure a testing date with AAMVA in the time allowed following Phase 1 Implementation of REST APIs. If an appointment for testing is not available through AAMVA until after the testing date assigned, the i3 Verticals Project Team will not be able to complete Phase 1 in accordance with the completion date as projected. This may also affect the completion date of Phase 2. Should this happen, our Project Team will attempt to shift our schedule to accommodate as best as possible.
2. All desired third-party supplier integration API packaging provided by WVDMV for each integration.
3. WVDLS can utilize existing workstation hardware for cost savings. However, should the WVDMV determine new hardware is desired, i3 Verticals can assist with procurement, if required.

Phase 1

Phase 1 Approach (Section 5.3.6.2.5)

Following contracting, we will work with the WVDMV on securing a date with AAMVA for certification testing of the AAMVANet interface to ensure the scheduled date will be met.

i3 Verticals will provide all API connections specified for Phase 1 within **eleven (11) months** of the execution of a contract. Included on page 30 we detail key activities and milestones for Phase 1 in our timeline graphic. This graphic has been provided as a larger attachment, for easier reading.

i3 Verticals will provide and maintain the cloud environment for the conversion from AAMVA Uni to AAMVANet. i3 Verticals shall operate the RESTful services in production (Full Managed Service). i3 Verticals will retain operational responsibility for APi's, monitoring, patching, scaling, and first-line incident response at the service levels defined in this RFP throughout all Phases of the project to final Go-Live.

WVDLS includes use of our Universal Interface Controller (UIC) for any required integration points. i3 Verticals' UIC will provide extensive capabilities for providing security and auditing requirements. The UIC supports a variety of industry-standard protocols, including RESTful APIs, SOAP, JSON, XML, and Open API formats. Furthermore, the UIC has capabilities for logging incoming and outgoing request/responses for auditing purposes.

i3 Verticals provides the following options for secured connectivity using various web services and other protocols:

REST-Based API

- Access Control: APIs require authentication and authorization to access data.
- Format Control: Data can be provided in JSON or XML format.
- Access Frequency: Limited or scheduled to prevent overloading the server.
- Latency: The time to retrieve data via REST-based APIs depends on factors such as network connectivity, server load, and the size of the datasets.

FTP or SFTP

- Access Control: Credentials required to access FTP or SFTP Server.
- Format Control: Data can be provided in XML or CSV format.
- Access Frequency: Limited or scheduled to prevent overloading the server.
- Latency: The time to retrieve data via APIs depends on factors such as network connectivity, server load, and the size of the data being transferred.

Cloud-Based Storage

- Access Control: Credentials required to access the cloud-based server.
- Format Control: Data can be provided in XML or CSV format.
- Access Frequency: Limited to prevent overloading the server.
- Latency: The time to retrieve data via APIs depends on factors such as network connectivity, server load, and the size of the data being retrieved.

i3 Verticals will provide runbooks, dashboards, and monthly operational reports.

As part of our standard Technical Knowledge Transfer Approach for Phase 1, our team will provide runbooks, dashboards, and operational reports to the WVDMV Project Team.

The Runbook focuses on operational procedures and maintenance tasks. It includes:

- Step-by-step instructions for routine operations
- Troubleshooting guides
- Workflow execution details
- Monitoring and alerting procedures
- Backup and recovery steps

The i3 Verticals WVDLS will be implemented with a structured configuration management approach to ensure consistency, security, and compliance across Development, Test, User Acceptance Test, and Production environments.

Key elements include:

- Configuration as Code: All application and infrastructure configurations will be managed through Azure DevOps pipelines using templates and scripts for repeatable deployments.
- Version Control: Source code, configuration files, and deployment scripts will be maintained in Git with branching strategies (develop, release/*, main) and semantic versioning for traceability.
- Secure Environment-Specific Settings: Sensitive configurations such as database connection strings, API keys, and certificates will be stored in Azure Key Vault. These secrets will be injected at runtime via managed identities, ensuring no credentials are hardcoded or exposed in pipelines.
- Change Control: All configuration changes will require pull requests, automated validation, and approval gates before promotion to higher environments.
- Audit & Traceability: Each phase deployment will produce an auditable record including build ID, configuration version, and approver details.
- Rollback Capability: Immutable container images and infrastructure templates allow rapid rollback to a known good state.
- Compliance: All configurations will adhere to WVDMV IT security policies, NIST SP 800-53, and encryption standards (AES-256 at rest, TLS 1.2/1.3 in transit).

This plan ensures **secure, consistent, and fully documented configuration management** throughout the system lifecycle.

i3 Verticals will meet the following Go-Live criteria for Phase 1:

- Validated Open API specs for all REST endpoints and signed interface agreements with interface owners
- Successful completion and WVDMV approval of system test, integration test, security test and performance test
- Successful completion and approval by the WVDMV Project Steering Committee of user acceptance testing
- Parallel-run results demonstrating parity (functional and performance) with the legacy UNI for a representative set of transactions
- Data mapping reconciliation reports with traceability from copybook fields to new API fields and acceptable exception rates; and
- No open Critical (Severity 1) issues/deficiencies

- No open High (Severity 2) issues/deficiencies, or a documented work-around and a plan for remediating the issue, which has been approved by the WVDMV Project Team in advance
- A work plan with definitive timelines approved by the Agency for addressing open Minor (Severity 3) issues/deficiencies; and
- Documented rollback procedures, runbooks, and an agreed cutover plan approved by WVDMV

Following go-live of Phase 1, i3 Verticals will request Final Phase Acceptance of Phase 1 following 90 days of continuous operations with no Critical defects. In the event a Critical defect occurs, i3 Verticals acknowledges the clock for system acceptance may be reset at WVDMV's option.

Please reference Appendix A for the specific requirements included in Phase 1.

Phases 2 & 3

Phase 2 Approach (Section 5.3.6.2.6)

i3 Verticals will implement WVDLS, fully replacing the functionality in the existing WVDMV mainframe driver license system, thereby retiring the system. WVDLS will result in zero loss of authoritative data and will be implemented **within twenty-three (23) months** of the execution of a contract.

WVDLS will support **issuance of driver license types** consistent with all federal and state laws and include:

- Graduated Licenses
- Commercial Licenses
- Real ID Compliant Licenses
- State Employment ID Cards
- State Bar Identification Cards
- Undercover Law Enforcement
- Constituent Mobile Identification

We diligently adhere to the guidelines specified in FIPS 140-2 validated cryptography, implementing robust cryptographic practices to ensure the confidentiality, integrity, and authenticity of state data. Our approach encompasses the following key principles:

1. **FIPS 140-2 Validated Cryptography**

   The cryptographic algorithms and modules within our Driver License Commercial Off-The-Shelf (COTS) System undergo validation according to the Federal Information Processing Standard (FIPS) 140-2. This rigorous standard ensures compliance with stringent security requirements, providing a high level of assurance for safeguarding sensitive data.

2. **Data in Transit**

   Encryption protocols like Transport Layer Security (TLS) are employed to secure WVDMV data during transmission. These protocols establish secure communication channels, preventing unauthorized access or tampering with data transmitted over networks.

3. **Data at Rest**

   When storing WVDMV data in the Driver License COTS System, encryption mechanisms are applied using FIPS 140-2 validated cryptographic algorithms to the hard drives. This ensures that the stored data remains unusable without the appropriate decryption keys, even in the event of unauthorized access.

4. **Key Management**

   We follow rigorous key management practices to safeguard cryptographic keys in WVDLS. This involves secure generation, storage, rotation, and destruction of encryption keys, aligning with industry best practices. Strict control over cryptographic keys prevents unauthorized access to encrypted data.

Our commitment to FIPS 140-2 validated cryptography, including the use of AES-256, salted hashed one-way encryption, infrastructure encryption through Azure-supported key vault managed keys, and data in transit secured via TLS certificates using the HTTPS protocol, establishes a robust foundation for securing WVDMV data in WVDLS.

WVDLS will support digital signature and encryption of Mobile DL/ID data in alignment with AAMVA and ISO/IEC 18013-5 standards and enables secure lifecycle management of Mobile DL/ID credentials including issuance, renewal, suspension, and revocation.

Each transaction includes an audit log of all operations, both cryptographic and daily user activities, to support compliance, transparency, and federal reporting requirements. WVDLS provides redundancy and high availability to ensure uninterrupted Mobile DL/ID issuance and verification services across the state.

WVDLS provides the **management of the following driver license records by WVDMV** authorized users through RBAC:

- Real-time Driver Records including:
- Driver History
- License Restrictions
- Traffic Citations
- Traffic Citation Convictions
- License Suspension Status
- Automated Points Tracking with:
- Configurable Suspension Workflows
- Integrated with External Program Data
- An Online Portal with RBAC to:
- All WVDMV Customers
- Authorized WVDMV Staff/Users
- Medical Providers
- Law Enforcement
- Authorized Driver Family
- Court Staff and Attorneys with integration to **eCitation**, when available
- Scheduling & Queuing System for Regional Office Appointments
- Automated Testing Tools Supporting Required Testing for Commercial Drivers, including electronic delivery of test results
- Integration with Interlock Provider including all Logs, History, for Participants

WVDLS **will facilitate WVDMV staff** to:

- Monitor and Manage Compliance with All Compulsory Insurance Requirements

- Manage All Related Driver and Commercial Driver Inventories
- Management and Tracking of Driver License Investigations for Employee, Customer, and Other DL Fraud
- Manage, Extract, Prepare, Transmit Information via Batch Files to Various Authorized State Agencies/External Users
- Integration with WVDMV Document Management System
- Manage All WVDMV External User Records Through Integrations with other Third-Party Integration
- Access all migrated data, operating as the new system of record

As part of our standard Technical Knowledge Transfer Approach, our team will provide runbooks, dashboards, and monthly operational reports to the WVDMV Project Team.

The Runbook focuses on operational procedures and maintenance tasks. It includes:

- Step-by-step instructions for routine operations
- Troubleshooting guides
- Workflow execution details
- Monitoring and alerting procedures
- Backup and recovery steps

Phase 2 Testing

The i3 Verticals WVDLS will be implemented with a **structured configuration management approach** to ensure consistency, security, and compliance across **Development, Test, User Acceptance Test, and Production environments**.

Key elements include:

- Configuration as Code: All application and infrastructure configurations will be managed through Azure DevOps pipelines using templates and scripts for repeatable deployments.
- Version Control: Source code, configuration files, and deployment scripts will be maintained in Git with branching strategies (develop, release/*, main) and semantic versioning for traceability.
- Secure Environment-Specific Settings: Sensitive configurations such as database connection strings, API keys, and certificates will be stored in Azure Key Vault. These secrets will be injected at runtime via managed identities, ensuring no credentials are hardcoded or exposed in pipelines.
- Change Control: All configuration changes will require pull requests, automated validation, and approval gates before promotion to higher environments.
- Audit & Traceability: Each deployment will produce an auditable record including build ID, configuration version, and approver details.
- Rollback Capability: Immutable container images and infrastructure templates allow rapid rollback to a known good state.
- Compliance: All configurations will adhere to WVDMV IT security policies, NIST SP 800-53, and encryption standards (AES-256 at rest, TLS 1.2/1.3 in transit).

This plan ensures **secure, consistent, and fully documented configuration management** throughout the system lifecycle.

i3 Verticals will meet the following Go-Live criteria for Phase 2:

- Successful completion and WVDMV approval of system test, integration test, security test and performance test

- Successful completion of two (2) practice/mock data conversions, at a minimum
- Successful completion and approval by the WVDMV Project Steering Committee of user acceptance testing
- Successful completion of required testing, documentation, and certifications required by Homeland Security for mobile driver license/identification cards
- Successful completion and WVDMV approval of end user training
- Successful data quality targets and acceptance of greater or equal to 99.99% successful automated reconciliation, any and all remaining exceptions documented, triaged, and resolved or accepted by WVDMV prior to cutover
- No open Critical (Severity 1) issues/deficiencies
- No open High (Severity 2) issues/deficiencies, or a documented work-around and a plan for remediating the issue, which has been approved by the WVDMV Project Team in advance
- A work plan with definitive timelines approved by the Agency for addressing open Minor (Severity 3) issues/deficiencies; and
- Documented rollback procedures, runbooks, and an agreed cutover plan approved by WVDMV

Following go-live, i3 Verticals will request Final Phase Acceptance of Phase 2 following 90 days of continuous operations with no Critical defects. In the event a Critical defect occurs, i3 Verticals acknowledges the clock for system acceptance may be reset at WVDMV's option. i3 Verticals will prepare a regression test plan for use in testing any changes to the production version of WVDLS for enhancements that are implemented post go live.

Phase 3 Approach (Section 5.3.6.2.6)

i3 Verticals will implement Phase 3 of the WVDLS, as a **fully functional** system and will result in **zero loss of authoritative data**. Phase 3 will start **within eighteen (18) months** of the execution of a contract, following a minimum of three (3) months stabilization for Phase 2, and be released into production within thirty (30) months from phase start.

Phase 3 of the WVDLS implementation will provide the following functionality:

A Customer Centric Design provides enhancement of customer relationships between WVDMV and its external users.

- Implementation with DTRS in Phase 4 per WVDMV NTP, prep of DTRS for integration
- Provide Record level trail mapping, using the Unique Customer Number (UCN) to all existing driver records
- Provide Field-Level Reconciliation Reporting of Record Counts, Matched/Unmatched Records, Duplicated Records and Actions, and Unresolved Exceptions
- Implement full Customer Search Capability based on WVDMV Requirements and RBAC
- Provide any enhancements to online customer portal for use with front-facing camera devices
- Provide Customer Use of Mobile ID as an identity verification/authentication tool to perform transactions in lieu of a visit to a WVDMV office

Provide online submissions for:

- Physicians
- Law Enforcement
- Family Members for Review by WVDMV Medical Review Unit
- Authorized Court Staff
- CDL Drivers

- OTR Companies
- West Virginia Insurance Companies
- Enhance & Perfect Appointment Scheduling and Queuing Systems in accordance with WVDMV business rules

Provide WVDMV with real time analytics on:

- Wait times from Queuing
- Throughput of customers
- WVDMV Staff Performance & Rating
- Current & New Online System Use by Date
- Kiosk Use
- Customer Service Calls Incoming with Time/Date Analytics
- Throughput of Customer Service Calls
- Automated testing for CDL both online and in office in accordance with WVDMV business rules

Automated tracking and management of DL and ID in accordance with WVDMV business rules including:

- USPS Returns
- Expired Records
- Outstanding Online Renewals
- Interlock Participants

Cashiering and cash drawer functionality include:

- Acceptance of all payment types in accordance with business rules and payment provider
- Payment of all DL, Title & Registration, and Other Integrated Agency Fees (West Virginia State Bar)
- Integration with Inventory Management System
- Reconciliation of daily cash drawers and daily deposits
- Integration with Financial Management System
- Integration with all partners and third parties per Attachment B of this RFP
- Migration of all data from existing WVDMV systems and Google Apps in support of ongoing production operations

As part of our standard Technical Knowledge Transfer Approach, our team will provide runbooks, dashboards, and monthly operational reports to the WVDMV Project Team.

The Runbook focuses on operational procedures and maintenance tasks.

It includes:

- Step-by-step instructions for routine operations
- Troubleshooting guides
- Workflow execution details
- Monitoring and alerting procedures
- Backup and recovery steps

WVDLS will be implemented with a structured configuration management approach to ensure consistency, security, and compliance across Development, Test, User Acceptance Test, and Production environments. Key elements include:

- Configuration as Code: All application and infrastructure configurations will be managed through Azure DevOps pipelines using templates and scripts for repeatable deployments.
- Version Control: Source code, configuration files, and deployment scripts will be maintained in Git with branching strategies (develop, release/*, main) and semantic versioning for traceability.
- Secure Environment-Specific Settings: Sensitive configurations such as database connection strings, API keys, and certificates will be stored in Azure Key Vault. These secrets will be injected at runtime via managed identities, ensuring no credentials are hardcoded or exposed in pipelines.
- Change Control: All configuration changes will require pull requests, automated validation, and approval gates before promotion to higher environments.
- Audit & Traceability: Each deployment will produce an auditable record including build ID, configuration version, and approver details.
- Rollback Capability: Immutable container images and infrastructure templates allow rapid rollback to a known good state.
- Compliance: All configurations will adhere to WVDMV IT security policies, NIST SP 800-53, and encryption standards (AES-256 at rest, TLS 1.2/1.3 in transit).

This plan ensures secure, consistent, and fully documented configuration management throughout the system lifecycle.

i3 Verticals will meet the following Go-Live criteria for Phase 3:

- Successful completion and WVDMV approval of system test, integration test, security test and performance test
- Successful completion of two (2) practice/mock data conversions, at a minimum
- Successful completion and approval by the WVDMV Project Steering Committee of user acceptance testing
- Successful completion of required testing, documentation, and certifications required by Homeland Security for mobile driver license/identification cards
- Successful completion and WVDMV approval of end user training
- Successful data quality targets and acceptance of greater or equal to 99.99% successful automated reconciliation, any and all remaining exceptions documented, triaged, and resolved or accepted by WVDMV prior to cutover
- No open Critical (Severity 1) issues/deficiencies
- No open High (Severity 2) issues/deficiencies, or a documented work-around and a plan for remediating the issue, which has been approved by the WVDMV Project Team in advance
- A work plan with definitive timelines approved by the Agency for addressing open Minor (Severity 3) issues/deficiencies; and
- Documented rollback procedures, runbooks, and an agreed cutover plan approved by WVDMV

Following go-live, i3 Verticals will request Final Phase Acceptance of Phase 3 following 90 days of continuous operations with no Critical defects. In the event a Critical defect occurs, i3 Verticals acknowledges the clock for system acceptance may be reset at WVDMV's option. i3 Verticals will prepare a regression test plan for use in testing any changes to the production version of WVDLS for enhancements that are implemented post go live.

Please reference Appendix A for the specific responses to the requirements included in Phase 3.

Phase 4

Phase 4 Approach and Go-Live (Section 5.3.6.2.7)

i3 Verticals will implement Phase 4 of the WVDLS, as a fully functional system and will result in **zero loss of authoritative data**. Phase 4 will start **within thirty-eight (38) months** of the execution of a contract, following a minimum of eight (8) months stabilization for Phase 3.

Following approval from WVDMV for Phase 4, i3 Verticals will commence implementation.

Phase 4 of the WVDLS implementation will provide the following functionality:

- Support and issuance of electronic titles, paper titles, from a customer request, both in and out of state transfers, replacement requests, including all applicable fees.
- Support creation of a West Virginia electronic title from a manufacturers certificate of title or the transfer of title to a customer by an automotive dealer including the upload of required documents to WVDMV and all applicable fees.
- Management and Tracking of all mailed titles.
- Support the printing of titles in the event a paper title is required by interoperating with a Magnetic Ink Character Recognition (MICR) printer.
- Management and tracking of titles on hold pending receipt of a paper title from a lienholder including the ability for a customer request from the online portal.
- Provision of secure online title transfer between two (2) West Virginia customers who have been authenticated in the system, with the capability to allow an interstate electronic title transfer between a WV customer and a buyer/seller in another state who participates in the interstate electronic title program.
- Management of initial registrations of vehicles and subsequent renewal of vehicle registrations, collection of appropriate fees and taxes, and the establish the allocation of fees and taxes across agencies.
- Management of ordering and issuance of personalized plates, in accordance with WVDMV business rules, and state law.
- Provision of RBAC for use by County Sheriff's Offices to renew vehicle registrations for citizens within their county including collection of all fees and taxes.
- Provision of state citizens of online renewal of vehicle registration in accordance with WVDMV business rules, prerequisite requirements of registration renewal, including but not limited to, the uploading of documents and collection of all appropriate fees and taxes and establishing the allocation of fees and taxes across agencies.
- Provide a digital registration card via the mobile application for registration renewals initiated through the online portal.
- Support of issuance of vehicle registration card, plate, and sticker for undercover law enforcement vehicles by authorized users through RBAC, with appropriate masking and security for a limited number of WVDMV staff. Include tracking and audit logs of all access and records to include inquiry, modifications, updates, including the user ID, timestamp, and justification.
- Support and management of the West Virginia Dealer Licensing Program.
- Support, management, and tracking of the vehicle title, registration, and dealer related investigations.
- Provision for extraction, preparation, and transmission of title and vehicle registration information to various authorized State agencies and external users via batch files.

- Online capability for authorized users (both internal and external) to request access and retrieve title and vehicle registration information they are authorized to view for a limited set of records.
- Integration with partner and DMV systems as identified in Attachment B of this RFP.
- Migrate all titling and vehicle registration records to WVDLS to operate as the system of record for the state, in collaboration with WVDMV to perform necessary data cleansing and/or transformation.

As part of our standard Technical Knowledge Transfer Approach, our team will provide runbooks, dashboards, and monthly operational reports to the WVDMV Project Team.

The Runbook focuses on operational procedures and maintenance tasks.

It includes:

- Step-by-step instructions for routine operations
- Troubleshooting guides
- Workflow execution details
- Monitoring and alerting procedures
- Backup and recovery steps

WVDLS will be implemented with a structured configuration management approach to ensure consistency, security, and compliance across Development, Test, User Acceptance Test, and Production environments. Key elements include:

- Configuration as Code: All application and infrastructure configurations will be managed through Azure DevOps pipelines using templates and scripts for repeatable deployments.
- Version Control: Source code, configuration files, and deployment scripts will be maintained in Git with branching strategies (develop, release/*, main) and semantic versioning for traceability.
- Secure Environment-Specific Settings: Sensitive configurations such as database connection strings, API keys, and certificates will be stored in Azure Key Vault. These secrets will be injected at runtime via managed identities, ensuring no credentials are hardcoded or exposed in pipelines.
- Change Control: All configuration changes will require pull requests, automated validation, and approval gates before promotion to higher environments.
- Audit & Traceability: Each deployment will produce an auditable record including build ID, configuration version, and approver details.
- Rollback Capability: Immutable container images and infrastructure templates allow rapid rollback to a known good state.
- Compliance: All configurations will adhere to WVDMV IT security policies, NIST SP 800-53, and encryption standards (AES-256 at rest, TLS 1.2/1.3 in transit).

This plan ensures **secure, consistent, and fully documented configuration management** throughout the system lifecycle.

i3 Verticals will meet the following Go-Live criteria for Phase 4:

- Successful completion and WVDMV approval of system test, integration test, security test and performance test.
- Successful completion of two (2) practice/mock data conversions, at a minimum.
- Successful completion and approval by the WVDMV Project Steering Committee of user acceptance testing.

- Successful completion of required testing, documentation, and certifications required by Homeland Security for mobile driver license/identification cards.
- Successful completion and WVDMV approval of end user training.
- Successful data quality targets and acceptance of greater or equal to 99.99% successful automated reconciliation, any and all remaining exceptions documented, triaged, and resolved or accepted by WVDMV prior to cutover.
- No open Critical (Severity 1) issues/deficiencies.
- No open High (Severity 2) issues/deficiencies, or a documented work-around and a plan for remediating the issue, which has been approved by the WVDMV Project Team in advance.
- A work plan with definitive timelines approved by the Agency for addressing open Minor (Severity 3) issues/deficiencies; and
- Documented rollback procedures, runbooks, and an agreed cutover plan approved by WVDMV.

Following go-live, i3 Verticals will request Final Phase Acceptance of Phase 4 following 90 days of continuous operations with no Critical defects. In the event a Critical defect occurs, i3 Verticals acknowledges the clock for system acceptance may be reset at WVDMV's option. i3 Verticals will prepare a regression test plan for use in testing any changes to the production version of WVDLS for enhancements that are implemented post go live.

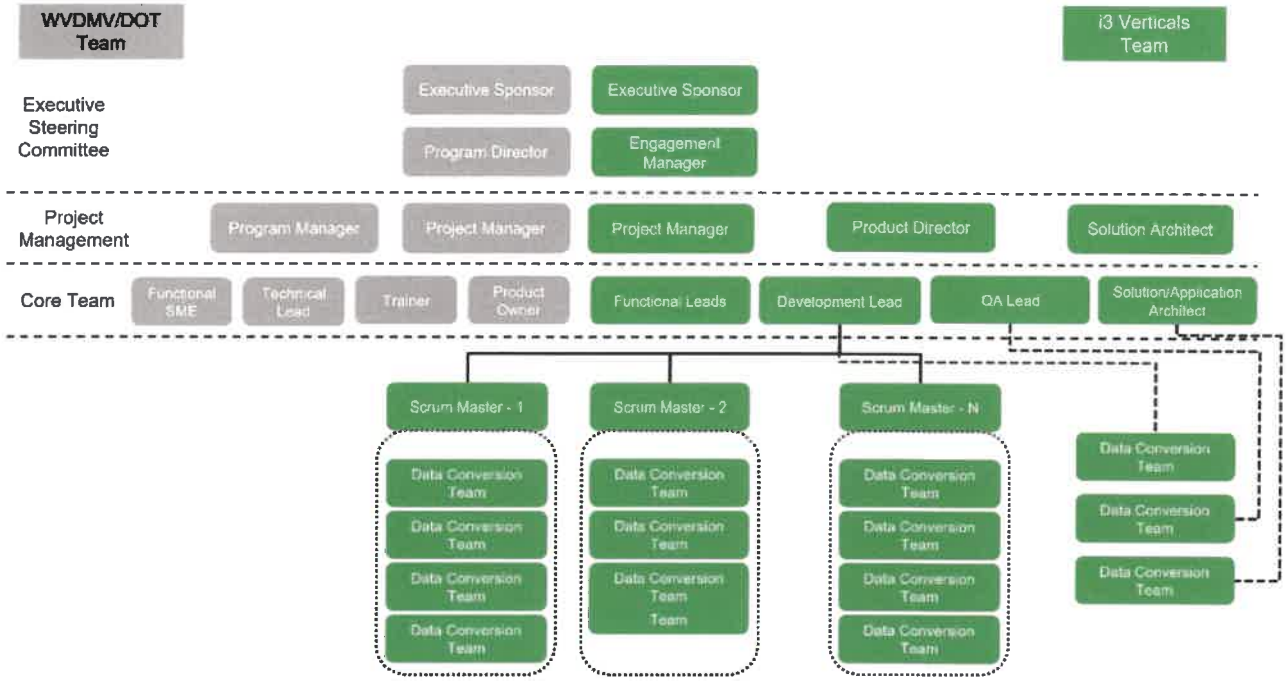
Please reference Appendix A for specific requirements included in Phase 4.

i3 Verticals Project Organization

i3 Verticals WV DMV Project Team (Section 5.3.6.2.7)

The indicative organization structure for this project execution is presented below. All core team members identified during the kickoff meeting will remain actively engaged throughout the project lifecycle. This structure provides a comprehensive overview of project team interactions and illustrates the dependencies between various functions.

i3 Verticals understands that the success of this project depends on the strength and experience of the team implementing it. That's why we have assembled a highly qualified group from our Motor Vehicle Product Team—professionals who not only exceed the RFP's requirements but also bring firsthand operational experience from working in DMV offices. Experience implementing DMV solutions to the state of Tennessee (including 95 Counties), Indiana, and Wyoming.



The WVDMV WVDLS Project will have a strong matrix structure with support from various i3 Verticals internal organizations. i3 Verticals is committed to providing highly qualified professionals throughout the duration of WVDMV WVDLS Project.

Our team recognizes the complexity of this modernization effort and is prepared to guide WVDMV through every challenge. Drawing from extensive industry knowledge and lessons learned from prior DMV implementations, our experts consistently offer practical, constructive solutions that help agencies navigate issues confidently and efficiently. Our proven success with current clients reinforces our commitment to delivering the same level of partnership and performance to WVDMV.

i3 Verticals WVDLS Senior Project Manager

Jon Izor will serve as our Senior Project Manager. Jon brings more than seven years of project management experience within i3 Verticals' transportation portfolio, providing exceptional client support to driver licensing and vehicle registration and title programs. He holds multiple industry-recognized certifications, including PMP, PMI-ACP, PMI-CPMAI, SAFe-SSM, and

CSM, demonstrating his strong commitment to delivering high-quality, customer-focused solutions. More information is available from his resume, included on page 250 in Appendix B of this response.

i3 Verticals Functional Lead

i3 Verticals meets this requirement through the leadership of Kome Mofe-Damijo, who will serve as the Functional Lead for this project. Kome brings extensive experience from previous roles in DMV operations prior to i3 Verticals. His four years as a Functional Lead with i3 Verticals providing functional experience for transportation clients including our Manitoba Modernization Project (currently underway including Driver License, Vehicle & Dealer Registration, and IRP), the Nebraska Modernization (including IRP and IFTA), and the Saskatchewan Transformation project (including IRP). His background is strengthened by multiple industry-recognized certifications—Professional Scrum Product Owner, SAFe Product Owner/Product Manager, Lean Six Sigma Yellow Belt, and Scrum Fundamentals Certified (SFC).

Collectively, these qualifications demonstrate Kome's strong technical expertise within DMV environments, along with his proven capabilities in critical thinking, communication, creativity, and leadership. His experience and skill set enable him to provide the strategic guidance and operational insight necessary to ensure the project's success.

i3 Verticals Project Management

i3 Verticals will leverage project management best practices applicable to the Agile framework. The i3 Verticals Program Manager (PM) will collaborate with WV Department of Motor Vehicles for tracking and ensuring quality throughout the project duration to ensure that the program is delivered on time and within budget. The i3 Verticals PM will be supported by the Functional team, Development team, QA team and PMO team to ensure successful execution of the releases. Following contracting, i3 Verticals will provide a list of all project staff who will be working on each phase of the project, as well as any background information for each, as desired.

Included with this response are resumes for key team members for this project, as well as a listing of the roles and responsibilities and who they interact with in Appendix B of this response.

i3 Verticals Employee Screening

i3 Verticals thoroughly screens all employees for the position they are to assume, for alignment to the i3 Verticals' mission and culture. Traits we evaluate are reliability, proficiency, and trust. Every i3 Verticals employee undergoes a scrutinized background, education, and experience check by our Human Resources department to ensure our resources are dependable, ethical, and reliable. We strive to provide our employees with an environment where they can grow and succeed. We provide a casual, friendly workplace where each employee's thoughts, energy, and happiness matter. Each team member takes pride in their craft, providing our clients with proficiency in each phase of the project, caring about how the system affects you and your customers. We look to continuous learning and see each challenge as a new opportunity.

i3 Verticals' conducts criminal background checks and will not utilize any staff, including subcontractors, to fulfill the obligations of the Contract residing outside of the United States. i3 Verticals will promote and maintain an awareness of the importance of securing the State's information among our employees. All employees who have direct access to State data are required to sign compliance and confidentiality agreements with the WVDMV.

At the request of WVDMV, we can **perform and/or provide background checks** of the entire i3 Verticals Project Team who will have access to State data following contracting at no cost to

the State. Our Human Resources Department will work directly with specific designated State employees as required.

i3 Verticals' culture is founded on the voice of our client and their customers. Our employees collaborate with numerous stakeholders across various organizations each day to ensure our products remain user-friendly, compliant, and competitive. While many companies in the market lead their customers by providing a system without flexibility, we provide our COTS systems with our commitment to continuously meeting and exceeding the expectations of our customers through modifications aligning with their business processes. This collaboration, throughout the entirety of the life of the contract, combined with trust and open communication, fosters an environment in which we walk alongside your teams as a partner throughout a project or challenge. We invite collaboration, share lessons learned, and leverage strategies from other clients, all of which contribute to achieving success and clients for life.

Our commitment to our clients as a partner is evidenced by the sustainment of contract renewals of our clients long after the original contract expiration date.

i3 Verticals Project Methodology & Approach

i3 Verticals Agile Model Methodology (Section 5.3.6.2.8)

At i3 Verticals, we practice an Agile Methodology that is rapid, adaptable, co-operative, quality-driven, and iterative in an overall effort to efficiently implement configuration and customizations to our COTS Products as well as new product development. The Agile Methodology pairs with our team's partnership with WVDMV incorporating flexibility, customer centricity, and faster delivery of the overall project.

i3 Verticals incorporates Project Management Institutes' **Project Management Body of Knowledge (PMBOK)** which complements our Agile method, producing a **Hybrid Agile Methodology** providing predictability, control and a comprehensive foundation for managing the project. Detailed within Appendix A we describe more on the incorporation of PMBOK and how it relates to this project.

i3 Verticals' Implementation Approach:

Initiation
Requirements/Verification
Design &Configuration
Design & Analytics
QA/Testing
Final Prep
Training

The i3 Verticals Project Team will utilize seven stages for our Implementation Approach for this project. These include:

Project Initiation, Requirements/Verification Phase, Design/Configuration Phase, Design & Analytics Phase, QA/Testing Phase, Final Prep Phase, Training Phase

The i3 Verticals team will follow these proven processes to complete this project on time and within budget.

Below we have detailed the project activities and artifacts or deliverables for each phase of the project.

Stage	Activities	Artifacts
Initiation	• Validation of RFP Requirements • Project Kick-off Meeting • Prepare a Detailed Project Work Plan • Prepare Project Management Plan • Preparation of Planning Deliverables	• Project License • Kickoff Presentation • Requirement Traceability Matrix (RTM) • Project Management Plan • Integrated Master Schedule (WBS) • Data Conversion Plan • Testing Plan • Implementation Plan • Security Plan • Training Plan
Requirements/ Verification	• COTS Product Walkthrough • Requirements Elicitation • Fit-Gap Analysis	• Deliver Product Verification Document • Deliver Interface Control Document
Design & Configuration	• Infrastructure Setup • Configuration • Modification and Development	• Infrastructure Setup (Sandbox, UAT, PROD) • Product Configurations • Product Customizations

Stage	Activities	Artifacts
Design & Analytics	• Source data extraction • Migrate data from Oracle to MS SQL Server (Azure Managed Instance)	• Data Migration Plan • Final Migration of Data
Implementation	• Production Readiness Certification • Deployment • Monitoring of Production Data and System Performance	• Cutover Tasks List • Go-Live Activities • Final Product live with Converted Data
QA/Testing	• System Integration Testing • User Acceptance Testing by DOT	• SIT Completion • UAT Completion
Final Prep	• Delivery of Complete Configured Model/System • Close Out • Determine Follow Up for Future Training	• Approval/Sign Off • Verification of Completed RTM • Training Documentation • Outstanding Document Completion
Training	• Specific to each Phase, Train the Trainer following Go-Live of Phase 1-3 or 4	• Training and Training Materials

i3 Verticals Project Management framework in combination with **Project Management Institute's Project Management Body of Knowledge** (PMBOK) will be used to plan and execute this program. The framework organizes project management processes into four main stages linked by the results they produce—the result or outcome of one becomes an input to another. This provides well-defined deliverables, entry and exit criteria, and activity definitions for WVDLS' Phase 2 through 4 of the project.

The four main Project Management processes follow a rigorous structure to **Plan, Execute, Control, and Close** each phase. Our Project Management Office (PMO) manages these stages, engaging both the i3 Verticals team and the WVDMV Project Manager for engagement of their team. The four stages are specific to our project management and can be applied to any Project Lifecycle model as required.

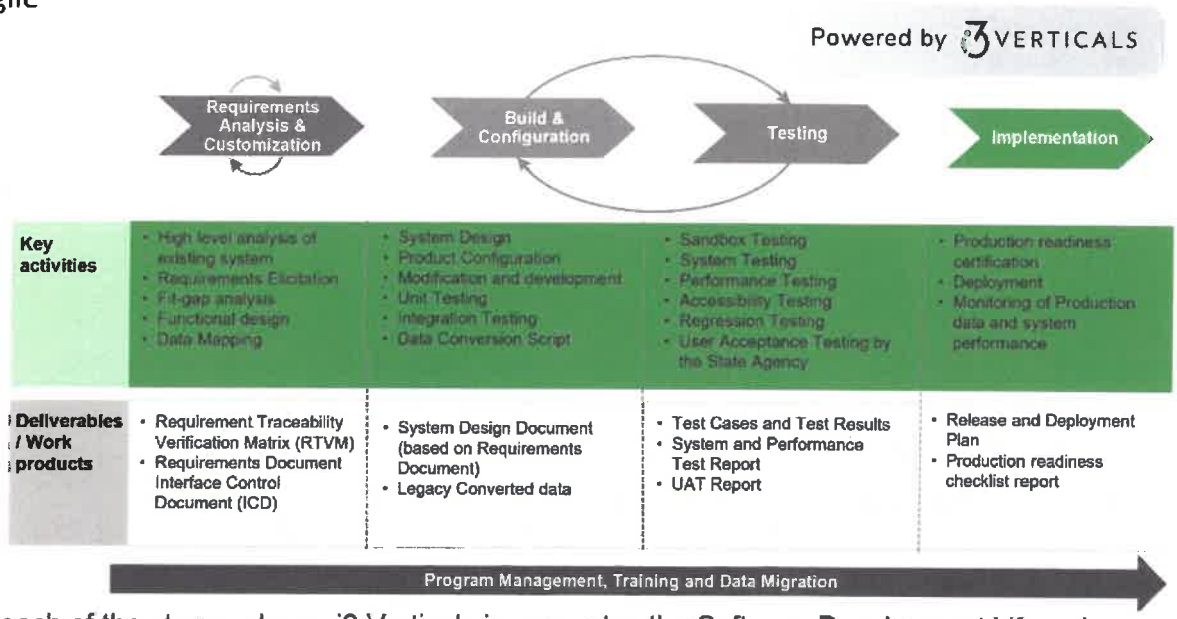
A process-centric perspective is also incorporated into our Project Management framework by the core processes of **Scope, Schedule, Cost, Quality, Resource, Communication, Risk/Issue, Performance, and Integration Vendor Management**. These core process areas are aligned with **PMBOK** methodology, keeping our team centered on the success of the project.

i3 Verticals Agile Methodology is rapid, adaptable, cooperative, quality-driven, and iterative in an overall effort to implement the configuration efficiently and manage any customizations specific to WVDMV.

i3 Verticals incorporates four stages for our Agile Methodology shown in the diagram:

Methodology :

Agile



Within each of the stages above, i3 Verticals incorporates the Software Development Lifecycle (SDLC) which is designed to provide efficient and timely product delivery while ensuring the highest level of quality, accuracy, and functionality. Each step of our SDLC is detailed within Section 4.2.2.8 in Appendix A, starting on page 193.

Throughout every implementation, our success has been proven, based on our implementation methodologies, which include the following Four Main Deliverables:

1. Requirements verification through the Requirement Traceability Matrix (RTM).
2. Detailed COTS gap analysis, to determine the necessary changes to the WVDLS COTS system.
3. Interface Control Document (ICD) to identify all the interfaces with detailed interface specifications and formats.
4. Effective Communication with closure and feedback to management

Additional details on the Deliverables for this project can be found in section 4.2.2.8 within Appendix A, on page 197.

To minimize scope creep and delivery risk, we implement each of the project phases in small, testable increments using specifically timed sprints.

Each project phase will include:

- **Sandbox deployments** every 3–4 sprints with Release Notes
- **Early and continuous feedback** from the WVDMV Team is facilitated through active engagement with the sandbox environment and the use of JIRA for submitting and tracking feedback. As users become familiar with the system, they begin to take ownership of it, seeing their input reflected in system updates and enhancements implemented by the project team. This collaborative approach fosters user confidence,

promotes transparency, and ensures the solution evolves in alignment with stakeholder expectations.

- **Rapid Application Development (RAD)** teams working in parallel to accelerate delivery
- **Incremental customization**, allowing for manageable scope and faster validation

Our **iterative approach** ensures that changes are captured early, expectations are clarified, and WVDLS evolves in alignment with specific WVDMV stakeholder requirements.

Risk Mitigation

Through our deep experience managing risks, we have high quality assurance standards. We've found that through rigorous testing of the system, its integrations, and our partnership with client stakeholders who then test the system, we will root out defects quickly and effectively, providing WVDMV a reliable system today and in the future.

Combining our **Agile Methodology** with our specific experience and knowledge of DMV offices full of packed waiting rooms, long lines, and complaining children will further enhance WVDLS, including automation and improved workflows, creating time for each WVDMV user to provide efficiency for each person at their station without sacrificing customer service.

An example of one of the ways we manage risk is our Mitigation Log. i3 Verticals maintains a log containing risks identified from twenty (20) plus years in business, including those that are no longer a threat to the project, those that have been prevented or mitigated, in addition to new issues. This log is a permanent record of project risks and provides an on-going trail of lessons learned for future projects. Our team utilizes this listing throughout the project and have found with previous projects we've alleviated potential issues before they were even presented. The following is a sample of that log:

Risk Description	Impact	Mitigation
Go-Live Date	High	• State Agency to ensure support for final cut-over • State Agency Team and pilot customer's availability during UAT, training, and implementation plan
External Data Interface	Medium	• Approval from external agencies (financial system, data consumption) • State Agency and i3 Verticals Teams to plan for full implementation in parallel • If there is any delay, the i3 Verticals Team will work with the State Agency to find alternate packaging
Interfaces	High	• State Agency and i3 Verticals Team to work together on the identified interface requirements, with impact on the go-live date
Subject Matter Experts	Medium	• State Agency Team to plan their availability and holiday plans around the project implementation • Mandatory sandbox participation
Timely Deliverables Approval	Medium	• Ensure all critical items are addressed during weekly Cadence meetings • Where required, the i3 Verticals team to reach out to the State Agency critical stakeholders for immediate decision and action • State Agency and i3 Verticals Teams to work collaboratively and provide review/feedback as per timelines stated in the project plan
System Testing	High	• State Agency users and pilot Customers complete their testing as scheduled

i3 Verticals adoption of a **Hybrid Agile** model approach, incorporating both Agile and **PMBOK** into our implementation has the following advantages to WVDMV:

1. Our Project Team engages WVDMV Stakeholders early and continues engagement throughout the lifetime of the project.
2. WVDMV users gain valuable familiarity with the system early and feel a sense of ownership and support for new processes, and daily customer-focused business.
3. WVDLS users provide existing manual and antiquated processes to be automated, with existing data validated, ensuring WVDMV trust in the entire system and workflows.
4. Configuration of WVDLS to WVDMV includes requirements from this RFP and stakeholders at the beginning of the project, which are validated and confirmed.

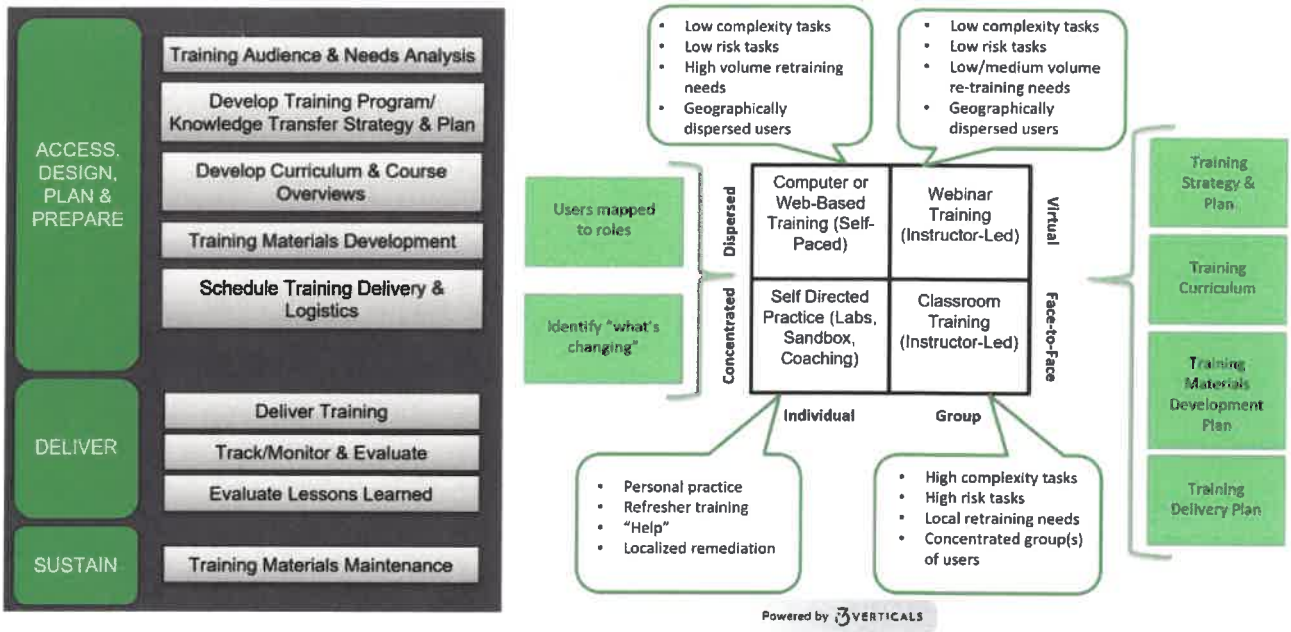
i3 Verticals Proposed Knowledge Transfer

i3 Verticals Training Program

i3 Verticals Training Program

Following testing, i3 Verticals suggests a Train-the-Trainer style of user training. We have found that when your team is engaged as the trainer of the solution, there is better reception and adaptation to the solution from direct users. This also provides users with a WVDMV Champion to ask process related questions our team may not be able to answer. The i3 Verticals Project Team provides all support WVDMV Trainers require throughout the life of the contract.

i3 Verticals tailors our training process to the specific needs of WV Department of Motor Vehicles, internal users, and your user community. With the "Train the Trainer" (TTT) approach, we've had success with other clients as the knowledge base would then remain within WVDMV. With our years of experience, we have found it is essential to have well-trained internal and external users with the requisite skills, knowledge, and level of user adoption to drive the value associated with the solution. Defining the approach and tactics to achieving these objectives requires a comprehensive Training Strategy.



The following diagram outlines i3 Verticals approach toward training for WVDMV:

To effectively train end-users and receive the best value from our implementation, i3 Verticals will require subject matter expertise on WV Department of Motor Vehicles' business processes. Likewise, WVDMV Trainers will require expertise in the new solution to support their end-user population community post-training. Our instructors will be paired with the WVDMV Trainers to deliver role-based end-user training. Both i3 Verticals and WVDMV trainers will be present in the classroom/virtual classroom. i3 Verticals trainers will focus on system administration processes, while WVDMV Trainer's will focus on business-use discussions and supporting practice activities during and after classroom training is completed.

In creating the **Training Strategy and Plan**, the following guided principles are employed:

- Training will focus on educating users on how to utilize the system and applicable manual process steps in support of their job activities.
- Delivery of high-quality curriculum, courseware, and technology that meets the evolving needs of target user populations.
- Standardized training material across the organization that incorporates applicable manual steps that form part of the end-to-end processes.
- Allow WVDMV Trainers to familiarize themselves with system functionality as early as possible. Providing access to the sandbox environment, providing adequate support, and taking advantage of communication activities to introduce major changes and benefits.
- Utilize WVDMV Trainers to provide post-Go Live support on system usage to end users post Go Live in each Release.

The key features of the training approach that will be documented in the Training Plan to include the following:

Training Audience and Needs Analysis

Identifies specific learning needs of all audiences as input to curriculum development.

- **Training Strategy and Plan:** Documents training scope, objectives, approach, and key deliverables. Provides the basis for the training strategy and is primarily built on the Training Needs Assessments.
- **Training Curriculum and Course Overviews:** Role-based training curriculum maps roles to training modules, delivery hours, and methods of instruction.
- **Training Materials Development:** Develop training course material as per the training plan and curriculum - such as materials for instructor-led training and business-specific quick reference guides.
- **Training Delivery Schedule & Logistics for Classroom training delivery**: Training logistics and schedule (location, number of people per class, duration, etc.).
- Note: It is anticipated that the WVDMV will provide fully equipped training rooms at their location (if onsite training is required) with secure network access to allow for the delivery of the training.
- **Deliver Training:** i3 Verticals will provide training on new features and user stories as they are released. Complete delivery of training sessions at the end of the system development between UAT and Go-Live.
- **Track, Monitor, and Evaluate learning outcomes:** Monitor training effectiveness based on agreed assessment criteria. It is anticipated that the WVDMV will assign staff to administer, collect and tabulate the assessment information.
- **Training Materials, Manuals, and Web-based training:** i3 Verticals will work with WVDMV and produce an extensive training plan that will include the expected hours and days in the classroom/virtual classroom.
- **Train the Trainer:** i3 Verticals finds that the Train the Trainer (TTT) model for training delivery has proven to be more efficient and effective with past clients.

i3 Verticals provides training expertise, experience, and capacity to manage the learning lifecycle for the WV Department of Motor Vehicles WVDLS implementation.

Our detailed Training Plan will document the training approach, needs analysis, curriculum, delivery schedule and learning paths for each release of the WV Department of Motor Vehicles' WVDLS throughout the life of the project. The Training Content Development section in the plan

also covers each type of training document, the tools and software used for development, and the desired file format for documents provided to WV Department of Motor Vehicles.

i3 Verticals will identify a Lead Trainer, as part of the project, who coordinates with the i3 Verticals and the WV Department of Motor Vehicles Project Managers. Deliverables from the Lead Trainer include identifying WV Department of Motor Vehicles expectations, creation and delivery of materials, topics covered for each specific target audience including the quantity and duration of each session, the proposed training schedule, and facilities and requirements needed for training.

The Training Plan includes details related to the training environment, course delivery, and evaluation, and overall training project management information. Our proven Training Plan and strategies include i3 Verticals standards and guidelines which are applied to ensure the development of high-quality training materials and clarify i3 Verticals and WV Department of Motor Vehicles responsibilities and accountabilities as they relate to the training development, review, and approval process.

Training Deliverables

As part of the learning process, we offer comprehensive training manuals and documentation, as well as periodic updates that match periodic software updates to our system which are generally related to overall system updates.

1. User Manual - i3 Verticals provides a fully integrated on-line user guide for all functions of the system. An on-line context-sensitive help functionality is also available on data entry screens. The Frequently Asked Question (FAQ) feature is provided to the users and provides detailed answers and screenshots to help the users through specific scenarios. When any changes are made to the system, user manuals and FAQs are updated.
2. Build Book – This document will provide details of tools, technologies, versions and step by step installation instructions for our solution.
3. Training Materials - This includes a training manual (functional and administrative) and optionally may include online video modules, 4 are typically included, (with additional videos provided, if desired, on a time and materials basis) that cover the basic operations. Included with this project is our on-line **Learning Management System**, called iLearn, where on-line training courses can be created, presented, and managed for purchase if the jurisdiction desires.

iLearn Training

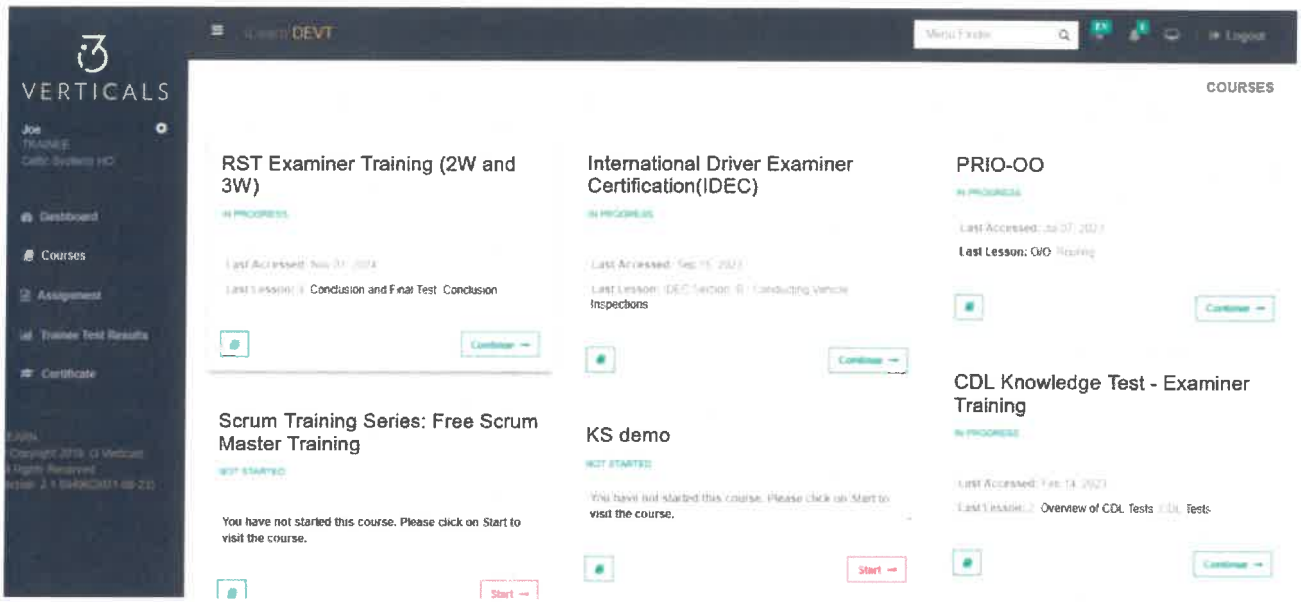
WVDLS system includes a dedicated training and document resource through i3 Verticals' iLearn platform, **which is already installed at WVDMV**. iLearn is a flexible, browser-based Learning Content Management System that enables authorized users to set up links, upload PDF documents, videos, and other multimedia training materials. The existing iLearn system will be upgraded to include WVDLS system materials as provided with the project, pre-loaded by the i3 Verticals team.

With iLearn WVDMV authorized users can:

- Create custom training modules with configurable content, including links, documents, and videos.
- Upload and organize PDFs, video files, and other resources for easy access.
- Set up and manage tests or evaluations for staff training and review.

- Assign user roles to control access and permissions for uploading or managing content.
- Track user activity and generate progress or completion reports.

This training/document area is accessible from any desktop or mobile device, supporting both in-office and remote users, and ensures that all staff have access to up-to-date training materials and resources as needed.



By following this systematic approach for knowledge transfer, i3 Verticals ensures high data quality, alignment with WVDMV's requirements, and a seamless migration to a standardized data schema.

Go Live, Support, and Managed Services

Go-Live and Go-Live Support

It's an exciting day when Go-Live Day arrives. As we've found with other clients, WVDMV will be confident, trusting in the presentation of a well-built, well-tested system that is exactly what the state intended, meeting all goals and requirements. All system maintenance, program upgrades, and phase related support throughout our partnership with you is included, with friendly and easy to work with customer service staff who want to provide an efficient answer. Our goal is to provide, the WVDMV complete satisfaction at every stage of the project.

Managed Services

i3 Verticals is committed to providing comprehensive, user and technical support to WVDMV and state staff through our **Customer Care following Go-Live**. That's why our Customer Support is included. Our support plan is designed to ensure prompt and effective assistance, offering a multi-tiered support system with a clear escalation process to address issues of varying complexity, with clear communication.

Throughout the project implementation phase and during system support and maintenance, we provide a robust browser-based incident tracking system using Jira Service Desk (JSD), which allows any reported incidents to be prioritized and addressed in a timely manner. When an incident is reported, an email is automatically sent to the required product support team for action and resolution. In this way, management is fully aware of all incidents and its status at any given time. Statistics produced from the JSD repository will also provide management with

information regarding incident reporting versus incident resolution to ensure appropriate staff allocation. The JSD repository will also provide management with information regarding incident reporting versus incident resolution to ensure that each SLA milestone is achieved. Depending on the severity and priority of issues, the fix will be released for UAT testing and production release in a timely manner, all in accordance with the SLA.

WVDMV users will have support resources assigned to their jurisdiction and will have access to our Incident tracking system where they can submit tickets when they are in need of support. There are three types of requests which can be created, a service request, an incident, or an enhancement. When a ticket is created the resources assigned to support the jurisdiction will receive an automated notification, so they have awareness of an incoming ticket. Our customer support team is available during hours stated in the RFP to assist WVDMV with general inquiries, issues, and any questions related to WVDLS.

Multi-Level Support System & Escalation Process:
Our support team is structured with multiple tiers to address various levels of issues:

- Tier 1: Frontline support to resolve basic inquiries and common issues.
- Tier 2: Escalation to more experienced technicians for complex issues.
- Tier 3: Escalation to subject matter experts or senior staff for advanced technical support or critical issues that require in-depth resolution.

If an issue cannot be resolved at the initial level, it will be promptly escalated to the appropriate tier within our support system to ensure a swift and effective resolution. Throughout the escalation process, we will maintain clear communication and provide well-defined timelines to keep users informed of progress. As stated in this proposal, i3 Verticals will also deliver a comprehensive monthly report that meets the required specifications. This report will include a list of all open support items at the end of the previous month, along with the current status of each request. Additionally, it will outline all support requests that were closed during the month, including a detailed description of the issues and the resolutions provided for each.

i3 Verticals provides continued training on the software available to customers, ensuring they stay informed and proficient with system updates and new features. i3 Verticals agrees to collaborate with the WVDMV to **finalize the Ongoing User and Technical Support Plan**, ensuring it is mutually agreed upon within thirty (30) business days of the notice to proceed with services following the contract award.

Support Services

Off-site support is delivered through various channels, including telephone, email, and messaging platforms.

To ensure a seamless implementation process, we also offer comprehensive training sessions as part of our support services.

i3 Verticals Support Desk Hours:

The i3 Verticals Support Desk operates based on the hours required in the RFP from **Monday through Friday, except for federal holidays. Saturday from 7:00 AM to 2:00 PM, and extended hours as needed for special events such as the West Virginia State Fair.** WVDMV may use the i3 Verticals Support Desk as a single point of contact for all support inquiries regarding i3 Verticals products.

The i3 Verticals Support Desk provides diagnostic support including analysis of the issue, problem solving and resolution.

WVDMV Support Options

Our clients have access to the following options:

- i3 Verticals Support Portal – Available 24/7/365 for submitting and tracking incident requests, as well as submitting feature requests (for supported products). Access is restricted to authorized users with valid credentials.
- Ticket creation via Jira Service Desk.
- Telephone – Toll-free support available during designated support hours.

i3 Verticals References

i3 Verticals Reference #1

Client Project Name	Kansas Enterprise Driver License and Vehicle Services System
Client Contact Name	Deann Williams, Director, Kansas Division of Vehicles
Client Contact Email	Deann.Williams@ks.gov
Client Contact Phone	(785) 296-0533
Similar Project Details	This project includes the Enterprise Cash Drawer which integrates with the Kansas DL system as well as KCOVRS which is the motor carrier IRP/Intrastate and Rental Fleet Registration system in Kansas.

i3 Verticals Reference #2

Client Project Name	Tennessee VTRS & Insurance Verification
Client Contact Name	Allison Raymer, Director Department of Revenue Vehicle Services Division)
Client Contact Email	allison.raymer@tn.gov
Client Contact Phone	615-532-5072
Similar Project Details	Starting in April 2014 the State of Tennessee i3 Verticals replaced their mainframe Vehicle Title and Registration System (VTRS). We delivered this in 23 months, providing a live system of record in March of 2016. On July 1, 2014, an uninsured motorist was pulled over earlier in the day and cited for not having insurance. Later that same day the same uninsured motorist killed James Lee Atwood Jr in another motor-vehicle accident. Tennessee Legislature made an immediate push to get an electronic insurance verification system developed and implemented. The State of Tennessee Commissioner of Revenue met with i3 Verticals executives Stoney Hale and Chris Laisure, to discuss the need for an Electronic Insurance Verification System. Asking if we could take on building the system from scratch. The State of Tennessee contracted i3 Verticals to design, develop and implement an Electronic Insurance Verification System (EIVS) to reduce the number of uninsured motorists. We immediately joined IICMVA, as well as met with various States to identify potential benefits and challenges from other entities. We finished coding and exchange data with insurance companies and Motor Vehicle data from the State of Tennessee's legacy motor vehicle system. After required

	legislation changes for EIVS to be built, the EIVS pilot went live in 2016. Our interface interacted with the State's old mainframe, then in March of 2017, EIVS was switched to interact with APIs for VTRS. Since then, the State of Tennessee enjoys bi-weekly comparison of over 6.5 million transactions against insurance data. In 2002 i3 Verticals signed our latest contract with the State of Tennessee to design, develop, install, and maintain EIVS 2.0, Inventory 2.0 and new STAR State systems. EIVS 2.0 leveraged our knowledge of EIVS that we built in our first system. We enhanced dashboards, enhanced customer facing information, reporting, and algorithms to match insurance policies to vehicle registrations. EIVS 2.0 for Tennessee went live in 2023. The State of Tennessee has benefitted from receiving and transmitting information between insurance companies and VTRS for over seven (7) years. Insurance companies are required to submit a Full Book of Business (FBOB) monthly. Our OLV service allows insurance companies to report via Online Verification (Web Service) which provides an option to check insurance status in real time via web service. Our internal insurance verification first checks FBOB data, if a policy exists it then checks if the company is configured to use web services. If it is, we send a real time request to them to verify. If that web service call fails, we fall back to FBOB status. If the web service call is successful, we return the status it returns. FBOB can also provide the last known NAIC number to send request to the insurer via OLV. If the NAIC is not available, we can shotgun the policy out to all insurance agencies but typically IICMVA recommends against this approach. EIVS integrates with TN Vehicle Title and Registration System (VTRS) with real time web service calls that are completed during a transaction. Our system generates and provides a twice-weekly data file with vehicle and owner information. TN Title and Registration department then creates and mails non-compliance notices to customers. Our EIVS software includes configurations for the number of letters to generate, for each letter type. The system is configurable to which notice is sent (1st, 2nd, 3rd, final, etc.) based on business rules. In 2024, Tennessee sent 1,535,775 total notices to customers resulting in a total of $3,909,750.00 collected in fines and penalty fees.

i3 Verticals Reference #3

Client Project Name	Administrative Office of the Supreme Court of Appeals of West Virginia
Client Contact Name	Keith Hoover, Esq., Administrative Director
Client Contact Email	keith.hoover@courtswv.gov
Client Contact Phone	304-558-0145
Similar Project Details	i3 Verticals maintains a statewide relationship with the West Virginia Court System. Because of this unique alignment, West Virginia is positioned to build a modern real-time integration model that could connect the DOT and the Court operations seamlessly. This coordination improves communication across agencies, increases state revenue, reduces administrative workload, and enhances overall operational efficiency. The West Virginia approach can serve as a framework and model that other states can adopt and follow. i3 Verticals Solution Offerings include using multi-source data verification to improve contact accuracy, increase outreach success and accelerate recovery results. Through i3 Verticals' relationship with West Virginia, the state benefits from real-time updates that reduce delays and ensures accuracy across agencies. i3 Verticals' personalized payment options include structured payment plans, and reminders to increase resolution rates and providing outbound telephone campaigns as an additional measure to support and enhance collections activities. Utilizing i3 Verticals Public Sector solutions, West Virginia can proactively evaluate outreach effectiveness, payment trends and contact success rates to ensure consistent performance. Statewide integration improves compliance accuracy, increases revenue flow and reduces administrative workload across agencies. West Virginia and i3 Verticals unique relationship positions the state as a model for modernization fund recovery, improved compliance and streamlines inter-agency operations.

WVDMV Required Forms

WV Purchasing CRFP Forms

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Department of Administration
Purchasing Division
2019 Washington Street East
Post Office Box 50130
Charleston, WV 25305-0130

State of West Virginia
Centralized Request for Proposals
Info Technology

Proc Folder: 1840548 **Doc Description:** RFP to Modernize the DMV Driver System **Proc Type:** Central Master Agreement			**Reason for Modification:**
Date Issued	**Solicitation Closes**	**Solicitation No**	**Version**
2025-12-02	2026-01-15 13:30	CRFP 0802 DMV2600000001	1

BID RECEIVING LOCATION

BID CLERK
DEPARTMENT OF ADMINISTRATION
PURCHASING DIVISION
2019 WASHINGTON ST E
CHARLESTON WV 25305
US

VENDOR

Vendor Customer Code: VS0000005239
Vendor Name : i3 Verticals, LLC (Celtic Cross Holdings, Inc.)
Address : 40 Burton Hills Blvd., Suite 415
Street :
City : Nashville
State : Tennessee **Country :** USA **Zip :** 37215
Principal Contact :
Vendor Contact Phone: (423) 773-2566 **Extension:**

FOR INFORMATION CONTACT THE BUYER
John W Estep
304-558-2566
john.w.estep@wv.gov

Vendor Signature X **FEIN#** 710927550 **DATE** January 22, 2026

All offers subject to all terms and conditions contained in this solicitation

ADDITIONAL INFORMATION

THE STATE OF WEST VIRGINIA PURCHASING DIVISION FOR THE AGENCY, WEST VIRGINIA DEPARTMENT OF TRANSPORTATION, IS SOLICITING PROPOSALS FOR MODERNIZE DMV DRIVER SYSTEM, PER THE ATTACHED DOCUMENTS.

QUESTIONS REGARDING THE SOLICITATION MUST BE SUBMITTED IN WRITING TO JOHN.W.ESTEP@WV.GOV PRIOR TO THE QUESTION PERIOD DEADLINE CONTAINED IN THE INSTRUCTIONS TO VENDORS SUBMITTING BIDS

ONLINE RESPONSES FOR THIS SOLICITATION ARE PROHIBITED

INVOICE TO	SHIP TO
DIVISION OF MOTOR VEHICLES 5707 MACCORKLE AVE. S.E., SUITE 200 CHARLESTON WV 25304 US	DIVISION OF MOTOR VEHICLES 5707 MACCORKLE AVE S.E. SUITE 50 CHARLESTON WV 25304 US

Line	Comm Ln Desc	Qty	Unit of Measure	Unit Price	Total Price
1	DMV Driver System Development	1.00000	EA		

Comm Code	Manufacturer	Specification	Model #
43230000			

Extended Description:
Modernized DMV Driver System Development

INVOICE TO	SHIP TO
DIVISION OF MOTOR VEHICLES 5707 MACCORKLE AVE. S.E., SUITE 200 CHARLESTON WV 25304 US	DIVISION OF MOTOR VEHICLES 5707 MACCORKLE AVE S.E. SUITE 50 CHARLESTON WV 25304 US

Line	Comm Ln Desc	Qty	Unit of Measure	Unit Price	Total Price
2	DMV Driver System Implementation	1.00000	EA		

Comm Code	Manufacturer	Specification	Model #
43230000			

Extended Description:
Modernized DMV Driver System Implementation

INVOICE TO	SHIP TO
DIVISION OF MOTOR VEHICLES 5707 MACCORKLE AVE. S.E., SUITE 200 CHARLESTON WV 25304 US	DIVISION OF MOTOR VEHICLES 5707 MACCORKLE AVE S.E. SUITE 50 CHARLESTON WV 25304 US

Line	Comm Ln Desc	Qty	Unit of Measure	Unit Price	Total Price
3	DMV Driver System Data Migration	1.00000	EA		

Comm Code	Manufacturer	Specification	Model #
43230000			

Extended Description:
Modernized DMV Driver System Data Migration

INVOICE TO	SHIP TO
DIVISION OF MOTOR VEHICLES 5707 MACCORKLE AVE. S.E., SUITE 200 CHARLESTON WV 25304 US	DIVISION OF MOTOR VEHICLES 5707 MACCORKLE AVE S.E. SUITE 50 CHARLESTON WV 25304 US

Line	Comm Ln Desc	Qty	Unit of Measure	Unit Price	Total Price
4	Production Driver System	1.00000	EA		

Comm Code	Manufacturer	Specification	Model #
43230000			

Extended Description:
Modernized Production DMV Driver System

INVOICE TO	SHIP TO
DIVISION OF MOTOR VEHICLES 5707 MACCORKLE AVE. S.E., SUITE 200 CHARLESTON WV 25304 US	DIVISION OF MOTOR VEHICLES 5707 MACCORKLE AVE S.E. SUITE 50 CHARLESTON WV 25304 US

Line	Comm Ln Desc	Qty	Unit of Measure	Unit Price	Total Price
5	DMV Customer Centric Solution Development	1.00000	EA		

Comm Code	Manufacturer	Specification	Model #
43230000			

Extended Description:
Modernized DMV Driver System Customer Centric Solution Development

INVOICE TO	SHIP TO
DIVISION OF MOTOR VEHICLES 5707 MACCORKLE AVE. S.E., SUITE 200 CHARLESTON WV 25304 US	DIVISION OF MOTOR VEHICLES 5707 MACCORKLE AVE S.E. SUITE 50 CHARLESTON WV 25304 US

Line	Comm Ln Desc	Qty	Unit of Measure	Unit Price	Total Price
6	DMV Customer Centric Solution Implementation	1.00000	EA		

Comm Code	Manufacturer	Specification	Model #
43230000			

Extended Description:
Modernized DMV Driver System Customer Centric Solution Implementation

INVOICE TO	SHIP TO
DIVISION OF MOTOR VEHICLES 5707 MACCORKLE AVE. S.E., SUITE 200 CHARLESTON WV 25304 US	DIVISION OF MOTOR VEHICLES 5707 MACCORKLE AVE S.E. SUITE 50 CHARLESTON WV 25304 US

Line	Comm Ln Desc	Qty	Unit of Measure	Unit Price	Total Price
7	Production DMV Customer Centric Solution	1.00000	EA		

Comm Code	Manufacturer	Specification	Model #
43230000			

Extended Description:
Modernized Production DMV Driver System Customer Centric Solution

INVOICE TO	SHIP TO
DIVISION OF MOTOR VEHICLES 5707 MACCORKLE AVE. S.E., SUITE 200 CHARLESTON WV 25304 US	DIVISION OF MOTOR VEHICLES 5707 MACCORKLE AVE S.E. SUITE 50 CHARLESTON WV 25304 US

Line	Comm Ln Desc	Qty	Unit of Measure	Unit Price	Total Price
8	DMV Mobile First Development	1.00000	EA		

Comm Code	Manufacturer	Specification	Model #
43230000			

Extended Description:
Modernized DMV Driver System Mobile First Solution Development

INVOICE TO	SHIP TO
DIVISION OF MOTOR VEHICLES 5707 MACCORKLE AVE. S.E., SUITE 200 CHARLESTON WV 25304 US	DIVISION OF MOTOR VEHICLES 5707 MACCORKLE AVE S.E. SUITE 50 CHARLESTON WV 25304 US

Line	Comm Ln Desc	Qty	Unit of Measure	Unit Price	Total Price
9	DMV Mobile First Implementation	1.00000	EA		

Comm Code	Manufacturer	Specification	Model #
43230000			

Extended Description:
Modernized DMV Driver System Development Mobile First Solution Implementation

INVOICE TO	SHIP TO
DIVISION OF MOTOR VEHICLES 5707 MACCORKLE AVE. S.E., SUITE 200 CHARLESTON WV 25304 US	DIVISION OF MOTOR VEHICLES 5707 MACCORKLE AVE S.E. SUITE 50 CHARLESTON WV 25304 US

Line	Comm Ln Desc	Qty	Unit of Measure	Unit Price	Total Price
10	Production DMV Mobile First	1.00000	EA		

Comm Code	Manufacturer	Specification	Model #
43230000			

Extended Description:
Modernized Production DMV Driver System Development Mobile First Solution

INVOICE TO	SHIP TO
DIVISION OF MOTOR VEHICLES 5707 MACCORKLE AVE. S.E., SUITE 200 CHARLESTON WV 25304 US	DIVISION OF MOTOR VEHICLES 5707 MACCORKLE AVE S.E. SUITE 50 CHARLESTON WV 25304 US

Line	Comm Ln Desc	Qty	Unit of Measure	Unit Price	Total Price
11	DMV AAMVA Initiative S2S	1.00000	EA		

Comm Code	Manufacturer	Specification	Model #
81111503			

Extended Description:
Modernized DMV Driver System State 2 State Implementation

INVOICE TO	SHIP TO
DIVISION OF MOTOR VEHICLES 5707 MACCORKLE AVE. S.E., SUITE 200 CHARLESTON WV 25304 US	DIVISION OF MOTOR VEHICLES 5707 MACCORKLE AVE S.E. SUITE 50 CHARLESTON WV 25304 US

Line	Comm Ln Desc	Qty	Unit of Measure	Unit Price	Total Price
12	DMV AAMVA Initiative DACH	1.00000	EA		

Comm Code	Manufacturer	Specification	Model #
81111503			

Extended Description:
Modernized DMV Driver System DACH Implementation

INVOICE TO	SHIP TO
DIVISION OF MOTOR VEHICLES 5707 MACCORKLE AVE. S.E., SUITE 200 CHARLESTON WV 25304 US	DIVISION OF MOTOR VEHICLES 5707 MACCORKLE AVE S.E. SUITE 50 CHARLESTON WV 25304 US

Line	Comm Ln Desc	Qty	Unit of Measure	Unit Price	Total Price
13	DMV AAMVA Initiative EEE	1.00000	EA		

Comm Code	Manufacturer	Specification	Model #
81111503			

Extended Description:
Modernized DMV Driver System EEE Implementation

INVOICE TO	SHIP TO
DIVISION OF MOTOR VEHICLES 5707 MACCORKLE AVE. S.E., SUITE 200 CHARLESTON WV 25304 US	DIVISION OF MOTOR VEHICLES 5707 MACCORKLE AVE S.E. SUITE 50 CHARLESTON WV 25304 US

Line	Comm Ln Desc	Qty	Unit of Measure	Unit Price	Total Price
14	DMV AAMVA Initiative DHR	1.00000	EA		

Comm Code	Manufacturer	Specification	Model #
81111503			

Extended Description:
Modernized DMV Driver System DHR Implementation

INVOICE TO	SHIP TO
DIVISION OF MOTOR VEHICLES 5707 MACCORKLE AVE. S.E., SUITE 200 CHARLESTON WV 25304 US	DIVISION OF MOTOR VEHICLES 5707 MACCORKLE AVE S.E. SUITE 50 CHARLESTON WV 25304 US

Line	Comm Ln Desc	Qty	Unit of Measure	Unit Price	Total Price
15	DMV AAMVA Initiative NRCME	1.00000	EA		

Comm Code	Manufacturer	Specification	Model #
81111503			

Extended Description:
Modernized DMV Driver System NRCME Implementation

INVOICE TO	SHIP TO
DIVISION OF MOTOR VEHICLES 5707 MACCORKLE AVE. S.E., SUITE 200 CHARLESTON WV 25304 US	DIVISION OF MOTOR VEHICLES 5707 MACCORKLE AVE S.E. SUITE 50 CHARLESTON WV 25304 US

Line	Comm Ln Desc	Qty	Unit of Measure	Unit Price	Total Price
16	Maintenance and Support Year One				

Comm Code	Manufacturer	Specification	Model #
81112200			

Extended Description:
Maintenance and Support Year One

INVOICE TO	SHIP TO
DIVISION OF MOTOR VEHICLES 5707 MACCORKLE AVE. S.E., SUITE 200 CHARLESTON WV 25304 US	DIVISION OF MOTOR VEHICLES 5707 MACCORKLE AVE S.E. SUITE 50 CHARLESTON WV 25304 US

Line	Comm Ln Desc	Qty	Unit of Measure	Unit Price	Total Price
17	Maintenance and Support Year Two				

Comm Code	Manufacturer	Specification	Model #
81112200			

Extended Description:
Maintenance and Support Year Two

INVOICE TO	SHIP TO
DIVISION OF MOTOR VEHICLES 5707 MACCORKLE AVE. S.E., SUITE 200 CHARLESTON WV 25304 US	DIVISION OF MOTOR VEHICLES 5707 MACCORKLE AVE S.E. SUITE 50 CHARLESTON WV 25304 US

Line	Comm Ln Desc	Qty	Unit of Measure	Unit Price	Total Price
18	Maintenance and Support Year Three				

Comm Code	Manufacturer	Specification	Model #
81112200			

Extended Description:
Maintenance and Support Year Three

INVOICE TO	SHIP TO
DIVISION OF MOTOR VEHICLES 5707 MACCORKLE AVE. S.E., SUITE 200 CHARLESTON WV 25304 US	DIVISION OF MOTOR VEHICLES 5707 MACCORKLE AVE S.E. SUITE 50 CHARLESTON WV 25304 US

Line	Comm Ln Desc	Qty	Unit of Measure	Unit Price	Total Price
19	Maintenance and Support Year Four				

Comm Code	Manufacturer	Specification	Model #
81112200			

Extended Description:
Maintenance and Support Year Four

INVOICE TO	SHIP TO
DIVISION OF MOTOR VEHICLES 5707 MACCORKLE AVE. S.E., SUITE 200 CHARLESTON WV 25304 US	DIVISION OF MOTOR VEHICLES 5707 MACCORKLE AVE S.E. SUITE 50 CHARLESTON WV 25304 US

Line	Comm Ln Desc	Qty	Unit of Measure	Unit Price	Total Price
20	Maintenance and Support Year Five				

Comm Code	Manufacturer	Specification	Model #
81112200			

Extended Description:
Maintenance and Support Year Five

INVOICE TO	SHIP TO
DIVISION OF MOTOR VEHICLES 5707 MACCORKLE AVE. S.E., SUITE 200 CHARLESTON WV 25304 US	DIVISION OF MOTOR VEHICLES 5707 MACCORKLE AVE S.E. SUITE 50 CHARLESTON WV 25304 US

Line	Comm Ln Desc	Qty	Unit of Measure	Unit Price	Total Price
21	Hourly Programing Year One				

Comm Code	Manufacturer	Specification	Model #
81112200			

Extended Description:
Hourly Programing Year One

INVOICE TO	SHIP TO
DIVISION OF MOTOR VEHICLES 5707 MACCORKLE AVE. S.E., SUITE 200 CHARLESTON WV 25304 US	DIVISION OF MOTOR VEHICLES 5707 MACCORKLE AVE S.E. SUITE 50 CHARLESTON WV 25304 US

Line	Comm Ln Desc	Qty	Unit of Measure	Unit Price	Total Price
22	Hourly Programing Year Two				

Comm Code	Manufacturer	Specification	Model #
81112200			

Extended Description:
Hourly Programing Year Two

INVOICE TO	SHIP TO
DIVISION OF MOTOR VEHICLES 5707 MACCORKLE AVE. S.E., SUITE 200 CHARLESTON WV 25304 US	DIVISION OF MOTOR VEHICLES 5707 MACCORKLE AVE S.E. SUITE 50 CHARLESTON WV 25304 US

Line	Comm Ln Desc	Qty	Unit of Measure	Unit Price	Total Price
23	Hourly Programing Year Three				

Comm Code	Manufacturer	Specification	Model #
81112200			

Extended Description:
Hourly Programing Year Three

INVOICE TO	SHIP TO
DIVISION OF MOTOR VEHICLES 5707 MACCORKLE AVE. S.E., SUITE 200 CHARLESTON WV 25304 US	DIVISION OF MOTOR VEHICLES 5707 MACCORKLE AVE S.E. SUITE 50 CHARLESTON WV 25304 US

Line	Comm Ln Desc	Qty	Unit of Measure	Unit Price	Total Price
24	Hourly Programing Year Four				

Comm Code	Manufacturer	Specification	Model #
81112200			

Extended Description:
Hourly Programing Year Four

INVOICE TO	SHIP TO
DIVISION OF MOTOR VEHICLES 5707 MACCORKLE AVE. S.E., SUITE 200 CHARLESTON WV 25304 US	DIVISION OF MOTOR VEHICLES 5707 MACCORKLE AVE S.E. SUITE 50 CHARLESTON WV 25304 US

Line	Comm Ln Desc	Qty	Unit of Measure	Unit Price	Total Price
25	Hourly Programing Year Five				

Comm Code	Manufacturer	Specification	Model #
81112200			

Extended Description:
Hourly Programing Year Five

SCHEDULE OF EVENTS

Line	Event	Event Date
1	Tech Questions due by 1:00pm	2025-12-12

ADDITIONAL TERMS AND CONDITIONS

See attached document(s) for additional Terms and Conditions

ADDENDUM ACKNOWLEDGEMENT FORM
SOLICITATION NO.: CRFQ DMV2600000001

Instructions: Please acknowledge receipt of all addenda issued with this solicitation by completing this addendum acknowledgment form. Check the box next to each addendum received and sign below. Failure to acknowledge the addenda may result in bid disqualification.

Acknowledgment: I hereby acknowledge receipt of the following addenda and have made the necessary revisions to my proposal, plans and/or specification, etc.

Addendum Numbers Received:
(Check the box next to each addendum received)

[X]	*Addendum No. 1*	[ ]	*Addendum No. 6*
[ ]	Addendum No. 2	[ ]	Addendum No. 7
[ ]	Addendum No. 3	[ ]	Addendum No. 8
[ ]	Addendum No. 4	[ ]	Addendum No. 9
[ ]	Addendum No. 5	[ ]	Addendum No. 10

I understand that failure to confirm the receipt of the addenda may be cause for rejection of this bid. I further understand that that any verbal representation made or assumed to be made during any oral discussion held between Vendor's representatives and any state personnel is not binding. Only the information issued in writing and added to the specifications by an official addendum is binding.

i3 Verticals, LLC
Company

Authorized Signature

January 22, 2026
Date

NOTE: This addendum acknowledgement should be submitted with the bid to expedite document processing.

ADDENDUM ACKNOWLEDGEMENT FORM
SOLICITATION NO.: CRFP DMV2600000001

Instructions: Please acknowledge receipt of all addenda issued with this solicitation by completing this addendum acknowledgment form. Check the box next to each addendum received and sign below. Failure to acknowledge the addenda may result in bid disqualification.

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[ ]	Addendum No. 5	[ ]	Addendum No. 10

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i3 Verticals, LLC
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January 22, 2026
Date

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[ ]	Addendum No. 4	[ ]	Addendum No. 9
[ ]	Addendum No. 5	[ ]	Addendum No. 10

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i3 Verticals, LLC
Company


Authorized Signature

January 22, 2026
Date

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State of WV Confidentiality Agreement

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WEST VIRGINIA EXECUTIVE BRANCH CONFIDENTIALITY AGREEMENT

This Confidentiality Agreement, including any attachments, (hereafter called "Agreement") is entered into between the State of West Virginia ("State") and the undersigned employee or contractor ("User").

This Agreement notifies the User of the policy and the User's responsibility to secure confidential information the State collects, possesses, uses and discloses. Additionally, the Agreement clarifies the user's obligations to limit their access, use, and disclosure of confidential information and to protect confidential information from unauthorized disclosure. Accordingly, the State prioritizes protecting the privacy, confidentiality, *integrity, and availability of information, in all forms.*

The User agrees as follows:

1. **Definitions:**

   a. **Confidential Information:** Includes all information that is, or can be, classified as restricted or sensitive per the West Virginia Office of Technology's Data Classification Policy WVOT PO1006. Confidential information also includes personally identifiable information (PII) and all information designated confidential by law, rule, policy, or procedure. Confidential information may be processed on paper, electronically, and verbally, as well as in images. Examples include, but are not limited to, passwords and access codes; citizen, client, demographic, employee, medical, and taxpayer information; trade secrets; and security audits.

   b. **Disclosure:** *The access, release, transfer, sale, divulgence, or communication* of information, in any manner, to any individual or entity other than the subject of the information, designated user, or information owner, in accordance with policy, as may be amended.

   c. **Need to Know:** The principle that a User must only access the minimum amount of information necessary to perform a legitimate work-related task or function.

   d. **Personally Identifiable Information (PII):** Information that identifies, or can be used to identify, locate, contact, or impersonate a particular individual. PII also includes Protected Health Information (PHI) as that term is defined below. PII is contained in public and non-public records. Examples include an individual's:

first name (or initial) and last name (current or former); geographical address; geolocation; electronic address (including an email address); cell number, landline phone number, and fax number, if dedicated to an individual at their place of residence; social security number; credit and debit card numbers; financial records, including payment history, and checking, savings, loan, and other financial account numbers; consumer report information; mother's maiden name; biometric identifiers, including but not limited to fingerprints, palm prints, voice prints, DNA, and face and iris scans; physical description; driver's license number; birth date; birth, adoption or death certificate numbers; medical, disability, or employment records, including salary information; computer information, including information collected through an internet cookie; and criminal records. PII includes any other information concerning an individual that, if disclosed, identifies, or can be used to identify or locate an individual physically or electronically.

e. **Protected Health Information (PHI):** A subset of PII and defined by the Health Insurance Portability and Accountability Act of 1996 (HIPAA) (*see* 45 C.F.R. §106.103), and only applies to entities that are covered by HIPAA. PHI consists of health information combined with individually identifiable information processed by HIPAA covered entities. Examples include physical and mental health status, diagnoses, treatment, medical supplies, demographic information, or payment for health services or medical supplies. PHI may be in electronic, paper or verbal form, and applies to the past, present, or future provision of health services and payments.

Protected Health Information does not include records covered by the Family Educational Right and Privacy Act, 20 U.S.C. 1232g, and employment records held by the entity in its role as employer.

f. **Use:** The access, utilization, employment, application, examination, or analysis of information.

g. **Workforce:** Employees, volunteers, trainees, contract employees and other people whose conduct, in the performance of work for the State, is under the control of the State, whether or not the State pays them.

h. Other terms, not defined herein, are defined according to the definitions within the Privacy Policy Definitions, currently located at www.privacy.wv.gov.

2. **Treatment of Confidential Information:**

a. The User must access, collect, retain and use confidential information in conformity with policy and for legitimate work related purposes.

b. The User must not access, use or disclose confidential information for personal or non-work related purposes.

c. The User must not disclose any confidential information, unless the disclosure is made pursuant to law and policy, or the individual who is the subject of the confidential information consents to the disclosure in writing.

d. When confidential information is disclosed, care should be taken to prevent the redisclosure of that information to unauthorized persons or entities.

e. The User must protect confidential information from unauthorized collection, use, access, transfer, sale, disclosure, alteration, retention, or destruction whether accidental or intentional and must take necessary precautions to secure such confidential information to the extent possible. Accordingly, the User must not forward emails including confidential information to personal email addresses.

f. Where laws and policies do not exist to define and govern authorized access, use, or disclosure of confidential information, the User must receive prior approval from an appointed State counsel, designee, or authorized workforce member before accessing, using, or disclosing the information. All of the above applies to the information in total or fragmented form.

g. The User must not misuse or alter documents, media, forms, devices, or certificates in any manner which might compromise confidentiality or security, violate policy, or be illegal.

h. The User has no ownership rights to, or interest in, any information owned by or in the custody or control of the State. This includes any document, report, study, article or other written information prepared by the User as a member of the workforce; any software, computer equipment, or information technology; or any other property including copyrighted materials, except as specifically consented to by the State.

i. The User must report incidents, or suspected incidents, involving any unauthorized access, use, or disclosure, pursuant to the Response to Unauthorized Disclosures procedure located at www.privacy.wv.gov.

j. The User's access to confidential information is at the sole discretion of the State, and may be monitored, audited, modified, suspended, or terminated at any time.

k. The User should contact their immediate supervisor, agency privacy officer, or department privacy officer with any questions about this Agreement or classification of confidential information.

l. The User must comply with this agreement and the State's privacy and security policies. Compliance is a condition of employment. The User's failure to comply subjects the User to disciplinary action up to and including dismissal. In addition, the State reserves the right to seek any remedy available at law or in equity for any violation of this Agreement. Further, the User may be subject to civil and criminal penalties for harm, including financial harm, resulting from the

unauthorized use, disclosure, or deliberate unauthorized access of confidential information in violation of this agreement.

m. The User is bound by this Agreement indefinitely, and must protect the State's confidential information even after employment by any organization of the State ends.

n. Signing this Agreement does not guarantee the continuation of the employment relationship between the State and the User. This Agreement neither creates nor guarantees any additional rights or remedies on behalf of the User.

q. Any delay or failure to enforce any obligations, rights, or remedies under this Agreement, shall not constitute a waiver of such obligations, rights, or remedies created by the Agreement. This Agreement may be updated from time to time and should be accordingly renewed by the User upon request by the State. Such renewal shall serve only as an acknowledgement by this User of his or her awareness of the ongoing nature of this Agreement. Delay or failure to renew this Agreement does not negate the enforceability of any agreement regarding the subject matter of this Agreement previously entered into or acknowledged by the User.

Paul Christians, Chief Revenue Officer

Print name

Signature

January 15, 2026

Date

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Software as a Service Addendum

1. Definitions:

Acceptable alternative data center location means a country that is identified as providing equivalent or stronger data protection than the United States, in terms of both regulation and enforcement. DLA Piper's Privacy Heatmap shall be utilized for this analysis and may be found at https://www.dlapiperdataprotection.com/index.html?t=world- map&c=US&c2=IN.

Authorized Persons means the service provider's employees, contractors, subcontractors or other agents who have responsibility in protecting or have access to the public jurisdiction's personal data and non-public data to enable the service provider to perform the services required.

Data Breach means the unauthorized access and acquisition of unencrypted and unredacted personal data that compromises the security or confidentiality of a public jurisdiction's personal information and that causes the service provider or public jurisdiction to reasonably believe that the data breach has caused or will cause identity theft or other fraud.

Individually Identifiable Health Information means information that is a subset of health information, including demographic information collected from an individual, and (1) is created or received by a health care provider, health plan, employer or health care clearinghouse; and (2) relates to the past, present or future physical or mental health or condition of an individual; the provision of health care to an individual; or the past, present or future payment for the provision of health care to an individual; and (a) that identifies the individual; or (b) with respect to which there is a reasonable basis to believe the information can be used to identify the individual.

Non-Public Data means data, other than personal data, that is not subject to distribution to the public as public information. It is deemed to be sensitive and confidential by the public jurisdiction because it contains information that is exempt by statute, ordinance or administrative rule from access by the general public as public information.

Personal Data means data that includes information relating to a person that identifies the person by first name or first initial, and last name, and has any of the following personally identifiable information (PII): government-issued identification numbers (e.g., Social Security, driver's license, state identification card); financial account information, including account number, credit or debit card numbers; or protected health information (PHI).

Protected Health Information (PHI) means individually identifiable health information transmitted by electronic media, maintained in electronic media, or transmitted or maintained in any other form or medium. PHI excludes education records covered by the Family Educational Rights and Privacy Act (FERPA), as amended, 20 U.S.C. 1232g, records described at 20 U.S.C. 1232g(a)(4)(B)(iv) and employment records held by a covered entity in its role as employer.

Public Jurisdiction means any government or government agency that uses these terms and conditions. The term is a placeholder for the government or government agency.

Public Jurisdiction Data means all data created or in any way originating with the public jurisdiction, and all data that is the output of computer processing or other electronic manipulation of any data that was created by or in any way originated with the public jurisdiction, whether such data or output is stored on the public jurisdiction's hardware, the service provider's hardware or exists in any system owned, maintained or otherwise controlled by the public jurisdiction or by the service provider.

Public Jurisdiction Identified Contact means the person or persons designated in writing by the public jurisdiction to receive security incident or breach notification.

Restricted data means personal data and non-public data.

Security Incident means the actual unauthorized access to personal data or non-public data the service provider believes could reasonably result in the use, disclosure or theft of a public jurisdiction's unencrypted personal data or non-public data within the possession or control of the service provider. A security incident may or may not turn into a data breach.

Service Provider means the contractor and its employees, subcontractors, agents and affiliates who are providing the services agreed to under the contract.

Software-as-a-Service (SaaS) means the capability provided to the consumer to use the provider's applications running on a cloud infrastructure. The applications are accessible from various client devices through a thin-client interface such as a Web browser (e.g., Web-based email) or a program interface. The consumer does not manage or control the underlying cloud infrastructure including network, servers, operating systems, storage or even individual application capabilities, with the possible exception of limited user-specific application configuration settings.

2. Data Ownership: The public jurisdiction will own all rights, title and interest in its data that is related to the services provided by this contract. The service provider shall not access public jurisdiction user accounts or public jurisdiction data, except (1) in the course of data center operations, (2) in response to service or technical issues, (3) as required by the express terms of this contract or (4) at the public jurisdiction's written request.

3. Data Protection and Privacy: Protection of personal privacy and data shall be an integral part of the business activities of the service provider to ensure there is no inappropriate or unauthorized use of public jurisdiction information at any time. To this end, the service provider shall safeguard

the confidentiality, integrity and availability of public jurisdiction information and comply with the following conditions:

a) The service provider shall implement and maintain appropriate administrative, technical and physical security measures to safeguard against unauthorized access, disclosure or theft of personal data and non-public data. In Appendix A, the public jurisdiction shall indicate whether restricted information will be processed by the service provider. Such security measures shall be in accordance with recognized industry practice and not less stringent than the measures the service provider applies to its own personal data and non-public data of similar kind. The service provider shall ensure that all such measures, including the manner in which personal data and non-public data are collected, accessed, used, stored, processed, disposed of and disclosed, comply with applicable data protection and privacy laws, as well as the terms and conditions of this Addendum and shall survive termination of the underlying contract.

b) The service provider represents and warrants that its collection, access, use, storage, disposal and disclosure of personal data and non-public data do and will comply with all applicable federal and state privacy and data protection laws, as well as all other applicable regulations, policies and directives.

c) The service provider shall support third-party multi-factor authentication integration with the public jurisdiction third-party identity provider to safeguard personal data and non-public data.

d) If, in the course of its engagement by the public jurisdiction, the service provider has access to or will collect, access, use, store, process, dispose of or disclose credit, debit or other payment cardholder information, the service provider shall at all times remain in compliance with the Payment Card Industry Data Security Standard ("PCI DSS") requirements, including remaining aware at all times of changes to the PCI DSS and promptly implementing all procedures and practices as may be necessary to remain in compliance with the PCI DSS, in each case, at the service provider's sole cost and expense. All data obtained by the service provider in the performance of this contract shall become and remain the property of the public jurisdiction.

e) All personal data shall be encrypted at rest and in transit with controlled access. Unless otherwise stipulated, the service provider is responsible for encryption of the personal data.

f) Unless otherwise stipulated, the service provider shall encrypt all non-public data at rest and in transit, in accordance with recognized industry practice. The public jurisdiction shall identify data it deems as non-public data to the service provider.

g) At no time shall any data or process – that either belong to or are intended for the use of a public jurisdiction or its officers, agents or employees — be copied, disclosed or retained by the service provider or any party related to the service provider for subsequent use in any transaction that does not include the public jurisdiction.

h) The service provider shall not use or disclose any information collected in connection with the service issued from this proposal for any purpose other than fulfilling the service.

i) Data Location. For non-public data and personal data, the service provider shall provide its data center services to the public jurisdiction and its end users solely from data centers in the U.S. Storage of public jurisdiction data at rest shall be located solely in data centers in the U.S. The service provider shall not allow its personnel or contractors to *store* public jurisdiction data on portable devices, including personal computers, except for devices that are used and kept only at its

U.S. data centers. With agreement from the public jurisdiction, this term may be met by the service provider providing its services from an acceptable alternative data center location, which agreement shall be stated in Appendix A. The Service Provider may also request permission to utilize an acceptable alternative data center location during a procurement's question and answer period by submitting a question to that effect. The service provider shall permit its personnel and contractors to access public jurisdiction data remotely only as required to provide technical support.

4. Security Incident or Data Breach Notification: The service provider shall inform the public jurisdiction of any confirmed security incident or data breach.

a) Incident Response: The service provider may need to communicate with outside parties regarding a security incident, which may include contacting law enforcement, fielding media inquiries and seeking external expertise as defined by law or contained in the contract. Discussing security incidents with the public jurisdiction shall be handled on an urgent as-needed basis, as part of service provider communication and mitigation processes defined by law or contained in the contract.

b) Security Incident Reporting Requirements: The service provider shall report a confirmed Security Incident as soon as practicable, but no later than twenty-four (24) hours after the service provider becomes aware of it, to: (1) the department privacy officer, by email, with a read receipt, identified in Appendix A; and, (2) unless otherwise directed by the public jurisdiction in the underlying contract, the WVOT Online Computer Security and Privacy Incident Reporting System at https://apps.wv.gov/ot/ir/Default.aspx, and (3) the public jurisdiction point of contact for general contract oversight/administration. The following information shall be shared with the public jurisdiction: (1) incident phase (detection and analysis; containment, eradication and recovery; or post-incident activity), (2) projected business impact, and (3) attack source information.

c) Breach Reporting Requirements: Upon the discovery of a data breach or unauthorized access to non-public data, the service provider shall immediately report to: (1) the department privacy officer, by email, with a read receipt, identified in Appendix A; and, (2) unless otherwise directed by the public jurisdiction in the underlying contract, the WVOT Online Computer Security and Privacy Incident Reporting System at https://apps.wv.gov/ot/ir/Default.aspx, and the public jurisdiction point of contact for general contract oversight/administration.

5. Breach Responsibilities: This section only applies when a data breach occurs with respect to personal data within the possession or control of the service provider.

a) Immediately after being awarded a contract, the service provider shall provide the public jurisdiction with the name and contact information for an employee of service provider who shall serve as the public jurisdiction's primary security contact and shall be available to assist the public jurisdiction twenty-four (24) hours per day, seven (7) days per week as a contact in resolving obligations associated with a data breach. The service provider may provide this information in Appendix A.

b) Immediately following the service provider's notification to the public jurisdiction of a data breach, the parties shall coordinate cooperate with each other to investigate the data breach. The service provider agrees to fully cooperate with the public jurisdiction in the public jurisdiction's handling of the matter, including, without limitation, at the public jurisdiction's request, making available all relevant records, logs, files, data reporting and other materials required to comply with applicable law and regulation.

c) Within 72 hours of the discovery, the service provider shall notify the parties listed in 4(c) above, to the extent known: (1) date of discovery; (2) list of data elements and the number of individual records; (3) description of the unauthorized persons known or reasonably believed to have improperly used or disclosed the personal data; (4) description of where the personal data is believed to have been improperly transmitted, sent, or utilized; and, (5) description of the probable causes of the improper use or disclosure.

d) The service provider shall (1) cooperate with the public jurisdiction as reasonably requested by the public jurisdiction to investigate and resolve the data breach, (2) promptly implement necessary remedial measures, if necessary, and prevent any further data breach at the service provider's expense in accordance with applicable privacy rights, laws and regulations and (3) document responsive actions taken related to the data breach, including any post-incident review of events and actions taken to make changes in business practices in providing the services, if necessary.

e) If a data breach is a direct result of the service provider's breach of its contract obligation to encrypt personal data or otherwise prevent its release, the service provider shall bear the costs associated with (1) the investigation and resolution of the data breach; (2) notifications to individuals, regulators or others required by state or federal law; (3) a credit monitoring service (4) a website or a toll-free number and call center for affected individuals required by state law — all not to exceed the average per record per person cost calculated for data breaches in the United States in the most recent Cost of Data Breach Study: Global Analysis published by the Ponemon Institute at the time of the data breach (or other similar publication if the named publication has not issued an updated average per record per cost in the last 5 years at the time of the data breach); and (5) complete all corrective actions as reasonably determined by service provider based on root cause. The service provider agrees that it shall not inform any third party of any data breach without first obtaining the public jurisdiction's prior written consent, other than to inform a complainant that the matter has been forwarded to the public jurisdiction's legal counsel and/or engage a third party with appropriate expertise and confidentiality protections for any reason connected to the data breach. Except with respect to where the service provider has an independent legal obligation to report a data breach, the service provider agrees that the public jurisdiction shall have the sole right to determine: (1) whether notice of the data breach is to be provided to any individuals, regulators, law enforcement agencies, consumer reporting agencies or others, as required by law or regulation, or otherwise in the public jurisdiction's discretion; and (2) the contents of such notice, whether any type of remediation may be offered to affected persons, and the nature and extent of any such remediation. The service provider retains the right to report activity to law enforcement.

6. Notification of Legal Requests: The service provider shall contact the public jurisdiction upon receipt of any electronic discovery, litigation holds, discovery searches and expert testimonies related to the public jurisdiction's data under this contract, or which in any way might reasonably require access to the data of the public jurisdiction. The service provider shall not respond to subpoenas, service of process and other legal requests related to the public jurisdiction without first notifying the public jurisdiction, unless prohibited by law from providing such notice.

7. Termination and Suspension of Service:

a) In the event of a termination of the contract, the service provider shall implement an orderly return of public jurisdiction data within the time period and format specified in the contract (or in the absence of a specified time and format, a mutually agreeable time and format) and after the data has been successfully returned, securely and permanently dispose of public jurisdiction data.

b) During any period of service suspension, the service provider shall not take any action to intentionally erase any public jurisdiction data.

c) In the event the contract does not specify a time or format for return of the public jurisdiction's data and an agreement has not been reached, in the event of termination of any services or agreement in entirety, the service provider shall not take any action to intentionally erase any public jurisdiction data for a period of:

- 10 days after the effective date of termination, if the termination is in accordance with the contract period
- 30 days after the effective date of termination, if the termination is for convenience
- 60 days after the effective date of termination, if the termination is for cause

After such period, the service provider shall have no obligation to maintain or provide any public jurisdiction data and shall thereafter, unless legally prohibited, delete all public jurisdiction data in its systems or otherwise in its possession or under its control.

d) The public jurisdiction shall be entitled to any post-termination assistance generally made available with respect to the services, unless a unique data retrieval arrangement has been established as part of the Contract.

e) The service provider shall securely dispose of all requested data in all of its forms, such as disk, CD/ DVD, backup tape and paper, when requested by the public jurisdiction. Data shall be permanently deleted and shall not be recoverable, according to National Institute of Standards and Technology (NIST)-approved methods. Certificates of destruction shall be provided to the public jurisdiction.

8. Background Checks: The service provider shall conduct criminal background checks in compliance with W.Va. Code §15-2D-3 and not utilize any staff to fulfill the obligations of the contract, including subcontractors, who have been convicted of any crime of dishonesty, including but not limited to criminal fraud, or otherwise convicted of any felony or misdemeanor offense for which incarceration for up to 1 year is an authorized penalty. The service provider shall promote and maintain an awareness of the importance of securing the public jurisdiction's information among the service provider's employees and agents.

9. Oversight of Authorized Persons: During the term of each authorized person's employment or engagement by service provider, service provider shall at all times cause such persons to abide strictly by service provider's obligations under this Agreement and service provider's standard policies and procedures. The service provider further agrees that it shall maintain a disciplinary process to address any unauthorized access, use or disclosure of personal data by any of service provider's officers, partners, principals, employees, agents or contractors.

10. Access to Security Logs and Reports: The service provider shall provide reports to the public jurisdiction in CSV format agreed to by both the service provider and the public jurisdiction. Reports shall include user access (successful and failed attempts), user access IP address, user access history and security logs for all public jurisdiction files and accounts related to this contract.

11. Data Protection Self-Assessment: The service provider shall perform a Cloud Security Alliance STAR Self-Assessment by completing and submitting the "Consensus Assessments Initiative Questionnaire" to the Public Jurisdiction Identified Contact. The service provider shall submit its self-assessment to the public jurisdiction prior to contract award and, upon request, annually thereafter, on the anniversary of the date of contract execution. Any deficiencies identified in the assessment will entitle the public jurisdiction to disqualify the bid or terminate the contract for cause.

12. Data Center Audit: The service provider shall perform an audit of its data center(s) at least annually at its expense and provide a redacted version of the audit report upon request. The service provider may remove its proprietary information from the redacted version. A Service Organization Control (SOC) 2 audit report or approved equivalent sets the minimum level of a third-party audit. Any deficiencies identified in the report or approved equivalent will entitle the public jurisdiction to disqualify the bid or terminate the contract for cause.

13. Change Control and Advance Notice: The service provider shall give 30 days, advance notice (to the public jurisdiction of any upgrades (e.g., major upgrades, minor upgrades, system changes) that may impact service availability and performance. A major upgrade is a replacement of hardware, software or firmware with a newer or better version in order to bring the system up to date or to improve its characteristics.

14. Security:

a) At a minimum, the service provider's safeguards for the protection of data shall include: (1) securing business facilities, data centers, paper files, servers, back-up systems and computing equipment, including, but not limited to, all mobile devices and other equipment with information storage capability; (2) implementing network, device application, database and platform security; 3) securing information transmission, storage and disposal; (4) implementing authentication and access controls within media, applications, operating systems and equipment; (5) implementing appropriate personnel security and integrity procedures and practices, including, but not limited to, conducting background checks consistent with applicable law; and (6) providing appropriate privacy and information security training to service provider's employees.

b) The service provider shall execute well-defined recurring action steps that identify and monitor vulnerabilities and provide remediation or corrective measures. Where the service provider's technology or the public jurisdiction's required dependence on a third-party application to interface with the technology creates a critical or high risk, the service provider shall remediate the vulnerability as soon as possible. The service provider must ensure that applications used to interface with the service provider's technology remain operationally compatible with software updates.

c) Upon the public jurisdiction's written request, the service provider shall provide a high-level network diagram with respect to connectivity to the public jurisdiction's network that illustrates the service provider's information technology network infrastructure.

15. Non-disclosure and Separation of Duties: The service provider shall enforce separation of job duties, require commercially reasonable non-disclosure agreements, and limit staff knowledge of public jurisdiction data to that which is absolutely necessary to perform job duties.

16. Import and Export of Data: The public jurisdiction shall have the ability to securely import, export or dispose of data in standard format in piecemeal or in entirety at its discretion without interference from the service provider. This includes the ability for the public jurisdiction to import or export data to/from other service providers identified in the contract (or in the absence of an identified format, a mutually agreeable format).

17. Responsibilities: The service provider shall be responsible for the acquisition and operation of all hardware, software and network support related to the cloud services being provided. The technical and professional activities required for establishing, managing and maintaining the environments are the responsibilities of the service provider.

18. Subcontractor Compliance: The service provider shall ensure that any of its subcontractors to whom it provides any of the personal data or non-public data it receives hereunder, or to whom it provides any personal data or non-public data which the service provider creates or receives on behalf of the public jurisdiction, agree to the restrictions, terms and conditions which apply to the service provider hereunder.

19. Right to Remove Individuals: The public jurisdiction shall have the right at any time to require that the service provider remove from interaction with public jurisdiction any service provider representative who the public jurisdiction believes is detrimental to its working relationship with the service provider. The public jurisdiction shall provide the service provider with notice of its determination, and the reasons it requests the removal. If the public jurisdiction signifies that a potential security violation exists with respect to the request, the service provider shall immediately remove such individual. The service provider shall not assign the person to any aspect of the contract without the public jurisdiction's consent.

20. Business Continuity and Disaster Recovery: The service provider shall provide a business continuity and disaster recovery plan executive summary upon request. Lack of a plan will entitle the public jurisdiction to terminate this contract for cause.

21. Compliance with Accessibility Standards: The service provider shall comply with and adhere to Accessibility Standards of Section 508 Amendment to the Rehabilitation Act of 1973.

22. Web Services: The service provider shall use web services exclusively to interface with the public jurisdiction's data in near real time when possible.

23. Encryption of Data at Rest: The service provider shall ensure hard drive encryption consistent with validated cryptography standards as referenced in FIPS 140-2, Security Requirements for Cryptographic Modules for all personal data.

24. Subscription Terms: Service provider grants to a public jurisdiction a license to:

a. Access and use the service for its business purposes;
b. For SaaS, use underlying software as embodied or used in the service; and
c. View, copy, upload, download (where applicable), and use service provider's documentation.

25. Equitable Relief: Service provider acknowledges that any breach of its covenants or obligations set forth in Addendum may cause the public jurisdiction irreparable harm for which monetary damages would not be adequate compensation and agrees that, in the event of such breach or threatened breach, the public jurisdiction is entitled to seek equitable relief, including a restraining order, injunctive relief, specific performance and any other relief that may be available from any court, in addition to any other remedy to which the public jurisdiction may be entitled at law or in equity. Such remedies shall not be deemed to be exclusive but shall be in addition to all other remedies available at law or in equity, subject to any express exclusions or limitations in this Addendum to the contrary.

AGREED:

Name of Agency: West Virginia DMV	Name of Vendor: i3 Verticals, LLC
Signature:	Signature:
Title:	Title: Chief Revenue Officer
Date:	Date: January 22, 2026

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GENERAL TERMS AND CONDITIONS:

1. CONTRACTUAL AGREEMENT: Issuance of an Award Document signed by the Purchasing Division Director, or his designee, and approved as to form by the Attorney General's office constitutes acceptance by the State of this Contract made by and between the State of West Virginia and the Vendor. Vendor's signature on its bid, or on the Contract if the Contract is not the result of a bid solicitation, signifies Vendor's agreement to be bound by and accept the terms and conditions contained in this Contract.

2. DEFINITIONS: As used in this Solicitation/Contract, the following terms shall have the meanings attributed to them below. Additional definitions may be found in the specifications included with this Solicitation/Contract.

2.1. "Agency" or **"Agencies"** means the agency, board, commission, or other entity of the State of West Virginia that is identified on the first page of the Solicitation or any other public entity seeking to procure goods or services under this Contract.

2.2. "Bid" or **"Proposal"** means the vendors submitted response to this solicitation.

2.3. "Contract" means the binding agreement that is entered into between the State and the Vendor to provide the goods or services requested in the Solicitation.

2.4. "Director" means the Director of the West Virginia Department of Administration, Purchasing Division.

2.5. "Purchasing Division" means the West Virginia Department of Administration, Purchasing Division.

2.6. "Award Document" means the document signed by the Agency and the Purchasing Division, and approved as to form by the Attorney General, that identifies the Vendor as the contract holder.

2.7. "Solicitation" means the official notice of an opportunity to supply the State with goods or services that is published by the Purchasing Division.

2.8. "State" means the State of West Virginia and/or any of its agencies, commissions, boards, etc. as context requires.

2.9. "Vendor" or **"Vendors"** means any entity submitting a bid in response to the Solicitation, the entity that has been selected as the lowest responsible bidder, or the entity that has been awarded the Contract as context requires.

3. CONTRACT TERM; RENEWAL; EXTENSION: The term of this Contract shall be determined in accordance with the category that has been identified as applicable to this Contract below:

☑ **Term Contract**

Initial Contract Term: The Initial Contract Term will be for a period of 5 years upon award. The Initial Contract Term becomes effective on the effective start date listed on the first page of this Contract, identified as the State of West Virginia contract cover page containing the signatures of the Purchasing Division, Attorney General, and Encumbrance clerk (or another page identified as _____), and the Initial Contract Term ends on the effective end date also shown on the first page of this Contract.

Renewal Term: This Contract may be renewed upon the mutual written consent of the Agency, and the Vendor, with approval of the Purchasing Division and the Attorney General's office (Attorney General approval is as to form only). Any request for renewal should be delivered to the Agency and then submitted to the Purchasing Division thirty (30) days prior to the expiration date of the initial contract term or appropriate renewal term. A Contract renewal shall be in accordance with the terms and conditions of the original contract. Unless otherwise specified below, renewal of this Contract is limited to (5) renewals successive one (1) year periods or multiple renewal periods of less than one year, provided that the multiple renewal periods do not exceed the total number of months available in all renewal years combined. Automatic renewal of this Contract is prohibited. Renewals must be approved by the Vendor, Agency, Purchasing Division and Attorney General's office (Attorney General approval is as to form only)

☐ **Alternate Renewal Term** – This contract may be renewed for _____ successive _____ year periods or shorter periods provided that they do not exceed the total number of months contained in all available renewals. Automatic renewal of this Contract is prohibited. Renewals must be approved by the Vendor, Agency, Purchasing Division and Attorney General's office (Attorney General approval is as to form only)

Delivery Order Limitations: In the event that this contract permits delivery orders, a delivery order may only be issued during the time this Contract is in effect. Any delivery order issued within one year of the expiration of this Contract shall be effective for one year from the date the delivery order is issued. No delivery order may be extended beyond one year after this Contract has expired.

☐ **Fixed Period Contract:** This Contract becomes effective upon Vendor's receipt of the notice to proceed and must be completed within _____ days.

☐ **Fixed Period Contract with Renewals:** This Contract becomes effective upon Vendor's receipt of the notice to proceed and part of the Contract more fully described in the attached specifications must be completed within _____ days. Upon completion of the work covered by the preceding sentence, the vendor agrees that:

☐ the contract will continue for _____ years;

☐ the contract may be renewed for _____ successive _____ year periods or shorter periods provided that they do not exceed the total number of months contained in all available renewals. Automatic renewal of this Contract is prohibited. Renewals must be approved by the Vendor, Agency, Purchasing Division and Attorney General's Office (Attorney General approval is as to form only).

☐ **One-Time Purchase:** The term of this Contract shall run from the issuance of the Award Document until all of the goods contracted for have been delivered, but in no event will this Contract extend for more than one fiscal year.

☐ **Construction/Project Oversight:** This Contract becomes effective on the effective start date listed on the first page of this Contract, identified as the State of West Virginia contract cover page containing the signatures of the Purchasing Division, Attorney General, and Encumbrance clerk (or another page identified as _____), and continues until the project for which the vendor is providing oversight is complete.

☐ **Other:** Contract Term specified in _____

4. AUTHORITY TO PROCEED: Vendor is authorized to begin performance of this contract on the date of encumbrance listed on the front page of the Award Document unless either the box for "Fixed Period Contract" or "Fixed Period Contract with Renewals" has been checked in Section 3 above. If either "Fixed Period Contract" or "Fixed Period Contract with Renewals" has been checked, Vendor must not begin work until it receives a separate notice to proceed from the State. The notice to proceed will then be incorporated into the Contract via change order to memorialize the official date that work commenced.

5. QUANTITIES: The quantities required under this Contract shall be determined in accordance with the category that has been identified as applicable to this Contract below.

☑ **Open End Contract:** Quantities listed in this Solicitation/Award Document are approximations only, based on estimates supplied by the Agency. It is understood and agreed that the Contract shall cover the quantities actually ordered for delivery during the term of the Contract, whether more or less than the quantities shown.

☐ **Service:** The scope of the service to be provided will be more clearly defined in the specifications included herewith.

☐ **Combined Service and Goods:** The scope of the service and deliverable goods to be provided will be more clearly defined in the specifications included herewith.

☐ **One-Time Purchase:** This Contract is for the purchase of a set quantity of goods that are identified in the specifications included herewith. Once those items have been delivered, no additional goods may be procured under this Contract without an appropriate change order approved by the Vendor, Agency, Purchasing Division, and Attorney General's office.

☐ **Construction:** This Contract is for construction activity more fully defined in the specifications.

6. EMERGENCY PURCHASES: The Purchasing Division Director may authorize the Agency to purchase goods or services in the open market that Vendor would otherwise provide under this Contract if those goods or services are for immediate or expedited delivery in an emergency. Emergencies shall include, but are not limited to, delays in transportation or an unanticipated increase in the volume of work. An emergency purchase in the open market, approved by the Purchasing Division Director, shall not constitute of breach of this Contract and shall not entitle the Vendor to any form of compensation or damages. This provision does not excuse the State from fulfilling its obligations under a One-Time Purchase contract.

7. REQUIRED DOCUMENTS: All of the items checked in this section must be provided to the Purchasing Division by the Vendor as specified:

☐ **LICENSE(S) / CERTIFICATIONS / PERMITS:** In addition to anything required under the Section of the General Terms and Conditions entitled Licensing, the apparent successful Vendor shall furnish proof of the following licenses, certifications, and/or permits upon request and in a form acceptable to the State. The request may be prior to or after contract award at the State's sole discretion.

☐

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The apparent successful Vendor shall also furnish proof of any additional licenses or certifications contained in the specifications regardless of whether or not that requirement is listed above.

8. INSURANCE: The apparent successful Vendor shall furnish proof of the insurance identified by a checkmark below prior to Contract award. The insurance coverages identified below must be maintained throughout the life of this contract. Thirty (30) days prior to the expiration of the insurance policies, Vendor shall provide the Agency with proof that the insurance mandated herein has been continued. Vendor must also provide Agency with immediate notice of any changes in its insurance policies, including but not limited to, policy cancelation, policy reduction, or change in insurers. The apparent successful Vendor shall also furnish proof of any additional insurance requirements contained in the specifications prior to Contract award regardless of whether that insurance requirement is listed in this section.

Vendor must maintain:

☑ **Commercial General Liability Insurance** in at least an amount of: $1,000,000.00 per occurrence.

☑ **Automobile Liability Insurance** in at least an amount of: $1,000,000.00 per occurrence.

☑ **Professional/Malpractice/Errors and Omission Insurance** in at least an amount of: $2,000,000.00 per occurrence. Notwithstanding the forgoing, Vendor's are not required to list the State as an additional insured for this type of policy.

☐ **Commercial Crime and Third Party Fidelity Insurance** in an amount of: _____ per occurrence.

☑ **Cyber Liability Insurance** in an amount of: $10,000,000.00 per occurrence.

☐ [ ] **Builders Risk Insurance** in an amount equal to 100% of the amount of the Contract.

☐ [ ] **Pollution Insurance** in an amount of: _____ per occurrence.

☐ [ ] **Aircraft Liability** in an amount of: _____ per occurrence.

☐ [ ]

☑ WVDOT MUST BE LISTED AS ADDITIONAL INSURED ON CYBER POLICY
[ ]

☐ [ ]

☐ [ ]

9. WORKERS' COMPENSATION INSURANCE: Vendor shall comply with laws relating to workers compensation, shall maintain workers' compensation insurance when required, and shall furnish proof of workers' compensation insurance upon request.

10. VENUE: All legal actions for damages brought by Vendor against the State shall be brought in the West Virginia Claims Commission. Other causes of action must be brought in the West Virginia court authorized by statute to exercise jurisdiction over it.

11. LIQUIDATED DAMAGES: This clause shall in no way be considered exclusive and shall not limit the State or Agency's right to pursue any other available remedy. Vendor shall pay liquidated damages in the amount specified below or as described in the specifications:

☐ _____ for _____.

☑ Liquidated Damages Contained in the Specifications.

☐ Liquidated Damages Are Not Included in this Contract.

12. ACCEPTANCE: Vendor's signature on its bid, or on the certification and signature page, constitutes an offer to the State that cannot be unilaterally withdrawn, signifies that the product or service proposed by vendor meets the mandatory requirements contained in the Solicitation for that product or service, unless otherwise indicated, and signifies acceptance of the terms and conditions contained in the Solicitation unless otherwise indicated.

13. PRICING: The pricing set forth herein is firm for the life of the Contract, unless specified elsewhere within this Solicitation/Contract by the State. A Vendor's inclusion of price adjustment provisions in its bid, without an express authorization from the State in the Solicitation to do so, may result in bid disqualification. Notwithstanding the foregoing, Vendor must extend any publicly advertised sale price to the State and invoice at the lower of the contract price or the publicly advertised sale price.

14. PAYMENT IN ARREARS: Payments for goods/services will be made in arrears only upon receipt of a proper invoice, detailing the goods/services provided or receipt of the goods/services, whichever is later. Notwithstanding the foregoing, payments for software maintenance, licenses, or subscriptions may be paid annually in advance.

15. PAYMENT METHODS: Vendor must accept payment by electronic funds transfer and P-Card. (The State of West Virginia's Purchasing Card program, administered under contract by a banking institution, processes payment for goods and services through state designated credit cards.)

16. TAXES: The Vendor shall pay any applicable sales, use, personal property or any other taxes arising out of this Contract and the transactions contemplated thereby. The State of West Virginia is exempt from federal and state taxes and will not pay or reimburse such taxes.

17. ADDITIONAL FEES: Vendor is not permitted to charge additional fees or assess additional charges that were not either expressly provided for in the solicitation published by the State of West Virginia, included in the Contract, or included in the unit price or lump sum bid amount that Vendor is required by the solicitation to provide. Including such fees or charges as notes to the solicitation may result in rejection of vendor's bid. Requesting such fees or charges be paid after the contract has been awarded may result in cancellation of the contract.

18. FUNDING: This Contract shall continue for the term stated herein, contingent upon funds being appropriated by the Legislature or otherwise being made available. In the event funds are not appropriated or otherwise made available, this Contract becomes void and of no effect beginning on July 1 of the fiscal year for which funding has not been appropriated or otherwise made available. If that occurs, the State may notify the Vendor that an alternative source of funding has been obtained and thereby avoid the automatic termination. Non-appropriation or non-funding shall not be considered an event of default.

19. CANCELLATION: The Purchasing Division Director reserves the right to cancel this Contract immediately upon written notice to the vendor if the materials or workmanship supplied do not conform to the specifications contained in the Contract. The Purchasing Division Director may also cancel any purchase or Contract upon 30 days written notice to the Vendor in accordance with West Virginia Code of State Rules § 148-1-5.2.b.

20. TIME: Time is of the essence regarding all matters of time and performance in this Contract.

21. APPLICABLE LAW: This Contract is governed by and interpreted under West Virginia law without giving effect to its choice of law principles. Any information provided in specification manuals, or any other source, verbal or written, which contradicts or violates the West Virginia Constitution, West Virginia Code, or West Virginia Code of State Rules is void and of no effect.

22. COMPLIANCE WITH LAWS: Vendor shall comply with all applicable federal, state, and local laws, regulations and ordinances. By submitting a bid, Vendor acknowledges that it has reviewed, understands, and will comply with all applicable laws, regulations, and ordinances.

> **SUBCONTRACTOR COMPLIANCE:** Vendor shall notify all subcontractors providing commodities or services related to this Contract that as subcontractors, they too are required to comply with all applicable laws, regulations, and ordinances. Notification under this provision must occur prior to the performance of any work under the contract by the subcontractor.

23. ARBITRATION: Any references made to arbitration contained in this Contract, Vendor's bid, or in any American Institute of Architects documents pertaining to this Contract are hereby deleted, void, and of no effect.

24. MODIFICATIONS: This writing is the parties' final expression of intent. Notwithstanding anything contained in this Contract to the contrary no modification of this Contract shall be binding without mutual written consent of the Agency, and the Vendor, with approval of the Purchasing Division and the Attorney General's office (Attorney General approval is as to form only). Any change to existing contracts that adds work or changes contract cost, and were not included in the original contract, must be approved by the Purchasing Division and the Attorney General's Office (as to form) prior to the implementation of the change or commencement of work affected by the change.

25. WAIVER: The failure of either party to insist upon a strict performance of any of the terms or provision of this Contract, or to exercise any option, right, or remedy herein contained, shall not be construed as a waiver or a relinquishment for the future of such term, provision, option, right, or remedy, but the same shall continue in full force and effect. Any waiver must be expressly stated in writing and signed by the waiving party.

26. SUBSEQUENT FORMS: The terms and conditions contained in this Contract shall supersede any and all subsequent terms and conditions which may appear on any form documents submitted by Vendor to the Agency or Purchasing Division such as price lists, order forms, invoices, sales agreements, or maintenance agreements, and includes internet websites or other electronic documents. Acceptance or use of Vendor's forms does not constitute acceptance of the terms and conditions contained thereon.

27. ASSIGNMENT: Neither this Contract nor any monies due, or to become due hereunder, may be assigned by the Vendor without the express written consent of the Agency, the Purchasing Division, the Attorney General's office (as to form only), and any other government agency or office that may be required to approve such assignments.

28. WARRANTY: The Vendor expressly warrants that the goods and/or services covered by this Contract will: (a) conform to the specifications, drawings, samples, or other description furnished or specified by the Agency; (b) be merchantable and fit for the purpose intended; and (c) be free from defect in material and workmanship.

29. STATE EMPLOYEES: State employees are not permitted to utilize this Contract for personal use and the Vendor is prohibited from permitting or facilitating the same.

30. PRIVACY, SECURITY, AND CONFIDENTIALITY: The Vendor agrees that it will not disclose to anyone, directly or indirectly, any such personally identifiable information or other confidential information gained from the Agency, unless the individual who is the subject of the information consents to the disclosure in writing or the disclosure is made pursuant to the Agency's policies, procedures, and rules. Vendor further agrees to comply with the Confidentiality Policies and Information Security Accountability Requirements, set forth in www.state.wv.us/admin/purchase/privacy.

31. YOUR SUBMISSION IS A PUBLIC DOCUMENT: Vendor's entire response to the Solicitation and the resulting Contract are public documents. As public documents, they will be disclosed to the public following the bid/proposal opening or award of the contract, as required by the competitive bidding laws of West Virginia Code §§ 5A-3-1 et seq., 5-22-1 et seq., and 5G-1-1 et seq. and the Freedom of Information Act West Virginia Code §§ 29B-1-1 et seq.

DO NOT SUBMIT MATERIAL YOU CONSIDER TO BE CONFIDENTIAL, A TRADE SECRET, OR OTHERWISE NOT SUBJECT TO PUBLIC DISCLOSURE.

Submission of any bid, proposal, or other document to the Purchasing Division constitutes your explicit consent to the subsequent public disclosure of the bid, proposal, or document. The Purchasing Division will disclose any document labeled "confidential," "proprietary," "trade secret," "private," or labeled with any other claim against public disclosure of the documents, to include any "trade secrets" as defined by West Virginia Code § 47-22-1 et seq. All submissions are subject to public disclosure without notice.

32. LICENSING: In accordance with West Virginia Code of State Rules § 148-1-6.1.e, Vendor must be licensed and in good standing in accordance with any and all state and local laws and requirements by any state or local agency of West Virginia, including, but not limited to, the West Virginia Secretary of State's Office, the West Virginia Tax Department, West Virginia Insurance Commission, or any other state agency or political subdivision. Obligations related to political subdivisions may include, but are not limited to, business licensing, business and occupation taxes, inspection compliance, permitting, etc. Upon request, the Vendor must provide all necessary releases to obtain information to enable the Purchasing Division Director or the Agency to verify that the Vendor is licensed and in good standing with the above entities.

SUBCONTRACTOR COMPLIANCE: Vendor shall notify all subcontractors providing commodities or services related to this Contract that as subcontractors, they too are required to be licensed, in good standing, and up-to-date on all state and local obligations as described in this section. Obligations related to political subdivisions may include, but are not limited to, business licensing, business and occupation taxes, inspection compliance, permitting, etc. Notification under this provision must occur prior to the performance of any work under the contract by the subcontractor.

33. ANTITRUST: In submitting a bid to, signing a contract with, or accepting a Award Document from any agency of the State of West Virginia, the Vendor agrees to convey, sell, assign, or transfer to the State of West Virginia all rights, title, and interest in and to all causes of action it may now or hereafter acquire under the antitrust laws of the United States and the State of West Virginia for price fixing and/or unreasonable restraints of trade relating to the particular commodities or services purchased or acquired by the State of West Virginia. Such assignment shall be made and become effective at the time the purchasing agency tenders the initial payment to Vendor.

34. VENDOR NON-CONFLICT: Neither Vendor nor its representatives are permitted to have any interest, nor shall they acquire any interest, direct or indirect, which would compromise the performance of its services hereunder. Any such interests shall be promptly presented in detail to the Agency.

35. VENDOR RELATIONSHIP: The relationship of the Vendor to the State shall be that of an independent contractor and no principal-agent relationship or employer-employee relationship is contemplated or created by this Contract. The Vendor as an independent contractor is solely liable for the acts and omissions of its employees and agents. Vendor shall be responsible for selecting, supervising, and compensating any and all individuals employed pursuant to the terms of this Solicitation and resulting contract. Neither the Vendor, nor any employees or subcontractors of the Vendor, shall be deemed to be employees of the State for any purpose whatsoever. Vendor shall be exclusively responsible for payment of employees and contractors for all wages and salaries, taxes, withholding payments, penalties, fees, fringe benefits, professional liability insurance premiums, contributions to insurance and pension, or other deferred compensation plans, including but not limited to, Workers' Compensation and Social Security obligations, licensing fees, etc. and the filing of all necessary documents, forms, and returns pertinent to all of the foregoing.

Vendor shall hold harmless the State, and shall provide the State and Agency with a defense against any and all claims including, but not limited to, the foregoing payments, withholdings, contributions, taxes, Social Security taxes, and employer income tax returns.

36. INDEMNIFICATION: The Vendor agrees to indemnify, defend, and hold harmless the State and the Agency, their officers, and employees from and against: (1) Any claims or losses for services rendered by any subcontractor, person, or firm performing or supplying services, materials, or supplies in connection with the performance of the Contract; (2) Any claims or losses resulting to any person or entity injured or damaged by the Vendor, its officers, employees, or subcontractors by the publication, translation, reproduction, delivery, performance, use, or disposition of any data used under the Contract in a manner not authorized by the Contract, or by Federal or State statutes or regulations; and (3) Any failure of the Vendor, its officers, employees, or subcontractors to observe State and Federal laws including, but not limited to, labor and wage and hour laws.

37. NO DEBT CERTIFICATION: In accordance with West Virginia Code §§ 5A-3-10a and 5-22-1(i), the State is prohibited from awarding a contract to any bidder that owes a debt to the State or a political subdivision of the State. By submitting a bid, or entering into a contract with the State, Vendor is affirming that (1) for construction contracts, the Vendor is not in default on any monetary obligation owed to the state or a political subdivision of the state, and (2) for all other contracts, neither the Vendor nor any related party owe a debt as defined above, and neither the Vendor nor any related party are in employer default as defined in the statute cited above unless the debt or employer default is permitted under the statute.

38. CONFLICT OF INTEREST: Vendor, its officers or members or employees, shall not presently have or acquire an interest, direct or indirect, which would conflict with or compromise the performance of its obligations hereunder. Vendor shall periodically inquire of its officers, members and employees to ensure that a conflict of interest does not arise. Any conflict of interest discovered shall be promptly presented in detail to the Agency.

39. REPORTS: Vendor shall provide the Agency and/or the Purchasing Division with the following reports identified by a checked box below:

☑ Such reports as the Agency and/or the Purchasing Division may request. Requested reports may include, but are not limited to, quantities purchased, agencies utilizing the contract, total contract expenditures by agency, etc.

☐ Quarterly reports detailing the total quantity of purchases in units and dollars, along with a listing of purchases by agency. Quarterly reports should be delivered to the Purchasing Division via email at purchasing.division@wv.gov.

40. BACKGROUND CHECK: In accordance with W. Va. Code § 15-2D-3, the State reserves the right to prohibit a service provider's employees from accessing sensitive or critical information or to be present at the Capitol complex based upon results addressed from a criminal background check. Service providers should contact the West Virginia Division of Protective Services by phone at (304) 558-9911 for more information.

41. PREFERENCE FOR USE OF DOMESTIC STEEL PRODUCTS: Except when authorized by the Director of the Purchasing Division pursuant to W. Va. Code § 5A-3-56, no contractor may use or supply steel products for a State Contract Project other than those steel products made in the United States. A contractor who uses steel products in violation of this section may be subject to civil penalties pursuant to W. Va. Code § 5A-3-56. As used in this section:

a. "State Contract Project" means any erection or construction of, or any addition to, alteration of or other improvement to any building or structure, including, but not limited to, roads or highways, or the installation of any heating or cooling or ventilating plants or other equipment, or the supply of and materials for such projects, pursuant to a contract with the State of West Virginia for which bids were solicited on or after June 6, 2001.

b. "Steel Products" means products rolled, formed, shaped, drawn, extruded, forged, cast, fabricated or otherwise similarly processed, or processed by a combination of two or more or such operations, from steel made by the open heath, basic oxygen, electric furnace, Bessemer or other steel making process.

c. The Purchasing Division Director may, in writing, authorize the use of foreign steel products if:

   1. The cost for each contract item used does not exceed one tenth of one percent (.1%) of the total contract cost or two thousand five hundred dollars ($2,500.00), whichever is greater. For the purposes of this section, the cost is the value of the steel product as delivered to the project; or

   2. The Director of the Purchasing Division determines that specified steel materials are not produced in the United States in sufficient quantity or otherwise are not reasonably available to meet contract requirements.

42. PREFERENCE FOR USE OF DOMESTIC ALUMINUM, GLASS, AND STEEL: In Accordance with W. Va. Code § 5-19-1 et seq., and W. Va. CSR § 148-10-1 et seq., for every contract or subcontract, subject to the limitations contained herein, for the construction, reconstruction, alteration, repair, improvement or maintenance of public works or for the purchase of any item of machinery or equipment to be used at sites of public works, only domestic aluminum, glass or steel products shall be supplied unless the spending officer determines, in writing, after the receipt of offers or bids, (1) that the cost of domestic aluminum, glass or steel products is unreasonable or inconsistent with the public interest of the State of West Virginia, (2) that domestic aluminum, glass or steel products are not produced in sufficient quantities to meet the contract requirements, or (3) the available domestic aluminum, glass, or steel do not meet the contract specifications. This provision only applies to public works contracts awarded in an amount more than fifty thousand dollars ($50,000) or public works contracts that require more than ten thousand pounds of steel products.

The cost of domestic aluminum, glass, or steel products may be unreasonable if the cost is more than twenty percent (20%) of the bid or offered price for foreign made aluminum, glass, or steel products. If the domestic aluminum, glass or steel products to be supplied or produced in a "substantial labor surplus area", as defined by the United States Department of Labor, the cost of domestic aluminum, glass, or steel products may be unreasonable if the cost is more than thirty percent (30%) of the bid or offered price for foreign made aluminum, glass, or steel products. This preference shall be applied to an item of machinery or equipment, as indicated above, when the item is a single unit of equipment or machinery manufactured primarily of aluminum, glass or steel, is part of a public works contract and has the sole purpose or of being a permanent part of a single public works project. This provision does not apply to equipment or machinery purchased by a spending unit for use by that spending unit and not as part of a single public works project.

All bids and offers including domestic aluminum, glass or steel products that exceed bid or offer prices including foreign aluminum, glass or steel products after application of the preferences provided in this provision may be reduced to a price equal to or lower than the lowest bid or offer price for foreign aluminum, glass or steel products plus the applicable preference. If the reduced bid or offer prices are made in writing and supersede the prior bid or offer prices, all bids or offers, including the reduced bid or offer prices, will be reevaluated in accordance with this rule.

43. INTERESTED PARTY SUPPLEMENTAL DISCLOSURE: W. Va. Code § 6D-1-2 requires that for contracts with an actual or estimated value of at least $1 million, the Vendor must submit to the Agency a disclosure of interested parties prior to beginning work under this Contract. Additionally, the Vendor must submit a supplemental disclosure of interested parties reflecting any new or differing interested parties to the contract, which were not included in the original pre-work interested party disclosure, within 30 days following the completion or termination of the contract. A copy of that form is included with this solicitation or can be obtained from the WV Ethics Commission. This requirement does not apply to publicly traded companies listed on a national or international stock exchange. A more detailed definition of interested parties can be obtained from the form referenced above.

44. PROHIBITION AGAINST USED OR REFURBISHED: Unless expressly permitted in the solicitation published by the State, Vendor must provide new, unused commodities, and is prohibited from supplying used or refurbished commodities, in fulfilling its responsibilities under this Contract.

45. VOID CONTRACT CLAUSES: This Contract is subject to the provisions of West Virginia Code § 5A-3-62, which automatically voids certain contract clauses that violate State law.

46. ISRAEL BOYCOTT: Bidder understands and agrees that, pursuant to W. Va. Code § 5A-3-63, it is prohibited from engaging in a boycott of Israel during the term of this contract.

DESIGNATED CONTACT: Vendor appoints the individual identified in this Section as the Contract Administrator and the initial point of contact for matters relating to this Contract.

(Printed Name and Title) Stoney M. Hale, II, EVP, Public Sector-Transportation

(Address) 40 Burton Hills Blvd., Ste 415, Nashville, TN 37215

(Phone Number) / (Fax Number) M: (423) 773-2566 / F: (877) 684-8985

(email address) shale@i3verticals.com

CERTIFICATION AND SIGNATURE: By signing below, or submitting documentation through *wv*OASIS, I certify that: I have reviewed this Solicitation/Contract in its entirety; that I understand the requirements, terms and conditions, and other information contained herein; that this bid, offer or proposal constitutes an offer to the State that cannot be unilaterally withdrawn; that the product or service proposed meets the mandatory requirements contained in the Solicitation/Contract for that product or service, unless otherwise stated herein; that the Vendor accepts the terms and conditions contained in the Solicitation, unless otherwise stated herein; that I am submitting this bid, offer or proposal for review and consideration; that this bid or offer was made without prior understanding, agreement, or connection with any entity submitting a bid or offer for the same material, supplies, equipment or services; that this bid or offer is in all respects fair and without collusion or fraud; that this Contract is accepted or entered into without any prior understanding, agreement, or connection to any other entity that could be considered a violation of law; that I am authorized by the Vendor to execute and submit this bid, offer, or proposal, or any documents related thereto on Vendor's behalf; that I am authorized to bind the vendor in a contractual relationship; and that to the best of my knowledge, the vendor has properly registered with any State agency that may require registration.

By signing below, I further certify that I understand this Contract is subject to the provisions of West Virginia Code § 5A-3-62, which automatically voids certain contract clauses that violate State law; and that pursuant to W. Va. Code 5A-3-63, the entity entering into this contract is prohibited from engaging in a boycott against Israel.

i3 Verticals, LLC
(Company)

(Signature of Authorized Representative)

Paul Christians, Chief Revenue Officer January 22, 2026
(Printed Name and Title of Authorized Representative) (Date)

Corporate: (800) 203-7981 F: (877) 684-8985
(Phone Number) (Fax Number)

pchristians@i3verticals.com
(Email Address)

Paul Maple
General Counsel & Secretary

January 12, 2026

West Virginia Department of Administration
Purchasing Division
2019 Washington Street East
PO Box 50130
Charleston, WV 25305-0130
c/o John Estep

West Virginia Division of Motor Vehicles
5707 MacCorkle Avenue, SE
Suite 50
Charleston, WV 25304

Re: RFP to Modernize the DMV Driver System (Solicitation No: 0802 – DMV2600000001 – the "RFP")

Dear Mr. Estep:

We (i3 Verticals, LLC) are pleased to respond to the RFP, and we are hopeful that our proposal will be favorably received.

I have reviewed the applicable legal terms and conditions that were set forth in the RFP. Given the structure of our proposal (i.e., provision of various services – development, implementation, training and support – along with the license of proprietary IP), I would like to suggest that the contracting terms and conditions in the RFP also include additional terms and conditions that are designed accommodate our proposed structure.

I have therefore attached as Exhibit A to this letter, a short document that would operate to augment (but not replace) the existing legal terms and conditions that were included in the RFP. I have made efforts to ensure that these provisions are middle-of-the-road and standard in the industry.

As a sidenote, in October 2025 we negotiated and signed a substantial Cloud Services, Licensing and Professional Services Agreement with the West Virginia Administrative Office of the Supreme Court. I believe our West Virginia state counterparts in that project found us to be prompt, reasonable and very willing to adopt a contracting approach that was customer-centric and reasonable. I would expect no different outcome in this case, and I personally commit to make every effort to ensure that result.

40 Burton Hills Blvd., Suite 415
Nashville, TN 37215
615-465-4487 (direct)
pmaple@i3verticals.com

Paul Maple
General Counsel & Secretary

Thank you for your time and consideration, and please contact me at +1 (615) 465-4487 or pmaple@i3verticals.com if you have any questions.

Sincerely,

Paul Maple
General Counsel & Secretary

40 Burton Hills Blvd., Suite 415
Nashville, TN 37215
615-465-4487 (direct)
pmaple@i3verticals.com

EXHIBIT A

SOFTWARE AS A SERVICE AND PROFESSIONAL SERVICES AGREEMENT

This Software as a Service and Professional Services Agreement ("Agreement") is effective _____, 2026 ("Effective Date") between i3 Verticals, LLC ("i3") and the party designated on the signature page below ("Customer"). Customer desires to access certain products and services of i3, and i3 desires to allow access to such products and services to Customer, all in accordance with this Agreement.

INTENDING TO BE LEGALLY BOUND, i3 AND CUSTOMER AGREE:

1. Definitions. The following capitalized terms shall mean:

(a) "Additional Services" are the provision by i3 of services, as may be agreed by the parties from time to time and described in Exhibit A hereto or in one or more written statements of work between the parties, and which may include development services, implementation services, training services and/or maintenance and support services.

(b) "Customer Content" means all text, files, images, graphics, information, data, audio, video and other content and material, in any format, provided by Customer or Users that is uploaded to, resides in, or runs on or through, the SaaS Services Environment.

(c) "SaaS Services" means, collectively, the Software and the services described in Exhibit B. The SaaS Services do not include Additional Services.

(d) "SaaS Services Environment" refers to the combination of hardware and software components owned, licensed or managed by i3 and to which Customer has access rights granted hereunder.

(e) "Software" are i3's proprietary computer programs identified in Exhibit B hosted in the SaaS Services Environment and to which Customer has access as part of the SaaS Services.

(f) "Specifications" are the system and usage specifications, manuals, documentation and other materials regarding the use of the SaaS Services that are provided by i3.

(g) "Third Party Content" means all text, files, images, graphics, information, data, audio, video and other content and material, in any format, that are obtained or derived from third party sources outside of i3 and made available to Customer and Users as part of the SaaS Services.

(h) "Users" means Customer employees and end user customers authorized by Customer to access the SaaS Services in accordance with this Agreement.

2. Rights Granted.

(a) i3 hereby grants to Customer and Users a non-exclusive right to access and use the SaaS Services solely for Customer's business operations and in accordance with the Specifications.

(b) To enable i3 to provide the SaaS Services, Customer grants i3 the right to use, process and transmit the Customer Content, and to provide third parties access to such Customer Content as necessary to enable the provision of SaaS Services.

(c) i3 may make changes or updates to the SaaS Services and the SaaS Services Environment (e.g., infrastructure, security, technical configurations, application features, etc.), including to reflect changes in technology, industry practices, patterns of system use and availability of Third Party Content. The Specifications are subject to change at i3's reasonable discretion; however, such changes to the Specifications will not result in a material reduction in the level of performance or availability of the applicable SaaS Services.

(d) Customer shall be required to accept all patches, bug fixes, updates, maintenance and service packs (collectively, "Patches") necessary for the proper function and security of the SaaS Services, as such

Patches are generally released by i3 as described in the Service Specifications.

(e) Customer shall not itself, or through Users or any other party, license, sell, rent, lease, transfer, assign, distribute, display, host, outsource, disclose, permit timesharing or service bureau use, or otherwise commercially exploit or make the SaaS Services, SaaS Services Environment or Specifications available to any third party.

3. Additional Services. Subject to Customer's compliance with this Agreement, i3 will provide Additional Services (and pay agreed fees related thereto), if and to the extent described in Exhibit A.

4. Term; Termination. The term of this Agreement shall commence on the Effective Date and continue for [5] years; provided, the term shall be renewable for up to [5] consecutive one-year terms, upon the agreement of Customer and i3. If Customer or i3 is in material breach of this Agreement, then this Agreement may be terminated by the non-breaching party in writing if the breaching party does not reasonably cure such breach within 30 days following written notice and demand to cure given to the breaching party.

5. Fees; Expenses. Customer shall pay i3 the SaaS Services fees in the amounts and at the times set forth in Exhibit C. Customer shall also pay or reimburse i3 for any excise, privilege, sales, use, customs, value added, and any other tax (except taxes imposed with respect to i3's net income) imposed by or under the authority of any foreign, United States, state, or local law with respect the rights and obligations of the parties under this Agreement. If an i3 representative travels to a Customer's site in connection with i3's performance under this Agreement, Customer shall reimburse i3 for i3's reasonable and pre-approved expenses, at cost.

6. Warranty and Disclaimer. i3 warrants that it will provide the SaaS Services in all material respects as provided in the Specifications. If i3 does not provide the SaaS Services in accordance with the foregoing warranty, then as its exclusive remedy, i3 shall use its commercially reasonable efforts to correct such deficiency promptly following written notice thereof from Customer. THIS WARRANTY AND REMEDY IS THE SOLE AND EXCLUSIVE WARRANTY AND RELATED REMEDY OFFERED BY i3 UNDER THIS AGREEMENT. ALL OTHER WARRANTIES ARE HEREBY EXPRESSLY DISCLAIMED. CUSTOMER ACKNOWLEDGES THAT i3 DOES NOT CONTROL THE TRANSFER OF DATA OVER COMMUNICATIONS FACILITIES, INCLUDING THE INTERNET, AND THAT THE SAAS SERVICES MAY BE SUBJECT TO LIMITATIONS, DELAYS, AND OTHER PROBLEMS INHERENT IN THE USE OF SUCH COMMUNICATIONS FACILITIES. i3 IS NOT RESPONSIBLE FOR ANY DELAYS, DELIVERY FAILURES, OR OTHER DAMAGE RESULTING FROM SUCH PROBLEMS. i3 IS NOT RESPONSIBLE FOR ANY ISSUES RELATED TO THE PERFORMANCE, OPERATION OR SECURITY OF THE SAAS SERVICES THAT ARISE FROM CUSTOMER CONTENT, CUSTOMER APPLICATIONS OR THIRD PARTY CONTENT.

7. Intellectual Property Indemnification. i3 shall defend, or at its option, settle any claims brought against Customer but not caused by Customer, for infringement by the SaaS Services or Specifications of any third-party United States copyright, patent, and any other proprietary rights of any third party, and i3 and shall reimburse Customer for any judgments, settlement damages, costs or expenses payable by Customer to the party bringing such action, together with related reasonable attorneys' fees. THE PROVISIONS OF THIS SECTION 7 STATE THE ENTIRE LIABILITY AND OBLIGATIONS OF i3 WITH RESPECT TO ANY INFRINGEMENT OF PATENTS, COPYRIGHTS, OR OTHER INTELLECTUAL PROPERTY RIGHTS BY THE SOFTWARE OR SPECIFICATIONS.

8. Limitations. IN NO EVENT WILL i3 OR CUSTOMER BE LIABLE FOR LOST PROFITS, OR FOR ANY INCIDENTAL, CONSEQUENTIAL, OR SPECIAL DAMAGES, HOWEVER CAUSED AND ON ANY THEORY OF LIABILITY ARISING OUT OF OR RELATING TO THIS AGREEMENT. THESE LIMITATIONS SHALL APPLY NOTWITHSTANDING THE FAILURE OF ESSENTIAL PURPOSE OF ANY LIMITED REMEDY PROVIDED IN THIS AGREEMENT.

9. Ownership. Customer acknowledges that i3 owns all right, title and interest in and to the Software, Specifications and all related modifications or enhancements (collectively, the "i3 Works"). If ownership of any of the i3 Works does not immediately and exclusively in i3, then, without further consideration, Customer assigns all ownership of i3 Works to i3, immediately upon its creation, automatically and without further consideration or action by any party. At i3's reasonable request, Customer shall perform any acts to transfer, perfect and defend i3's ownership of the i3 Works.

10. Customer Obligations. Upon i3's reasonable request, Customer shall provide i3 with information and access required by i3 to perform its obligations hereunder. Customer recognizes that i3's performance of its obligations shall require Customer's reasonable assistance and direction and is conditioned upon the timely performance and completion of certain activities that may be required of Customer.

11. Force Majeure. Non-performance of either party, except for the making of payments, shall be excused to the extent that performance is rendered impossible by acts of God, strike, fire, flood, governmental acts or orders or restrictions, failure of suppliers (including hosting vendors), pandemic, malicious code or any other reason when failure to perform is beyond the control of the non-performing party.

12. Amendments; Miscellaneous. Any amendment to this Agreement shall be effective only if reduced to writing and signed by duly authorized representatives of i3 and Customer. Sections 1, 5, 8, 9 and 12 shall survive the termination or expiration of this Agreement.

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SECTION 6: EVALUATION AND AWARD

6.1. Evaluation Process: Proposals will be evaluated in two parts by a committee of three (3) or more individuals. The first evaluation will be of the technical proposal and the second is an evaluation of the cost proposal. The Vendor who demonstrates that it meets all of the mandatory specifications required, attains the minimum acceptable score and attains the highest overall point score of all Vendors shall be awarded the contract.

6.2. Evaluation Criteria: Proposals will be evaluated based on criteria set forth in the solicitation and information contained in the proposals submitted in response to the solicitation. The technical evaluation will be based upon the point allocations designated below for a total of 75 of the 100 points. Cost represents 25 of the 100 total points. The cost score will be determined based on the Vendor's proposed cost for Phase 1, 2 and 3 and operations and maintenance services associated with these phases. The cost for the Agency optional Phase 4 will not be utilized as part of calculating the cost score.

Evaluation Point Allocation:

Project Goals and Proposed Approach (§ 4.2)	
- Approach & Methodology to Goals/Objectives (§ 4.2.1)	(15) Points Possible
- Approach & Methodology to Compliance with Mandatory Project Requirements (§ 4.2.2)	(15) Points Possible
- Exceeding Mandatory Requirements through Expedited Delivery of Phase 1 and Phase 2 (§ 4.2.3.2)	(5) Points Possible
Qualifications and experience (§ 4.3)	
- Qualifications and Experience Generally (§ 4.3.1)	(10) Points Possible
- Exceeding Mandatory Qualification/Experience Requirements (§ 4.3.2)	(10) Points Possible
(Oral interview, if applicable) (§ 4.4)	(20) Points Possible
Total Technical Score:	75 Points Possible
Total Cost Score:	25 Points Possible
Total Proposal Score:	**100 Points Possible**

6.3. Technical Bid Opening: At the technical bid opening, the Purchasing Division will open and announce the technical proposals received prior to the bid opening deadline. Once opened, the technical proposals will be provided to the Agency evaluation committee for technical evaluation.

6.4. Technical Evaluation: The Agency evaluation committee will review the technical proposals, assign points where appropriate, and make a final written recommendation to the Purchasing Division.

6.5. Proposal Disqualification:

6.5.1. **Minimum Acceptable Score ("MAS"):** Vendors must score a minimum of 70% (49 points) of the total technical points possible in order to move past the technical evaluation and have their cost proposal evaluated. All vendor proposals not attaining the MAS will be disqualified.

6.5.2. **Failure to Meet Mandatory Requirement:** Vendors must meet or exceed all mandatory requirements in order to move past the technical evaluation and have their cost proposals evaluated. Proposals failing to meet one or more mandatory requirements of the RFP will be disqualified.

6.6. Cost Bid Opening: The Purchasing Division will schedule a date and time to publicly open and announce cost proposals after technical evaluation has been completed and the Purchasing Division has approved the technical recommendation of the evaluation committee. All cost bids received will be opened. Cost bids for disqualified proposals will be opened for record keeping purposes only and will not be evaluated or considered. Once opened, the cost proposals will be provided to the Agency evaluation committee for cost evaluation.

The Purchasing Division reserves the right to disqualify a proposal based upon deficiencies in the technical proposal even after the cost evaluation.

6.7. Cost Evaluation: The Agency evaluation committee will review the cost proposals, assign points in accordance with the cost evaluation formula contained herein and make a final recommendation to the Purchasing Division.

Cost Evaluation Formula: Each cost proposal will have points assigned using the following formula for all Vendors not disqualified during the technical evaluation. The lowest cost of all proposals is divided by the cost of the proposal being evaluated to generate a cost score percentage. That percentage is then multiplied by the points attributable to the cost proposal to determine the number of points allocated to the cost proposal being evaluated.

Step 1: Lowest Cost of All Proposals / Cost of Proposal Being Evaluated = Cost Score Percentage

Step 2: Cost Score Percentage X Points Allocated to Cost Proposal = **Total Cost Score**

Example:

Proposal 1 Cost is $1,000,000
Proposal 2 Cost is $1,100,000
Points Allocated to Cost Proposal is 25

Proposal 1: Step 1 – $1,000,000 / $1,000,000 = Cost Score Percentage of 1 (100%)
Step 2 – 1 X 30 = Total Cost Score of 25

Proposal 2: Step 1– $1,000,000 / $1,100,000 = Cost Score Percentage of 0.909091 (90.9091%)
Step 2 – 0.909091 X 25 = Total Cost Score of 22.727275

6.8. Best and Final Offer: The Agency, if it feels it is in the State's interest to do so, may conduct discussions with, and obtain best and final offers from, responsive and responsible Vendors who submit proposals determined to be reasonably susceptible of being selected for award for the purpose of clarification to assure full understanding of, and responsiveness to, the solicitation requirements. Vendors will be accorded fair and equal treatment with respect to any opportunity for discussion and revision of proposals, and revisions may be permitted after submissions and prior to award for the purpose of obtaining best and final offers. In conducting discussions, there will be no disclosure of any information derived from proposals submitted by competing bidders.

The Vendor's BAFO response, if requested, will include submission of revised technical and cost proposals. If BAFOs are requested by the State and submitted by the Vendor, they will be evaluated and scored, using the evaluation criteria in Section 6.2. Please note that the Agency reserves the right to award a contract based on the initial proposals received. Therefore, the Vendor should ensure their initial proposal provides the State the best terms from a price and technical standpoint.

6.9. Availability of Information: Proposal submissions become public and are available for review immediately after opening pursuant to West Virginia Code §5A-3-11(h). All other information associated with the RFP, including but not limited to, technical scores and reasons for disqualification, will not be available until after the contract has been awarded pursuant to West Virginia Code of State Rules §148-1-6.3.d.

By signing below, I certify that I have reviewed this Request for Proposal in its entirety; understand the requirements, terms and conditions, and other information contained herein; that I am submitting this proposal for review and consideration; that I am authorized by the bidder to execute this bid or any documents related thereto on bidder's behalf; that I am authorized to bind the bidder in a contractual relationship; and that, to the best of my knowledge, the bidder has properly registered with any State agency that may require registration.

(Company) i3 Verticals LLC

Paul Christians, Chief Revenue Officer

(Representative Name, Title)

Corporate: (800) 203-7981/ Fax: (877) 684-8985
(Contact Phone/Fax Number)

January 22, 2026
(Date)

State of WV DOT Appendix A Security Contact

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REQUEST FOR PROPOSAL

West Virginia Department of Transportation CRFP DMV2600000001

Appendix A

(To be completed by the Agency's Procurement Officer prior to the execution of the Addendum, and shall be made a part of the Addendum. Required information not identified prior to execution of the Addendum may only be added by amending Appendix A and the Addendum, via Change Order.)

Name of Service Provider/Vendor: i3 Verticals, LLC

Name of Agency: West Virginia Department of Transportation-DMV

Agency/public jurisdiction's required information:

1. Will restricted information be processed by the service provider? Yes
   No [X] - Yes
2. If yes to #1, does the restricted information include personal data? Yes
   No [X] Yes
3. If yes to #1, does the restricted information include non-public data? Yes
   No [X] Yes
4. If yes to #1, may the service provider store public jurisdiction data in a data center in an acceptable alternative data center location, which is a country that is not the U.S.?
   Yes No
   [X] No
5. Provide name and email address for the Department privacy officer:

   Name: _____

   Email address: _____

Vendor/Service Provider's required information:

6. Provide name and contact information for vendor's employee who shall serve as the public jurisdiction's primary security contact:

   Name: Michael Winn

   Email address: mwinn@i3verticals.com

   Phone Number: (800) 203-7981

Appendix A Section 4.2 Project Goals and Mandatory Requirements Responses

4.2.1. Goals and Objectives

4.2.1.1

Replace WVDMV' s legacy mainframe driver license system with a modern Vendor provided and supported web-based application that improves business process efficiencies with little to no interruption to the customer and is also scalable and responsive to change.

The i3 Verticals Driver License Solution WVDLS will replace WVDMV's legacy mainframe driver license system with a modern, vendor-provided and supported web-based application. This solution is designed to improve business process efficiencies with little to no interruption to the customer and is both scalable and responsive to change. The application is highly configurable, providing low-code or no-code features, allowing for dynamic updates to business rules without requiring code changes, and supports integration with all other WVDMV systems and third-party services through secure, industry-standard APIs.

The system provides a customer-centric interface accessible on any device, streamlines transactions by consolidating multiple processes into a single platform, and automates workflows such as credential issuance, document verification, exam scheduling, billing, and payment processing. Coupled with the i3 Verticals Project Team comprehensive Data Migration Plan to transition legacy mainframe data to the new system, WVDMV will ensure continuity and compliance with state enterprise architecture standards for each driver and vehicle.

4.2.1.2

Establish a customer centric model that provides a method to retrieve both driver and vehicle information with one search method.

WVDLS establishes a unified method to retrieve both driver and vehicle information through a single search. The system creates a customer record with a unique customer identification number, and all licensing, registration, and motor carrier information is displayed via a customer dashboard. The Driver License record serves as the master record, with all other information associated to the driver record through integrations with legacy systems. Search functionality supports full or partial name search, wildcard and Soundex matching, and unique identifiers such as Customer Number or Driver License Number, ensuring accurate retrieval of both driver and vehicle information in one search process.

This desired architecture and processing is included in this modernization effort. This is a new application that does not exist today. WVDMV envisions that this project will enable a linkage between the driver system and the vehicle system, connecting vehicles and their owners.

Absolutely, WVDLS's architecture and processing in this modernization effort will enable a linkage between the driver system and the vehicle system, connecting vehicles and their owners. Further, WVDLS will provide one (1) system for WVDMV users and other agencies involved in driver services to use.

Each person doing business with WVDMV will have a Customer Number or some other unique identifier generated in the system and assigned to them on their first contact with WVDMV. That

number or identifier will stay with them for life. Once this number or identifier is generated and assigned, it will never be changed, and it will never be re-used.

Each WVDMV individual record will be assigned a Customer Number as a unique identifier upon their first contact with the DMV. That number/identifier will stay with them for life. Once this number or identifier is generated and assigned it will never be changed, and it will not be reused. Existing drivers and vehicle owners will be assigned a Customer Number or unique identifier with the number and all previous records loaded into WVDLS.

Existing drivers and vehicle owners will be assigned a Customer Number or unique identifier and loaded into the database. To support this transition, the capability to capture driver license numbers as part of the vehicle registration record has been implemented in DTRS, although this information is not currently consistently being captured.

Each person doing business with the DMV will have a Customer Number or some other unique identifier assigned to them on their first contact with the DMV. That number or identifier will stay with them for life. Once this number or identifier is generated and assigned it will never be changed, and it will not be reused. Existing drivers and vehicle owners will be assigned a Customer Number or unique identifier and loaded into the database as part of the i3 Verticals Conversion Plan.

Any time new information is added to any portion of that person's record it will be indexed by the Customer Number or unique identifier. Driver Services, Vehicle Services, Regional Offices and the Mailroom may update information that is immediately available to anyone accessing that customer.

When new information is added to any portion of a driver's record, it will be indexed by the Customer Number or unique identifier. Driver Services, Vehicle Services, Regional Offices and the Mailroom may update information that is immediately available to anyone accessing that customer. Additionally, customers using the online portal may also change their records in accordance with WVDMV business rules and processes.

Many different searches are present in the various systems in use today. WVDMV envisions that the Customer Number or unique identifier will be the highest order search that can be performed. From the Customer Centric screen there will be several fields that can be used to enter information for the search. This will include, but is not limited to Social Security Number, Title Number, Registration number, Previous Registration number, First Name, Middle Name, Last Name, File number, Customer Number or other unique identifier, and Driver License number. An address search capability would also enhance the agency's ability to link vehicles and owners.

The i3 Verticals WVDLS provides comprehensive search capabilities including wild card searches, allowing users to retrieve records utilizing a range of parameters such as IRP Account Number, FEIN or Tax Identification Number, USDOT Number, Registrant/Legal Name, DBA Name, Vehicle Identification Number (VIN), and Title Number. This versatile search functionality ensures efficient access to essential data for account and vehicle management. Upon entering the desired search criteria, results are displayed in a structured grid, enabling users to select any specific customer and seamlessly drill down for further inquiry.

The screen capture below illustrates the current customer inquiry search parameters:

The following screen capture demonstrates the current vehicle inquiry search parameters:

When a search returns information, all search matches will be presented on the screen with a link to each point of information. Users can click on a link and be taken to the specific process that handles that information. However, it is important to build user related restrictions into the functionality of the system, as not all details can be made available to all employees due to privacy issues.

The WVDLS Customer Dashboard contains several search options including search by Customer Number which is generally the highest level and most efficient search functionality. This is because the system locates the specific record based on the Customer Number entered. The record provides a display of the customer record to ensure the Customer number entered is correct and matches the customer the user is searching for. WVDMV users will need to verify the customer record, as a mistyped customer number entered in the search field will display an incorrect customer record. Other search fields available are Driver License Number, Name (first and last), Business Name and License Plate number. Additional search fields are available and can be configured to the Customer Dashboard search to ensure accuracy. One example is an address field. Any fields can be designated as mandatory or optional, based on the requirements of WVDMV.

The Customer Dashboard provides links to point to information. WVDMV users can click on the link to be taken to the specific process handling the information in the system where that process resides. API calls will be used to obtain any additional required information from third party systems, providing each user with the availability through WVDLS to process a transaction, all in real time.

In our experience, it is critical to provide as many search fields as possible ensuring accurate relationships with the vehicle and driver information into one customer record. For example, if WVDMV titles and registers vehicles using a standard nomenclature, such as recording the legal name only, fewer search fields may suffice. In many jurisdictions, vehicles can be titled and registered in many different name variants such as nicknames, maiden names, previous married names, etc. Our experience has shown it is typical that the vehicle owner information

does not include a date of birth, SSN or other unique identifiers, therefore matching data is only based on the Name and Address, causing more time and effort for WVDMV users to search records. We will collaborate with WVDMV users to understand how vehicles are currently titled and registered to determine what data is available to link drivers and vehicle owners to the same record, including as many search fields as desired by WVDMV. Some data clean up, such as adding suffixes like Jr. or Sr. to differentiate customers with the same names may be needed before conversion. Significant testing will also be completed to ensure records are linking correctly.

WVDLS uses Role Based Access Control (RBAC) to define permissions to the field level for WVDMV users. These can be hierarchical, based on the defined role assigned to each user. This ensures that specific users are allowed access to features and information, can potentially view, or modify the information displayed in accordance with their role, and potentially keep other sensitive information from being accessed by those not approved to view. Additionally, sensitive information can be masked to show portions of the data relating to the user's role. For example, a user may be allowed to see only the last four (4) digits of the Social Security Number of a registrant when searching for a specific plate.

Law Enforcement Office (LEO) users and other stakeholders can be assigned a User ID with rule- based roles, allowing them to access the Dashboard Search screen to view driver and registration information based on specific access restrictions set within WVDLS. Again, the level of access can be determined by the role of each user and set for whatever access is required. Depending on the preferences from WVDMV, we will collaborate on a resolution which meets each LEO user's needs and all compliance requirements. WVDLS will provide compliancy to the FBI CJIS, with integration to the International Justice and Public Safety Network (JPSN) through API interface or an SFTP site, depending on what is identified and provided.

WVDLS has Business Analytics functionality in the form of a User Dashboard, presents Business Analytics information and can run a variety of reports for use in auditing and to meet other management needs. Reporting is configurable and additional templates for reporting can be created as required.

Advanced AI-Powered Reporting Capabilities

i3 Verticals has made significant investments in artificial intelligence to enhance the reporting capabilities of our system. In addition to traditional ad hoc reporting, our platform offers advanced AI-driven reporting features. Users can generate detailed reports simply by entering text-based queries. For instance, a user can request, "Give me the number of new Driver Licenses issued in West Virginia last year," and the system will promptly provide the relevant data. Furthermore, these reports can be refined by location, such as narrowing the results specifically to Fayetteville, WV, by adding appropriate criteria to the query.

4.2.1.3

Provide functional vendor supported platform with a common user experience for WVDMV staff to the maximum extent possible and practical.

i3 Verticals Motor Vehicle and Motor Carrier products are browser-based, role-based solutions. Depending on the assigned role, the user will be granted access to specific modules and functionality within the system that can be accessed 24 x 7 except during scheduled maintenance. Our proven core architecture provides the foundation used for all of our solutions. Each system is fully mature, totally integrated, highly scalable and ready to implement. We employ continuous improvement techniques to capitalize on advanced technology and meet the advanced requirements of our clients.

WVDLS, is based on a Service Oriented Architecture (SOA) with a presentation layer, a business logic layer, and a data layer. Each layer is independent of the other, with each performing as a separate module. This means changes to one module or layer does not affect another module/layer, with configurable component modules to minimize the need for code changes, with little to no client IT participation. If business initiatives, legislation, mandates, or other internal or external departments require a change, these are easy to make and do not require full solution coding, which reduces downtime.

i3 Verticals offers Motor Carrier solutions for managing registration, renewals, supplement processing, credentialing, (Cab cards, plates, temporaries, billing and payments, etc.) and much more. The products offered in this response will provide everything required for ongoing WVDLS for the WV Department of Motor Vehicles. Due to the modularity of WVDLS, the entire system experience to both internal and external users is cohesive, straight-forward, and user friendly.

WVDLS will revolutionize WVDMV licensing using a customer-centric approach and creating a customer record, while assigning a unique customer identification number to each. Customer licensing, registration, and even motor carrier information is displayed through each record via a customer dashboard. The Driver License record will be the master record, and all other information will be associated with this Driver Record via integrations, where needed.

The Customer Centric architecture necessitates a Unique Customer Record be created prior to any transaction processing continuing, this can happen through Enterprise or at the beginning of a transaction. Unique Customer Records are created for both Individual Customers and Organizational (Business Customers). We've found best practice for WVDMV users, in creating a customer record is to complete a customer search for existing customers. WVDMV users can complete a search for a customer record, by Driver License Number, Customer No., Name (last/first), Business Name, FEIN, or Tax ID Number (for organizational customers) and Plate. Additional search criteria such as VIN, DOB or SSN can be added, if required. The i3 Verticals Project Team will include this in the Discovery Phase with WVDMV to identify any preferred additional fields.

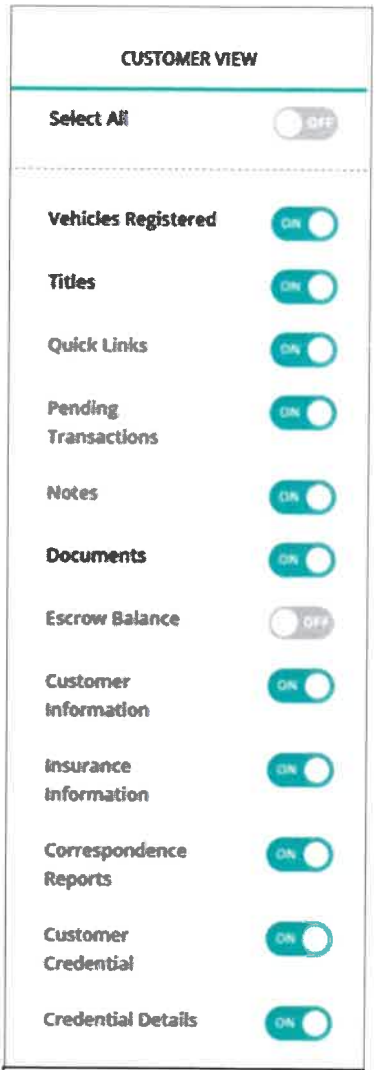
Search functionality allows for full or partial name search and includes both wildcard search and Soundex functionality to identify names that sound alike but are spelled differently (Smith and Smythe). If unique search criteria, such as a Customer Number or Driver License Number, is used, only one customer record match is typically found.

Transactions can be opened from the customer dashboard, eliminating the need to search for and select a customer in other systems which reduces the risk of duplicating records. For example, when a vehicle registration is due for renewal, the user can select the Renew button which will link via API call to the Title and Registration system to perform the renewal transaction. The widgets and the information displayed within each widget, and the types of transactions to be launched from each widget will be configured/and or customized as needed to meet WVDMV needs.

If the Search Results do not find a matching customer record, the system displays a message that no customer record is found, and the user must search again or create a new customer. In the proposed solution, a **Create Customer** button will be added to the search screen. The button will be disabled until the customer search is performed and will be activated once the message that "no customer record is found" is displayed. Forcing the user to search first and not allowing a new customer to be created until after a search is performed this prevents users from skipping the search step and creating duplicate customers which has been identified as an issue in other jurisdictions. Once the record is created, a customer number is assigned.

Transactions can be opened from the customer dashboard, eliminating the need to search for and select a customer in other systems which reduces the risk of duplicating records. For example, when a vehicle registration is due for renewal, the user can select the Renew button to perform the renewal transaction. The widgets and the information displayed within each widget, and the types of transactions to be launched from each widget will be configured/and or customized as needed to meet WVDMV needs.

Driver License, Title and Registration, and related information are included on an individual customer dashboard in easy-to-use configurable widgets, all controlled by User Roles at the User Management level which can be turned on or off by the user to further personalize the dashboard. Each customer dashboard contains the following widgets: Customer information, Driver Record Details, Medical Certification Details, Conviction Details, Sanction Details, Driver License Details, Titles, Registered Vehicles, notes on the record, Insurance Information, Documents Provided, Escrow Balance, Notes, and Pending Transactions. Transactions associated with the information displayed can be launched simply by selecting a link.



Screenshot of Business Customer Widget

Widgets for Business Customers, such as Motor Carrier, contain the following:

- Customer Summary
- IRP Summary
- IFTA Summary
- Pending Transactions

Vehicle Registration functionality includes both Title and Registration functionality which associates the WVDMV customer with a vehicle, records ownership details, assigns a license plate and or a sticker/decal, and produces a registration document. A title and registration can be performed as a combined transaction in one continuous flow, or transactions can be performed separately. Transaction types include, but are not limited to, new vehicles, transfers, changes, corrections, duplicates and document reprints.

VIN numbers are validated via an integration with VINtelligence VIN decoding software. When the VIN is decoded, vehicle characteristics such as make, model, year, GVW, GVWR, fuel type, color, etc. are automatically populated in corresponding fields in the application, reducing manual data entry for the user. Data can also be manually entered, where and if required. The system is integrated with AAMVA's National Motor Vehicle Title Information Search (NMVITS) via API. The customer registering the vehicle is automatically associated with the vehicle on the ownership screen. Additional owners can be added, in addition to lienholders, lessees and lessors. WVDLS records vehicle brand, purchase price, average wholesale price, and applicable regions for calculating sales and/or property taxes. The registration screen associates the plate with the vehicle by using a "Get Plate" functionality whereby the plate type is selected, and by selecting the "Get Plate" button, the next available plate number is assigned, integrated with the inventory system. Personalized plates are available for purchase here and Stickers/decals can also be purchased. Should a Temporary Registration be required, this can also be accessed.

Fees are calculated with an invoice created and placed in the shopping cart. Payment is then collected using one or more available payment types. Once payment is collected, Title and/or registration documents and payment receipts are produced and can be printed in real time and handed to the customer or printed in scheduled batch jobs from online transactions and mailed as required.

Driver License provides functionalities for all aspects of Driver License issuance and Driver Maintenance and Compliance. All types of Driver Licenses, such as a Standard or Real ID Driver licenses as well as all classes, including non-CDL, CDL Graduated Licensing, and non-driver ID are included in the base product. The system is fully Real ID compliant and fully integrated with AAMVA and other federal systems to document SSN numbers and lawful status. Renewals, upgrade, down-grade, restriction and endorsement management are also provided, along with tracking Knowledge and Road Tests compliance.

Driver Privileges are maintained via an automated Sanction Engine which is capable of integration with Courts for Law Enforcement ticketing systems to automatically obtain violation and adjudication information. A Violation Code Table which uses jurisdiction native violation codes automatically applies appropriate sanctions based on business rules maintained in a Rules Engine which allows business rule modification and maintenance without IT intervention. The Compliance section tracks compliance requirements and prevents reinstatement of driver privileges until all compliance requirements are satisfied. Medical Review is also included in WVDLS and leverages the Compliance module for tracking and managing Medical Review cases.

Common Customer provides the latest customer information when processing transactions as a part of WVDLS. Again, this will reduce the risk of creating duplicate customers as well as eliminating the need for duplicate data entry, providing a better user experience. Assigned customer records for both legacy and newly created customers remain with the customer for life, even if the record becomes inactive for a period and then is reactivated. Authorized users who are given access and have permission to do so may update or modify a customer record regardless of the user's location. Modifications to records are completed in real time. Once changes are committed to the database, the modifications will be displayed the next time the record is accessed by the same or a different user.

All title, registration, and vehicle information will be displayed on the customer dashboard from the common customer database through WVDLS. This mitigates any risk of duplicated data and data being out of sync and allows WVDLS to be the primary system of record for both Title and Registration and Driver License Data. Motor Carrier data will be obtained through the IRP module and can be accessed without a separate log in.

DMS

The WVDLS includes a Document Management System (DMS) that allows for the retrieval, storage and indexing of documents based on specific criteria. The DMS can store documents in a local image repository or an existing central(external) repository, enabling the retrieval and routing of images stored in a specified repository. WVDLS can incorporate any necessary forms, correspondence, credentials, or other required templates.

A full Correspondence Section includes templates for email and SMS notices for WVDMV customers. Any correspondence sent to a customer is retained in the application with the most recent correspondence displayed on the customer's dashboard. A Correspondence Inquiry is available to review all correspondence history, which is contained within each customer's record. Correspondence can be reprinted or regenerated for court or appeal packages as needed.

Documents provided by the customer are collected and scanned when needed during transaction processing. All documents can be stored in the Document Management System with a link to the document provided at the point where the document was scanned in the application for easy viewing later if needed.

Business Licensing

WVDLS includes functionality for issuing and maintaining various Business License types such as Dealers, Salespersons, Inspection Stations, Mechanics, Driving Schools, Driving Instructors, Recyclers and Repairers.

Permits

WVDLS has the functionality to issue various types of permits from several modules as needed. Out of the box functionality includes permanent and temporary disabled placards.

Compliance

All information regarding transaction processing is maintained in WVDLS, including transaction type, user who created the transaction, date and timestamp of when the transaction was completed. There are also several reports that can be run in order to identify suspected misuse or potentially fraudulent activity. Out of the box reports include User Activity, Override, Security Violation, Late Transaction, Fraud Detection Report among others.

i3 Verticals is fully compliant with all data and fee processing requirements as stipulated by the International Registration Plan (IRP) through IRP, Inc. Our commitment to maintaining adherence to the IRP Plan is unwavering, and we guarantee that our solution will consistently meet these standards throughout the duration of the contract. WVDLS provides flexibility for WVDMV to configure workflows, fees, and interfaces to meet jurisdiction-specific requirements. Below are some of the highlighted capabilities for the IRP module of the system.

IRP Capabilities

- Full support for new account, new fleet, renewals (with support for large carriers), and supplements (add/delete vehicle, amend, transfer, reinstate, change cab card, weight group, carrier type, error correction etc.).
- Automated fee calculation based on both IRP, Inc. rules and base jurisdiction requirements.
- Generation of credentials including apportioned plates, cab cards, and temporary operating permits.
- Renewal notice batch process that generates renewal packets at a configurable interval (standard four months before expiration), with reprint and electronic distribution options.
- Monthly IRP Clearinghouse transmittal (IDR) process that allocates collected fees to member jurisdictions according to reported or estimated distance traveled.
- Fully compliant with IDR/SAFER/PRISM requirements.
- Batch job for 2290 HVUT Past due notice/ Notice of revocation, Late Bill past due notice/ notice of revocation, Vehicle Safety, Vehicle Safety for Volpe, Monthly transmittal and setting remitted date after transmittal.

Auditing Capabilities Specific to IRP

- Integrated audit modules for IRP include audit selection and audit tracking.
- Carrier selection based on configurable criteria such as mileage anomalies, repeated data patterns, or time since last audit.
- Support for complete audit workflow: Letter of Intent, sampling, projections, data validation, audit invoices, and final settlement.

- Ability to generate and transmit audit adjustments through the IRP Clearinghouse.
- Automated reporting for audit management, stratification, and compliance monitoring.

Integration and Enterprise Features

- The i3 Verticals' Universal Interface Controller (UIC) provides standardized, bidirectional communication with external systems such as title/registration, payment processors, USPS address validation, VIN decoding, CVIEW, PRISM, and financial/accounting systems.
- Enterprise components include common customer management, inventory, finance, and reporting shared across IRP modules.
- Configurable batch processes (daily, monthly, yearly) for renewals, transmittals, reconciliation, and collections.

WVDLS delivers a complete, compliant platform for motor carrier credentialing, tax reporting, payment processing, and auditing. By leveraging proven implementations across over twenty (20) jurisdictions, WVDMV will enjoy a fully compliant system that meets IRP, Inc. requirements while providing flexibility to address State-specific business rules and integration needs.

Customer Facing Portal

i3 Verticals WVDLS provides a customer-facing portal that is easy to navigate, branded to WVDMV and accessible to anyone, no matter the device, who completes driver license from the current State website. WVDMV customers who prefer a self-service method of their DMV transaction can utilize the portal for all types of DMV transactions. These services will include current online services as listed on the WVDMV website in addition to maintaining customer records, uploading documents, proof of liability insurance, viewing driver vehicle records, and the potential for more. During the Discovery phase, i3 Verticals Project Team will review all out of the box online transaction types and determine any additional in accordance with requirements.

To encourage more online customer use, we will work with WVDMV Stakeholders to determine how to create an engaging Landing Page that is easy to use, modernized, and dynamic in its design. This will include a design that accommodates any device being used, to meet WVDMV customers in their space, wherever they may be.

The i3 Verticals Project Team will assist the WVDMV Stakeholders with revisions to the WVDMV website which would facilitate a more self-service structure providing WVDMV customers and constituents with opportunities to use the portal to accomplish the majority of their needs. We will provide expertise from campaigns designed to enhance each customer's online experience based on successes realized from other jurisdictions. These campaigns will encourage customers to utilize the portal for the majority of their DMV needs thereby reducing in-office visits for appointments requiring an examiner.

Payment Transactions

Virtual Shopping Carts are included in all external customer profiles as standard functionality in WVDLS.

There are two (2) types of transactional views relating to the carts, first is the customer, second is an internal user.

Following selection of the desired available products, customers can then select "View Cart". A detailed invoice including all products and resulting fees for the transaction are shown in the cart as due and payable. WVDLS assigns a specific transaction number once payment is rendered and a customer receipt is generated.

The second view is for a transaction started online by a customer, then completed in person by a WVDMV user.

The customer may or may not have added items to their cart online. For an WVDLS user, a separate Itemized invoice is created for the transaction, including all products. If the customer is present to pay, the WVDLS user can simply add the invoice to the cart for payment. Both the cart and the invoice are assigned a specific transaction number with only one invoice per transaction. In this scenario, multiple invoices for the same customer can be added to a single cart to provide ease of payment for a customer conducting multiple transactions, such as renewing a driver's license and a registration in the same visit. However, each transaction is assigned a unique invoice number which will facilitate precise tracking and reconciliation of payments for distinct service requests or orders.

WVDLS includes robust financial tracking and reconciliation features as well. WVDLS provides full support for the reconciliation of all tender types within a cash drawer against the transactions completed by a user. This reconciliation process is tightly integrated with the system's financial tracking and reporting capabilities to ensure accuracy, transparency, and compliance.

Key Financial Features

Tender Type Reconciliation
The system captures and reconciles all accepted tender types, including:

- Cash
- Personal and Certified Checks
- Credit/Debit Cards
- E-Checks
- Vouchers or Other Electronic Payment Types
- Transaction-Level Matching:
  Each payment is tied to a specific transaction and user, enabling precise reconciliation. At the end of the business day (or shift), the system compares the total amounts by tender type against the actual amounts present in the drawer.
- Deposit Statement Report:
  As shown in the attached report, the Deposit Statement breaks down each payment type and cash denomination, and lists individual payments (e.g., check amounts and payer details), making reconciliation simple and audit ready.
- Discrepancy Management:
  If discrepancies are identified between expected and actual amounts, the system flags them and allows for a documented explanation or correction, ensuring accountability.
- Audit Trail:
  All reconciliation actions are recorded, including timestamps, user IDs, and tender adjustments, supporting internal audits and compliance with DMV financial standards.

Conversion

Existing customers will be assigned a unique customer number at conversion; with any existing Legacy Customer Number being propagated in the legacy system. The conversion process will identify possible duplicate customer records. The WVDLS application includes Customer Merge functionality which allows duplicate records to be merged into a single record. Potential duplicate records are identified by comparing specified information, such as name and address, and can be automatically added to the existing Merge Queue where users will review and approve or deny for final merging. This "bulk merge" process is useful when many records need to be reviewed and merged, such as during conversion. WVDLS also allows an authorized user to manually merge duplicate records one at a time as duplicates are identified. An unmerge

functionally allows separating records, with the option to identify later as having been incorrectly merged. In the Unmerge process, each record is restored with the correct data.

Again, our Project Team will guide WVDMV through this process.

Integration

Our proprietary Universal Interface Controller (UIC) simplifies interfacing with external systems, offering a quick and easy means to establish connections and data exchange. Our system supports various standard data formats, including XML, JSON, CSV files, Flat files, and Excel spreadsheets, facilitating data import, export, and update with external systems. This architecture minimizes the need to modify the solution to interface with any system by isolating the logic in a separate component.

Our Interface Control Document (ICD) defines all external interfaces and communications between WVDLS, existing systems, and any third-party systems. This document ensures clarity and consistency in data exchange protocols. Our system will ensure compliance with WVDMV requirements.

Our systems are meticulously designed to ensure all outputs meet the necessary guidelines and requirements established by the overarching agencies.

- **Regulatory Updates:** Our system is regularly updated to incorporate changes in regulations. We work closely with our customers as well as monitoring updates and amendments to ensure that the system's functionalities align with the latest requirements (Such as SAFER/PRISM).
- **Data Validation:** Before generating reports, our system conducts rigorous data validation checks. It verifies that all required data fields are complete and accurate based on business rules and jurisdiction-specific information. Any missing or inconsistent data is flagged for correction.
- **Jurisdictional Variability:** Requirements vary from one jurisdiction to another. Our system is designed to adapt to these variations according to the specific requirements of each jurisdiction. This flexibility ensures that we are compliant with each jurisdiction's respective guidelines.
- **Calculation Accuracy:** The systems use precise calculation algorithms based on the jurisdiction's requirements to ensure that the reported data is accurate and in compliance with regulatory requirements.
- **Audit** Trails: Detailed audit trails are maintained for all activities. This includes a record of the data used in calculations, any adjustments made, and the final report output. These audit trials provide transparency and accountability.
- **User Verification:** The systems allow authorized users to review all data related to transactions processed.
- **Customization:** The systems can be customized to accommodate specific needs or changes in regulations. This ensures that the system remains adaptable to evolving agency guidelines.
- **Quality Assurance:** Quality assurance procedures are in place throughout the software development life cycle to ensure that the products being delivered will meet and exceed the requirements of the WVDMV.
- **Training and Support:** i3Verticals provides comprehensive training and support to users, ensuring that they are knowledgeable about how to process transactions and make full use of all the capabilities of the system.
- **Continuous Support:** i3 Verticals supports our clients, maintaining their systems with ongoing service following go live. We provide maintenance and support throughout the

entire life of the contract and product. i3 Verticals provides, implements, and maintains all enhancements for the life of the solution.

i3 Verticals possesses extensive experience in interfacing components across multiple jurisdictions, including interactions with various entities such as SAFER, Financial systems, Payment systems, state legacy systems, IFTA, Intrastate Fleet, Operating Authority (OPA), CVIEW and many more. This ensures that WVDLS can seamlessly integrate with existing systems and external entities, while preserving all functionality and meet compliance with requirements. The i3 Verticals team will implement WVDLS to WVDMV legacy systems and third parties, with open API packages provided from the State. These implementations include real-time connections (where available), updates, and reporting to and from:

WVDLS has the capacity to integrate with third party biometric authentication systems such as Azure Biometrics or internal DMV/Law Enforcement biometrics.

4.2.1.4

Provide a mobile-first experience process for the customer to participate wherever allowed by state code. Mobile solution shall be fully compliant with all state and federal regulations and laws.

WVDLS **Responsive Design Framework**

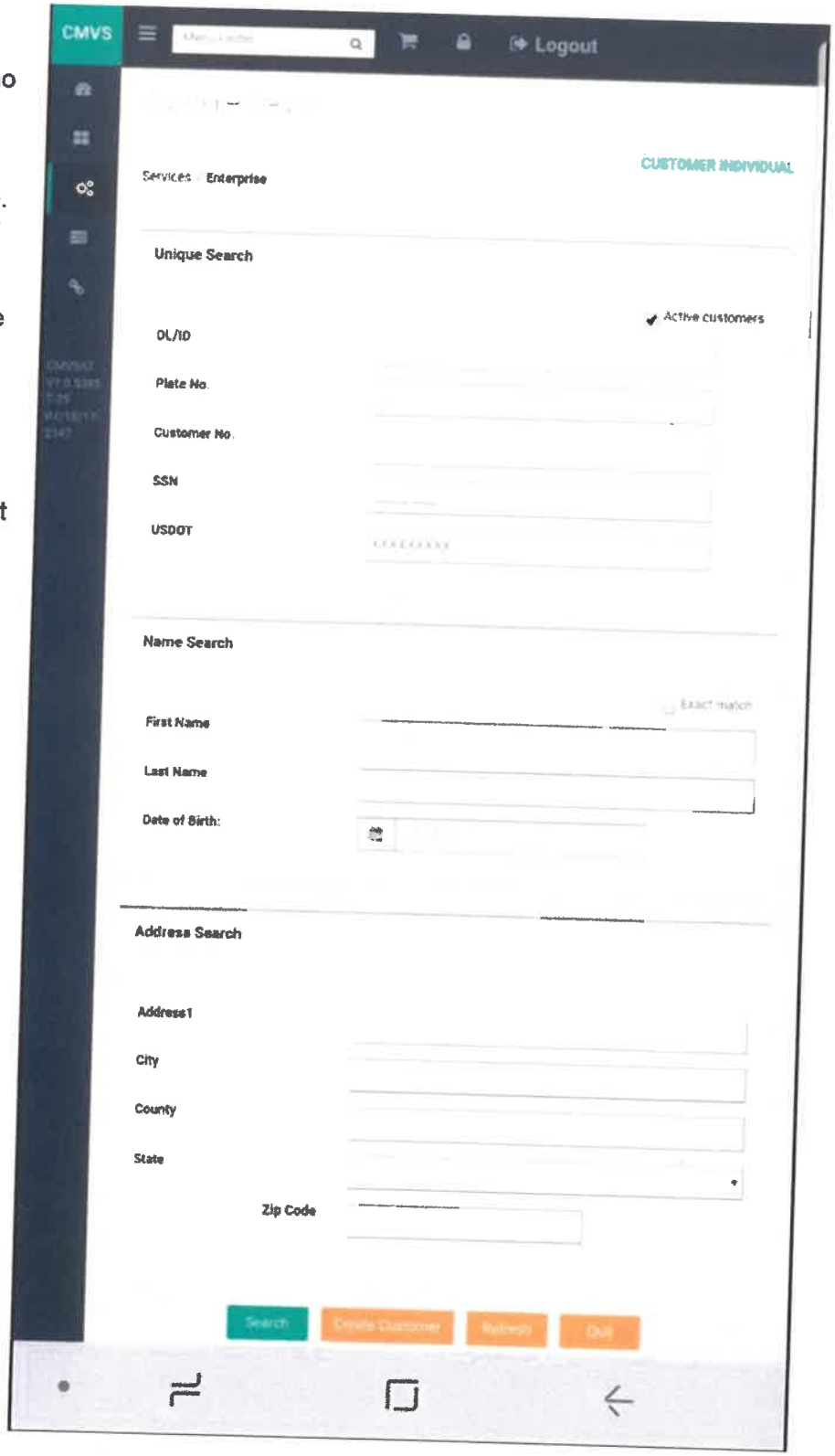
Built on a responsive design framework (bootstrap technology), i3 Verticals customers can easily access all facets of the system through desktop, laptop, or mobile devices. WVDLS has been designed to work seamlessly on any device which supports HTML 5. With this feature, i3 Verticals is meeting their customers where they are, providing refined business processes and effective customer interactions.

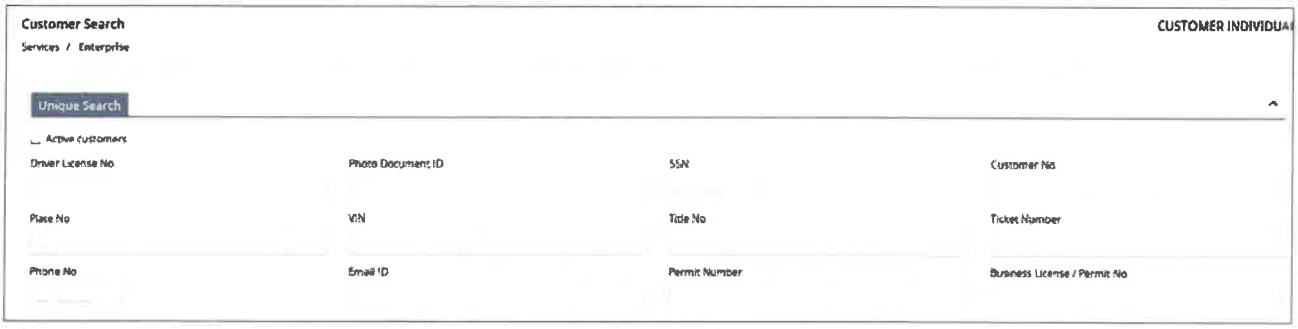
On the following pages are screenshots of how the solution interfaces with a phone device and desktop demonstrating the responsive design.

WVDLS responsive design provides access for all users, no matter what the device (tablet, Android, apple). Above is an example of a WVDMV internal user screen on a mobile device. This can save WVDMV cost for creating hosting and maintenance of a mobile application for the lifetime of the project.

Several i3 Verticals Transportation Suites of Products are deployed in multiple jurisdictions in Canada and the United States, compliant with industry standards, state and federal regulations and laws, in addition to a responsive design.

As you can see, the responsiveness of the contents of a particular screen change to accommodate the device being used to view that screen within the parameters of the device. For example, when using a tablet, the tiles are presented vertically to accommodate the available space. The tiles on a smartphone eliminate pictures and present only the basic information needed to format optimum fit on the smartphone screen. We've included screen shots of how the Driver License Solution screen layouts automatically adapt to any device screen size providing an easy-to-use customer interface, whether by internal WVDMV users or their customers.





Here, we show WVDLS on a DMV customer's laptop with the tiles on the main screen presenting horizontally when viewing each screen.

4.2.1.5

Provide an intuitive solution that supports both law enforcement with real time search capability and provides WVDMV management with daily business intelligence for reporting and auditing functions.

We have experience interfacing with law enforcement with real time searches through secure APIs. We would follow a similar approach, with the potential of integrating with state law enforcement systems. Utilizing the intuitive, role-based dashboard that supports law enforcement personnel and equipping WVDMV with robust business intelligence for reporting and auditing. West Virginia Law enforcement users can access the Dashboard Search screen to view driver and registration information in real time, with search options including Customer Number, Driver License Number, Name, Business Name, and License Plate number, and the UCN. WVDLS supports integration with third-party and federal law enforcement systems (such as CJIS) via secure APIs, ensuring up-to-date information for any law enforcement inquiry.

For WVDMV management, the platform offers configurable business analytics dashboards, ad hoc and pre-defined reporting, and audit trails. Authorized users can create, modify, and save custom queries, export results to Excel, and leverage integration with tools like Power BI and Tableau for advanced reporting and visualization. Both real-time and snapshot reports can be securely published, and the system maintains comprehensive audit trails for all enforcement case transactions, supporting compliance and operational oversight.

4.2.1.6

Interface with all other DMV systems/partners per Attachment B. Some interfaces will initially be implemented in Phase 1 and/or Phase 2 and then potentially retired in Phase 3 and the Agency option Phase 4.

WVDLS is designed to interface with all other DMV systems and partners as required, utilizing a Universal Interface Controller (UIC) that manages both synchronous and asynchronous, inbound and outbound interfaces. The architecture supports integration with any system through open API packages, enabling flexible and scalable connections with third-party and internal systems. Interfaces are implemented in phases, with specific interfaces developed based on requirements gathered during the design and integration phase in collaboration with the DMV. The system supports various data exchange formats, with RESTful APIs as the preferred method, and ensures secure data transmission through HTTPS, authentication, and authorization. Existing interfaces are leveraged where possible, and recommendations are provided regarding the retention or retirement of interfaces in later phases. The interface control

document (ICD) created during the requirements verification phase defines all required interfaces, including format, status codes, and security requirements. The system also supports encrypted and key-based integrations, and payment processing interfaces meet PCI compliance standards.

4.2.1.7

Implement or modernize the following programs in accordance with AAMVA and/ or federal standards.State to State;Driver History Record (DHR) - SPEXS 6.2;Exclusive Electronic Exchange (EEE);Drug and Alcohol Clearinghouse (DACH) - SPEXS 6.3;National Registry of Certified Medical Examiners (NRCME);United States Passport Verification Service (USPVS);Digital Image Access and Exchange (DIAE);Repository of Outstanding Out-of-State Tickets and Receipts (ROOSTP);Commercial Skills Test Information Management System (CSTIMS); andNational Motor Vehicle Title Information System (NMVTIS).

i3 Verticals has experience implementing and modernizing programs in accordance with AAMVA and federal standards, including State to State (S2S), Driver History Record (DHR) – SPEXS 6.2, Exclusive Electronic Exchange (EEE), Drug and Alcohol Clearinghouse (DACH) – SPEXS 6.3, National Registry of Certified Medical Examiners (NRCME), United States Passport Verification Service (USPVS), Digital Image Access and Exchange (DIAE), Repository of Outstanding Out-of-State Tickets and Receipts (ROOSTP), Commercial Skills Test Information Management System (CSTIMS), and National Motor Vehicle Title Information System (NMVTIS).

As stated above, our integration framework utilizes our proprietary Universal Interface Controller (UIT) to connect with authorized external entities using industry standard APIs exposed through REST, providing secure, real-time data exchange with DMV Enterprise Systems, third-party systems, and AAMVA programs. The solution supports Web API access for orchestrated business process flows, authentication and authorization for external entities, and secure, encrypted data exchange over HTTPS. i3 Verticals has successfully implemented these integrations in multiple jurisdictions, including real-time title validation and NMVTIS participation for the State of Tennessee.

4.2.1.8

Provide an electronic workflow that generates digital copies of letters, forms, and notices that are sent from the system and stores them in the WVDMV document management system (Currently OpenText AppEnhancer) with integration to the document management system from the Vendor's system to support viewing and retrieval of documents previously generated.

The WVDLS platform delivers comprehensive electronic and automated workflows designed to align with the operational requirements of the WVDMV. The solution facilitates the management of digital templated correspondence, forms, and notices within the integrated Document Management System (DMS), ensuring streamlined processes and improved efficiency.

Drawing on our experience with similar implementations in other jurisdictions, we recommend converting previously generated documentation after confirming its continued relevance under the new automation framework. This approach ensures consistency and eliminates redundancy while leveraging the benefits of automation.

Although WVDLS offers rapid integration with external systems, additional time savings can be realized by centralizing all documentation—including templates, forms, notices, and historical

letters—within the WVDLS DMS. This centralized repository enhances accessibility, reduces manual effort, and supports long-term operational continuity.

The i3 Verticals Project Team will oversee the inclusion of all current and anticipated WVDMV correspondence, forms, templates, and electronic data into the DMS. Our commitment is to deliver a fully integrated, secure, and future-ready solution that meets WVDMV's evolving business needs today and into the future.

4.2.1.9

Implement Phase 1 and Phase 2 of the new system on an expedited timeline to reduce Agency business risk due to aging technologies.

i3 Verticals will meet the timeline requirement as defined within the RFP. Our team believes there is significant risk having not secured an appointment for testing with AAMVA. Our Project Team has experienced appointments being made up to a year out. Should this happen, i3 Verticals will assist WVDMV in securing as early an appointment as possible for the project. We will then coordinate with WVDMV a revised timeline to expedite, replace aging technologies and reduce business risk.

4.2.2. Mandatory Project Requirements

The following mandatory requirements relate to the goals and objectives and must be met by the Vendor as a part of its submitted proposal. Vendor should describe how it will comply with the mandatory requirements and include any areas where its proposed solution exceeds the mandatory requirement. Failure to comply with mandatory requirements will lead to disqualification, but the approach/methodology that the vendor uses to comply, and areas where the mandatory requirements are exceeded, will be included in technical scores where appropriate. The mandatory project requirements are listed below.

4.2.2.1

Provide a solution to support driver license and digital vehicle titling and registration functionality that fully complies with state and federal laws and regulations The Vendor's proposed driver license and digital vehicle titling and registration solution shall comply and support delivery of motor vehicle services in compliance with West Virginia State Code and Administrative Rules. American Association of Motor Vehicle Administrators (AAMVA) policies and standards, and the requirements of the REAL ID

WVDLS delivers a comprehensive, customer-centric, web-based platform for driver license and digital vehicle titling and registration that fully complies with all federal laws and regulations. Our team will configure WVDLS in accordance with jurisdiction-specific requirements, including compliance with West Virginia State Code and Administrative Rules.

WVDLS is fully integrated with the American Association of Motor Vehicle Administrators (AAMVA) standards and supports REAL ID credential issuance. The solution provides robust functionality for capturing all components of driver license and motor vehicle transactions, including credential issuance, document verification, and integration with external systems for verification and validation. It ensures compliance through a dynamic business rules engine, supports all credential types, and maintains audit trails for transparency and accountability. WVDLS is regularly updated to reflect regulatory changes and offers a customer-facing portal for self-service DMV transactions, ensuring secure, efficient, and compliant delivery of motor vehicle services in accordance with all applicable laws and standards.

4.2.2.2

Implement Vendor solution in compliance with the State of West Virginia Enterprise Architecture standards

The Vendor's proposed driver license and digital vehicle titling and registration solution shall maintain compliance with the state's Enterprise Architecture standard at https:/lsites.google.comlwv.gov/wvotenterprisearchitecture/home

The i3 Verticals Project and Securities teams have reviewed the provided Policies, Standards, Procedures and Guidelines per the RFP. WVDLS will be configured to maintain compliance with West Virginia Enterprise Architecture (WVEA) in accordance with WVOT standards, policies, guidelines, and procedures throughout the life of the contract.

4.2.2.3

Implement as Phase 1 REST services connected to the existing mainframe Driver License System to allow for decommissioning of the existing AAMVA UNI connection.

Phase 1 will upgrade and replace the AAMVA Unified Network Interface (UNI) integration layer that currently mediates between the legacy mainframe and RESTful services. The Vendor shall complete implementation of the REST APIs to operate with the existing mainframe Driver License System within 12 months of Contract execution and Notice to Proceed (NTP). Phase 1 should proceed in parallel with Phase 2 but must meet its own acceptance gates.

During Phase 1 implementation, i3 Verticals agrees to follow the Agile, phased, deliverables-based approach: governed by a comprehensive project management methodology. Key activities include requirements validation, interface documentation, and the development of REST APIs to operate with the existing mainframe Driver License System. Each deliverable will include formal acceptance criteria, including code review, automated acceptance testing, and stakeholder sign-off. System Integration Testing and User Acceptance Testing will be conducted at defined intervals, with deployment readiness and data migration validated prior to go-live. Phase 1 will proceed in parallel with Phase 2 but will independently meet acceptance gates that are project phase specific, including successful completion of all testing, data conversion, and deployment activities within 11 months of Contract execution and Notice to Proceed.

The Vendor shall operate the RESTful services in production (Full Managed Service). The Vendor will retain operational responsibility for APIs, monitoring, patching, scaling, and first-line incident response at the service levels defined in this RFP. The Vendor shall provide runbooks, dashboards, and monthly operational reports. The Vendor shall meet the following Go-Live criteria for Phase 1:Validated OpenAPI specs for all REST endpoints and signed interface agreements with interface owners;

i3 Verticals will operate and manage the RESTful services in production as a fully managed service, retaining operational responsibility for APIs, monitoring, patching, scaling, and first-line incident response at the defined service levels. The company utilizes JIRA for logging, tracking, and reporting incidents, and provides professional and responsive help through JIRA, email groups, and call centers.

Incident response will be structured in accordance with a Service Level Agreement (SLA) which will be written specific to WVDMV. Level 1 support will address and escalate incidents as needed, and Level 2 support providing technical expertise for critical operational issues.

Monthly operational reports will be produced, and status reports prepared and reviewed in service review meetings. i3 Verticals will also create an interface control document (ICD) during

requirements verification, which will define all required interfaces, including OpenAPI specifications and interface agreements with third-party and other interface owners. i3 Verticals is committed to transparency and accountability, maintaining comprehensive records of repair and maintenance activities and providing detailed quarterly reports on server uptime, change requests, outages, and incident response times.

Successful completion and Agency approval of system test, integration test, security test and performance test;

Phase 1 through 4 will include complete testing and approval prior to go-live of each. Testing will include system testing, integration testing, security testing, performance testing, and automation testing, performed by both i3 Verticals Project and WVDMV Project Testing Teams.

Successful completion and approval by the Agency Project Steering Committee of user acceptance testing;

As part of our testing process, i3 Verticals will perform all the different types of testing required to ensure that the WVDLS solution conforms to WV Department of Motor Vehicles requirements, both functional and non-functional.

All test results will be published in a report which will enable the WV Department of Motor Vehicles team to make an informed decision prior to Production deployment.

- **Testing Activities**
- Prepare System Test Cases
- Execution of System Test Cases
- Execution of Regression Test Cases
- Non-Functional Requirement (NFR) Testing (Accessibility, Performance and Security Testing)
- Defect Raising, Re-Testing and Tracking to closure
- Preparation of test summary report
- Log and track defects
- Fix defects identified
- User Acceptance Testing
- **Key Deliverables**
- Defect Log
- Test Run Log
- Updated RTM
- System Integration Testing
- NFR testing

As part of our implementation plan, i3 Verticals will complete testing prior to all releases to the sandbox and UAT environments. Once product configuration is completed, i3 Verticals will conduct testing to ensure that the application has been configured properly, and the product is working as expected. The configured software will be installed in the WV Department of Motor Vehicles testing and/or training environment once it has been successfully validated by the i3 Verticals project team.

Parallel-run results demonstrate parity (functional and performance) with the legacy UNI for a representative set of transactions;

Phase 1 will include functional and performance testing for both UNI and NET systems for a representative set of transactions defined by the WVDMV Project Team.

All developed functionalities will be tested with various flows. It will be validated against the same transactions executed in the legacy system.

Data mapping reconciliation reports with traceability from copybook fields to new API fields and acceptable exception rates; and

i3 Verticals follows a structured, iterative, and repeatable process to cleanse and migrate permit data from legacy systems (e.g., DB2, VSAM) to a standardized Windows SQL Server database schema. The process includes multiple iterative migration cycles to ensure data quality and refinement, with initial data mapping to define mapping of legacy data to the standardized schema and identification of authoritative data sources and business rules.

Data mapping is performed at both table and column levels, including valid value mapping and two-way mapping between legacy and new systems, ensuring that relevant data is not overlooked. Reports are generated at each step of the conversion to confirm that all data fields are accounted for and contain valid values.

Pre- and post-migration validations and reports identify partial or incomplete data, and any exceptions are addressed collaboratively with business input. The conversion approach eliminates conversion exceptions before the final run by using multiple conversions and fixing exceptions as they occur. Reconciliation reports confirm that data has been received and integrated, tracking and documenting the source and status of incoming data to provide clear evidence of successful data transfer.

The process supports financial accuracy, operational transparency, and compliance. Acceptable exception rates are managed by identifying invalid field values and resolving anomalies through iterative conversions and collaborative review, with mitigation strategies for missing or incomplete data determined during migration meetings.

No open Critical (Severity 1) issues/deficiencies (please refer to Section 4.2.2.18);

All issues with Severity Level 1 and 2 will be rectified with approval by WVDMV for each Phase prior to production release.

No open High (Severity 2) issues/deficiencies, or if there is a High issue, there is a documented work-around and a plan for remediating the issue, which has been approved by Agency;

All issues with Severity Level 1 and 2 will be rectified with approval by WVDMV for each Phase prior to production release.

A work plan with definitive timelines approved by the Agency for addressing open Minor (Severity 3) issues/deficiencies; and

i3 Verticals will provide a work plan including definitive timelines approved by WVDMV for addressing Minor (severity 3) issues/deficiencies for Phase 1.

Documented rollback procedures, runbooks, and an agreed cutover plan approved by WVDMV.

i3 Verticals will provide documented rollback procedures, runbooks, and an agreed cutover plan which shall be approved by WVDMV.

Following go-live, the Vendor may request Final Phase Acceptance of Phase Ifollowing 90 days of continuous operations with no Critical defects. In the event a Critical defect occurs, the clock for system acceptance may be reset at the Agency's option.

i3 Verticals understands and agrees that, following 90 days of continuous operations with no critical defects, our team may request Final Phase Acceptance. In the event a critical defect occurs during the 90 days, WVDMV has the option to reset the acceptance colck.

4.2.2.4

Implement as a Phase 2 a minimum viable product (MVP) version of a modernized driver license system to replace the existing State of West Virginia mainframe Driver License System

The Vendor must perform required business analysis and provide, install, configure, test, provide training on, support, operate and maintain a modernized driver license system for WVDMV. The new solution shall be an API-driven, web-based application. It shall NOT have dependencies on any desktop client operating hardware or software. The local computing environment will NOT have any bearing on the new solution.

i3 Verticals will perform all required business analysis and provide, install, configure, test, train, support, operate, and maintain a modernized, API-driven, web-based driver license system for WVDMV for each project phase. WVDLS operates on multiple Chromium-based browsers such as Microsoft Edge, Google Chrome, and Firefox, and does not have dependencies on any desktop client operating hardware or software. The local computing environment will not affect the solution, as it is cloud-hosted and available 24x7x365 as allowed by WVDMV. The project includes comprehensive training for DMV staff and stakeholders, robust support throughout testing and production, and ongoing operations and maintenance throughout the life of the contract. All WVDLS integration and communication are managed via industry-standard RESTful APIs, ensuring secure, flexible, and efficient data exchanges with internal and external systems.

The new driver license system shall be implemented in multiple phases. Phase 2 shall be a minimum viable product (MVP) implementation of the Vendor's driver licensing solution, which fully replaces the functionality in the existing mainframe driver license system to

As described above in the i3 Verticals response, WVDLS will be implemented in multiple phases, with Phase 2 go-live requirements, as outlined above.

In Phase 2, the new driver license system must provide at a minimum the following functionality: Support issuance of all driver license types consistent with federal and state law including graduated licenses, commercial driver licenses and REAL ID compliant driver license documents;

WVDLS will provide the minimum functionality at Phase 2 Go-Live as defined below.

Support issuance and renewal of identification cards including REAL ID compliant identification cards for West Virginia citizens, identification cards for state employees and identification cards for members of the West Virginia Bar;

WVDLS supports all Driver License and Identification Card transactions the same day. Driver License transactions include Instruction Permits, Graduated Licenses, CDL Learner Permits, Endorsements, Restrictions, State ID cards, WV Bar Member ID cards, and transfers of out of

state driver and identification licenses. All identification cards are REAL ID compliant, where required.

The i3 Verticals Team will coordinate at the beginning of the project with the WVDMV Project Team to configure WVDLS to meet WVDMV printing hardware requirements.

Support issuance of driver license and identification cards for undercover law enforcement by authorized users, with the records only visible to authorized users and with appropriate masking and security so that only a limited number of authorized WVDMV staff are aware that the documentation is fictitious. Log a record of all access to these records include inquiry, modification, or update with user id, timestamp and justification:

WVDLS supports the issuance of driver license and identification cards for undercover law enforcement by authorized users, with the records only visible to authorized users and with appropriate masking and security so that only a limited number of authorized WVDMV staff are aware that the documentation is fictitious. WVDLS will record any undercover type records, including inquiry, modification, or updates, with the User ID, timestamp, and justification, for audit and reporting purposes. i3 Verticals Project Team will discuss this with the WVDLS Project Team as to any other specific requirements such as a notification or flag for this type of action.

Support the secure issuance, storage and verification of mobile driver's licenses and identification cards (DL/ID) in conformance with the REAL ID Act and supporting federal rules and regulations. Please refer to ht1ps://www.ecfr.gov/current/title-6/chapter-I/part-37.

i3 Verticals will discuss and determine with the WVDMV the best course of action to accommodate Mobile ID requirements. Whether that entails interfacing with Idemia Corporation or utilizing an i3 Verticals mobile interface module. i3 Verticals will present factors for determination to include cost, value of the products, phase integration/implementation, features, and more following kickoff.

Provide hardware security module (HSM) integration such that the Vendor's solution: o Provides FIPS 140-2 or higher certified cryptographic key generation, storage, and management for all Mobile DL/ID credentials,

i3 Verticals will provide the hardware security module (HSM) integration in relation to Azure Cloud which provides FIPS 140-2 or higher certified cryptographic key generation, storage, and management for all Mobile DL/ID credentials.

Supports digital signing and encryption of Mobile DL/ID data in alignment with AAMVA and ISO/IEC 18013-5 standards.

- Supports digital signing and encryption of Mobile DL/ID data in alignment with AAMVA and ISO/IEC 18013-5 standards.

Enables secure lifecycle management of Mobile DL/ID credentials, including issuance, renewal, suspension, and revocation,

- Enables secure lifecycle management of Mobile DL/ID credentials, including issuance, renewal, suspension, and revocation,

Provides a Mobile ID platform, including secure API integration for credential provisioning and verification,

- Provides a Mobile ID platform, including secure API integration for credential provisioning and verification,

Maintains audit logs of all cryptographic operations to support compliance, transparency, and federal reporting requirements, and

- Maintains audit logs of all cryptographic operations to support compliance, transparency, and federal reporting requirements, and

Provides redundancy and high availability to ensure uninterrupted Mobile DL/ID issuance and verification services across all regional offices;

- Provide redundancy and high availability to ensure uninterrupted Mobile DL/ID issuance and verification services across all regional offices;

Manage the driver history record including but not limited to license restrictions, traffic citation convictions, suspensions, revocations and reinstatements. The solution must provide real-time access to suspension status and enable secure, role-based access to driving records for authorized requestors;

- Manage the driver history record including but not limited to license restrictions, traffic citation convictions, suspensions, revocations and reinstatements. The solution must provide real-time access to suspension status and enable secure, role-based access to driving records for authorized requestors;

Provide automated points tracking, configurable suspension workflows, and integration with external program data;

- Provide automated points tracking, configurable suspension workflows, and integration with external program data;

Support the medical review process including providing electronic case management functionality to support evaluating drivers with medical issues, vision challenges or cognitive disorders including storing medical documentation with security to limit access only to authorized WVDMV staff and supporting the issuance of driving restrictions as appropriate. The solution must provide for configurable review workflows and integration with healthcare provider submissions where authorized;

- Support the medical review process including providing electronic case management functionality to support evaluating drivers with medical issues, vision challenges or cognitive disorders including storing medical documentation with security to limit access only to authorized WVDMV staff and supporting the issuance of driving restrictions as appropriate. The solution must provide for configurable review workflows and integration with healthcare provider submissions where authorized;

Provide an online portal for medical providers and other authorized users to submit completion certificates, assessments, and compliance reports electronically to WVDMV;

- Provide an online portal for medical providers and other authorized users to submit completion certificates, assessments, and compliance reports electronically to WVDMV;

Support monitoring compliance by drivers with compulsory insurance requirements. The Vendor solution must enable cross-referencing of driver and vehicle data, automate insurance compliance actions and support administration of the Self Insurance program;

- Support monitoring compliance by drivers with compulsory insurance requirements. The Vendor solution must enable cross-referencing of driver and vehicle data, automate insurance compliance actions and support administration of the Self Insurance program;

Manage the handicap placard program (will require migration of data from the old mainframe-based vehicle registration and titling system);

- Manage the handicap placard program (will require migration of data from the old mainframe-based vehicle registration and titling system);

Support managing and tracking of driver license related investigations including employee and customer fraud and other driver license related fraud;

- Support managing and tracking of driver license related investigations including employee and customer fraud and other driver license related fraud;

Provide configurable, template-driven notifications with support for multiple delivery channels (mail, email, portal, SMS). The system must allow rapid updates to notification content to reflect statutory changes or court-ordered actions, while maintaining a full audit trail of communications;

- Provide configurable, template-driven notifications with support for multiple delivery channels (mail, email, portal, SMS). The system must allow rapid updates to notification content to reflect statutory changes or court-ordered actions, while maintaining a full audit trail of communications;

Provide ability to extract, prepare and transmit via batch files driver license information to various authorized State agencies and external users;

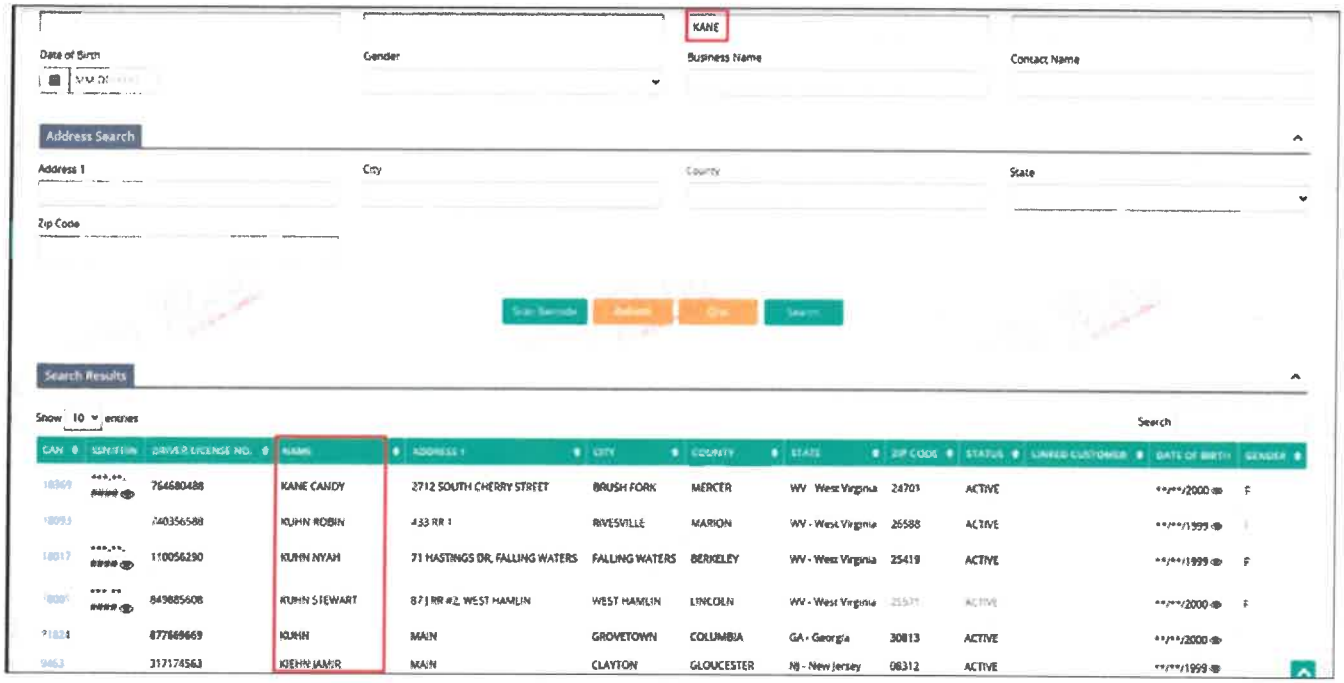
- Provide ability to extract, prepare and transmit via batch files driver license information to various authorized State agencies and external users;

Provide an online capability for authorized users (internal and external) to request access and retrieve driver license information they are authorized to view for a limited set of records;

Utilizing RBAC, both WVDMV internal and external users will have access and may retrieve driver license information relating to their role and authorized access based on a limited set of records.

WVDLS provides advanced query capabilities, including the ability to search for driver's license records using Soundex name matching, as well as filtering by city or county of residence. This ensures that authorized users can efficiently retrieve records based on phonetic name matching and geographic location, enhancing the flexibility and accuracy of searches within the driver's license database.

Please see the screenshot on the next page.



Advanced Query

Integrate with various other DMV and partner systems as identified in Attachment B; and

As described within the i3 Verticals Solution Description Section, WVDLS includes the i3 Verticals' proprietary UIC supporting API connections to other systems.

The i3 Verticals WVDLS includes robust support for various authentication protocols to ensure seamless integration with third-party identity verification services. Specifically, it supports OAuth and SAML, which are widely used for secure, token-based authentication. Additionally, our solution offers table-based authentication and integration with Active Directory (AD), providing flexibility and compatibility with industry-standard identification protocols. This comprehensive approach ensures that our solution can meet diverse security requirements and integrate smoothly with existing identity management systems.

The i3 Verticals Project Team will include integration with all partner systems identified on Attachment B and any others which also may be required. This information will be verified at the beginning of the project with the Interface Control Document (ICD) Form. WVDLS supports API versioning to ensure backward compatibility and smooth transitions as APIs evolve. All externally exposed APIs are managed separately through our module UIC (Unified Interface Controller). This allows us to properly manage API versions of the interfaces exposed to external clients versus the internal APIs consumed within the application. This approach minimizes disruptions and ensures that integrations remain stable and functional during updates and enhancements.

i3 Verticals employs a strict application versioning policy is followed for both database and application code versioning. The version information is also available within the application for verification.

Application Version Information Screen

Migrate the full driver record to the new system to operate as the system of record for the state, collaborating with WVDMV to perform necessary data cleansing and/or transformation.

During Phase 2, the i3 Verticals Project Team will collaborate closely with WVDMV stakeholders to migrate the full driver record to the new system, ensuring it operates as the system of record for the state. The migration process follows a structured, iterative, and repeatable methodology that includes defining the project scope, analyzing legacy data, and establishing roles and responsibilities.

Multiple migration cycles are conducted to refine data quality, with each cycle involving data extraction, cleansing, mapping, transformation, and validation. Data anomalies and inconsistencies are identified through comprehensive reports, and WVDMV personnel participate in reviewing and cleansing data as needed. Conversion meetings are scheduled to address gaps and finalize mapping, and trial conversions are performed to validate both the data and the application. The final migration plan includes reconciliation, integrity checks, and a reversal strategy to ensure a seamless transition. This collaborative approach ensures that all driver records are accurately migrated, cleansed, and transformed to meet the requirements of the new system of record for the state.

The Vendor shall meet the following Go-Live criteria for Phase 2: Successful completion and Agency approval of system test, integration test, security test and performance test;

As described in Phase 2 of the response above, i3 Verticals will conduct and complete system, integration, security, and performance testing prior to Go-Live for Phase 2. All test results will be published in a report, enabling WVDMV to make an informed Go/No-Go decision before production deployment. WVDLS will require system approval from the following:

Successful completion and approval by the Agency Project Steering Committee of user acceptance testing;

WVDMV Project Steering Committee completion of user acceptance testing is achieved when all planned user acceptance testing activities are executed, all defects are resolved or accepted, and formal sign-off is provided by the designated stakeholders or acceptance manager.

Successful completion of required testing, documentation and certifications required by Homeland Security for mobile driver license/identification cards;

All exit criteria as designated, with testing, documentation, and certifications required by Homeland Security for mobile DL/ID cards.

Successful completion and Agency approval of end user training;

i3 Verticals will successfully complete and seek approval of our end user training.

Successful completion and Agency approval of a minimum of two practice/mock data conversions;

Acknowledged and accepted.

Data quality targets and acceptance: 2: 99.99% successful automated reconciliation; all remaining exceptions documented, triaged, and resolved or accepted by WVDMV before cutover;

Acknowledged and accepted.

No open Critical (Severity 1) issues/deficiencies (please refer to Section 4.2.2.18);

Any and all issues with Severity Level 1 and 2 will be rectified prior to production release. Issues with a severity level or 3 and 4 will be addressed as soon as possible prior to production.

No open High (Severity 2) issues/deficiencies, or if there is a High issue, there is a documented workaround and a plan for remediating the issue, which has been approved by the Agency; and

Any and all issues with Severity Level 1 and 2 will be rectified prior to production release. Issues with a severity level or 3 and 4 will be addressed as soon as possible prior to production.

A work plan with definitive timelines approved by the Agency for addressing open Minor (Severity 3) issues/deficiencies.

Any and all issues with Severity Level 1 and 2 will be rectified prior to production release. Issues with a severity level or 3 and 4 will be addressed as soon as possible prior to production.

Following the go-live of Phase 2s, the Vendor may request Final Phase Acceptance for Phase 2 following 90 days of continuous operations with no Critical defects. In the event a Critical defect occurs, the clock for system acceptance may be reset at the Agency's option.

i3 Verticals understands and agrees that, following 90 days of continuous operations with no critical defects, our team may request Final Phase Acceptance. In the event a critical defect occurs during the 90 days, WVDMV has the option to reset the acceptance clock.

4.2.2.5

Implement as a Phase 3 an extension of the minimum viable product (MVP) version of a modernized driver license system installed in Phase 2 to fully implement the customer centric design, adding new features not available in the current system and integrating into the Vendor provided solution closely related functionality currently performed in other application suites

Phase 3 shall extend the functionality available in the new driver license solution, fully implementing the customer centric design, adding new features not available in the current

system and integrating into the Vendor provided solution closely related functionality currently performed in other application suites, thus providing for a more common user experience and reducing the number of integration points. Functionality implemented within the Vendor provided solution in Phase 3 include customer scheduling and queuing, online portal functionality, automated testing and cash drawer functionality. Phase 3 shall be implemented within 18 months of the NTP for Phase 3. Vendor may propose multiple releases of functionality within Phase 3 as appropriate as long as all functionality is implemented to a production status within 30 months of phase start. It is anticipated that the Vendor will be given NTP for Phase 3 after a minimum of a three (3) month stabilization period for Phase 2 (so approximately 27 months from Contract start).

As stated in Section 2 & 3 of i3 Verticals Proposed Approach, our team will extend the available functionality in WVDLS to include a fully customer centric design.

WVDLS is a customer centric system that combines information regarding all products and services to be combined into one 360-degree view via the WVDMV customer's dashboard. Authorized WVDMV users, with customer search abilities, can search for the customer dashboard of a specific customer using the following search criteria; Driver License number, Customer Number, Last Name, First Name, business name, and plate number. A screen shot of the Customer Dashboard is included below.

The system consolidates comprehensive customer information and presents it through the **Customer 360° View,** which tracks and displays key data points, including:

- Online Portal Functionality
- Personal details (name, address, contact info, contact preferences, etc.)
- Registered vehicles
- Notes and correspondence
- Submitted requests
- Complete financial transaction history
- Executable actions by users/customers on the customer record
- Owned assets (plates, vehicles, insurance, credentials)
- Automated alerts triggered by unpaid balances or upcoming deadlines (ex: renewals)

Any changes to the customer record are automatically propagated across the system. All updates are captured in a detailed audit log for compliance and traceability. WVDLS logs user activity events in an audit table, enabling monitoring and reporting of all key user interactions post-login.

The system supports real-time data insights and reporting within specific timeframes across various domains, including:

- Financial Reports
- Inventory Reports
- User Activity Reports
- IRP Transaction Reports
- And More

WVDLS features Common Customer, providing each WVDMV user visibility, based on their role, of customer files with real time integration (with API connection) for the following features:

- Constituent Profile Information
- Constituent Title & Registration Information
- Electronic Insurance Verification

- STARS Application
- LITES Application
- DRIVE, replacing SADLS, MCS, IRP Applications
- Business Licensing for Auto Dealers
- Document Management including:
- Common Reporting
- Batch Jobs
- Administrative Features
- Customer Scheduling & Queuing
- Automated Testing for both Individual and Commercial Drivers
- Cash Drawer Functionality

WVDMV Business Rules Functionality

For specific authorized WVDMV users, WVDLS includes a Business Rules Engine for all aspects of the application. These Rules can be maintained by internal, authorized users - without new coding or i3 Verticals intervention.

Business Rules include:

- Required Field Functionality
- Driver Restrictions
- Prior Court Processing Actions - Convictions or Withdrawals
- Mandatory Testing
- Document Requirements
- Insurance Requirements
- Undercover Restrictions
- Alternate calculations of Taxes and Fees
- Document Verification of Specific Formatting, Signatures, etc.
- In Accordance with Business Workflows
- Can be Exposed to other DMV Systems through standard APIs and Service Endpoints

The i3 Verticals Project Team will review all required WVDMV Business Rules with stakeholders throughout the implementation, with specific user training for Business Rules as defined by WVDMV.

Exhibit 6 provides an overview of the planned scope of Phase 3.

As stated in Phase 2 & 3 section of this response, our Implementation process begins with validating requirements, performing a detailed gap analysis, and creating a requirements traceability matrix (RTM) to establish the project scope. Each Phase Requirement will be validated through the stages of Requirements, Design, Development, Testing, and Implementation.

Our Requirements Document will define the requirements to be implemented, and all changes will require approval. Infrastructure will be configured in the hosting environment as defined for Phase 2, and now 3. The implementation plan includes iterative sprints, with system demos, code reviews, and signoffs after each sprint. System Integration Testing and User Acceptance Testing will be conducted at the end of each program increment, with data migration and training activities scheduled accordingly. Pilot testing can involve parallel testing with the legacy system, followed by final go-live and post-implementation support. Following testing, preparations will be made for Phase 4, if approved.

In Phase 3, the Vendor provided driver license system shall provide at a minimum the following functionality: Implement the customer centric design to allow for building the customer relationships between drivers and their vehicles using Customer Number or another unique identifier. Integrate with DTRS as required to implement this design;

WVDLS will provide the following functionality:

Customer Centric Design

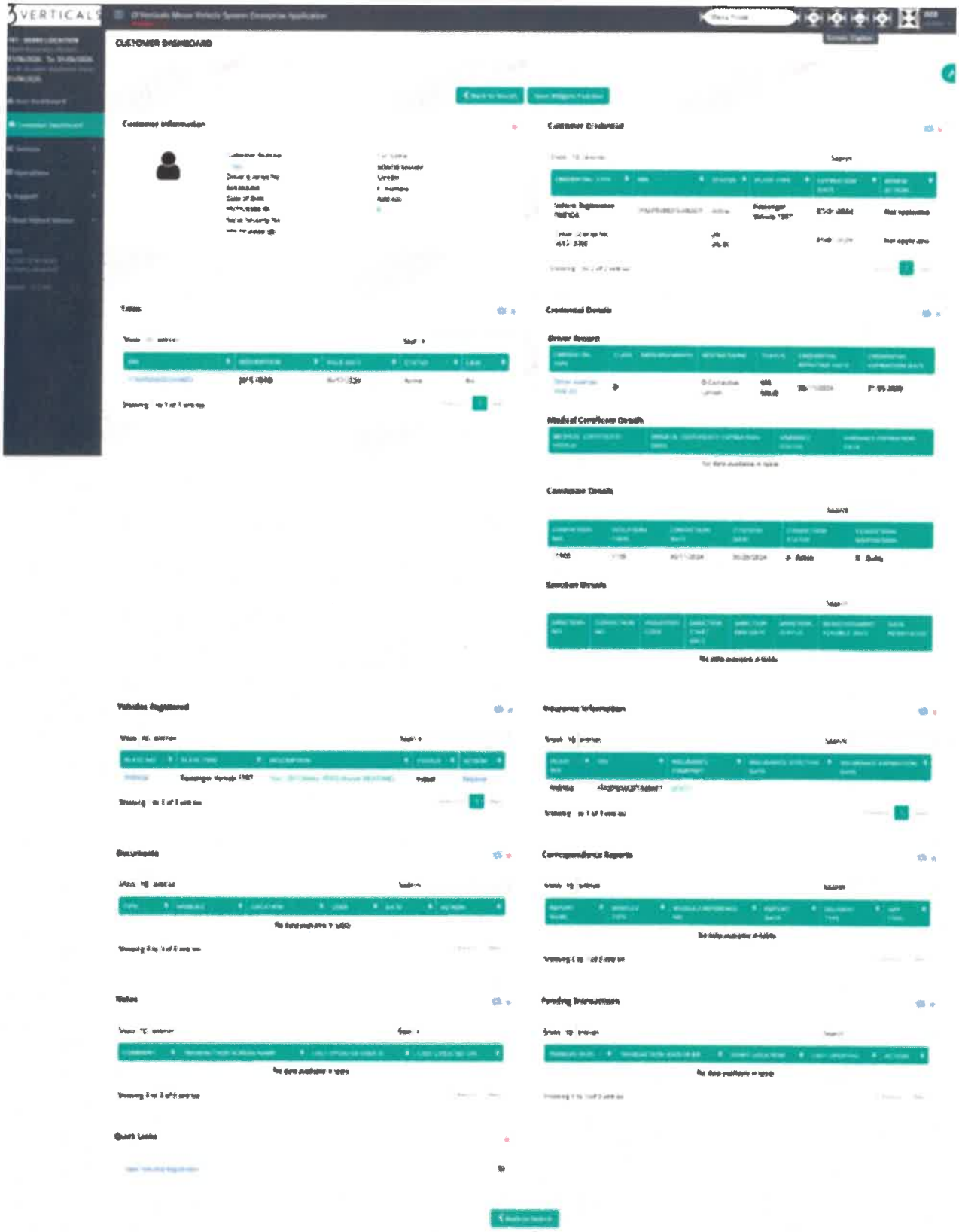
- Building customer and WVDMV user trust in the online portal through operational reliability and easy, operational transactional processes in accordance with WVDMV business rules and workflows.
- Mobile first framework provides a system meeting customers where they are, no matter the device.
- Built on a multi-layered architecture, providing a system agnostic, flexible, scalable, and easy to manage system without reliance on i3 Verticals for changes to business rules, laws, etc. translating to no downtime for WVDMV customers and users.
- Grounded in a Service-Oriented Architecture (SOA) design which prioritizes user experience for customers and productivity for WVDMV users by utilizing peripheral modules to enhance core components.
- Online customer resources include a "Help Center" with specific and practical, step-by-step help screens, and videos which are based on WVDMV business rules and workflows in accordance with the system. Inclusion of FAQs, and chat assistance functionality.

WVDMV Online Customer Self-Service Functionality and Features:

Individuals

- Top Rated Security, including WVDMV customer verification through MFA, SSO, and secure web access to a 360-degree view of their profile and WVDMV "products" including Driver License/Identification, Vehicle Titles, and Registrations- all in one place for easy management.
- A Customer Dashboard providing easy, real-time access and maintenance to a customer's information, preferences such as for communication from WVDMV, notifications through their preferred channel (SMS or email, etc.) of DL/ID renewals, Registration Renewals, Scheduled Testing, Reinstatement Hearings, and more. Communication preferences also can include opting in or out of notifications, in accordance with WVDMV business rules.
- Full management of each customer's contact details with easily identified buttons to manage address changes, access to view products such as titles, and vehicle change requests such as selling their vehicle(s). Transactions such as the sale of a vehicle and a title transfer can be started online, then scheduled to be completed in office (if required), all in accordance with WVDMV business rules.
- Forms can be included as part of customer transactions specific to a vehicle, customer, or transaction.
- WVDMV customers can pay for transactions online with their "online wallet" inclusive of their portal and providing 100% security and real time payment through WVDMV's payment processor.

On the following page is a screen shot of a customer's dashboard.



Customer Dashboard Screenshot

Business Customers:

WVDMV Business Customers will enjoy all the same benefits as WVDMV individual customers with the inclusion of creating a business profile incorporating RBAC for multiple users and a "Business Account Executive" all within each business profile. This ensures that business customers have the functionality needed for conducting daily business with WVDMV (in accordance with business rules and workflows) with self-service functionality and real time management.

Design and implement a persistent Unique Customer Number (UCN) assigned once and never reused. Apply the UCN to all existing customer, driver, vehicle and ancillary records during data migration. Provide a record-level trail mapping legacy identifier to the new UCN.

To design and implement a persistent Unique Customer Number (UCN) that is assigned once and never reused, each person interacting with the system will be assigned a UCN at their first contact. This UCN will remain with the individual for life and will not be changed or reused. During data migration, all existing customer, driver, vehicle, and ancillary records will be assigned a UCN. The migration process will include comprehensive data mapping at both table and column levels, ensuring that each legacy identifier is mapped to the new UCN.

A record-level trail will be maintained, associating each legacy identifier with its corresponding UCN, and this mapping will be updated throughout the migration cycles. The process will also include profiling, cleansing, and validation of legacy data, with reports generated to identify and resolve anomalies, such as duplicates. Testing will commence prior to the final migration to ensure that all records are accurately converted, with any legacy customer numbers or references retained in a separate column for reference and audit purposes.

Implement field-level reconciliation reports (pre/post) showing record counts, matched/unmatched records, deduplication actions, and unresolved exceptions

The i3 Verticals Data Conversion Plan defines the scope, stakeholders, business rules, and assumptions involved used during the Data Migration and is agreed to by both i3 Verticals and WVDMV. i3 Verticals considers the migration of data as an iterative process with both the plan and data mapping updated throughout the phase. With this our team collaborates together with the WVDMV team to ensure quality.

The i3 Verticals Project Team will create various reports at each step of the conversion and inclusive of data field level reconciliation to ensure:

- Counts in and out are consistent.
- Data fields contain expected values.
- Records that are not converted have an explanation, so they can be fixed and/or verified to be removed.

i3 Verticals' precise and successful data conversion process includes multiple trial conversions to ensure accuracy and consistency. Data reconciliation is performed using a configurable metadata-driven ETL framework, with error logging and reconciliation to eliminate conversion exceptions before the final run.
Invalid field values are identified and addressed, and partial or incomplete data is reviewed collaboratively with WVDMV to determine appropriate actions. Reports are produced to identify errors, and any remaining gaps are discussed and resolved with business input. The process ensures that all exceptions are documented, triaged, and either resolved or accepted by WVDMV prior to cutover. Reconciliation reports are provided comparing source and target data

counts, and the approach supports the achievement of high data quality targets prior to production deployment.

Implement customer search capability by various parameters and allow for retrieval of related driver and vehicle records based on appropriate user authorization;

WVDLS performs searches based on several fields for searches, including the customer number or UCN as the first criteria field, followed with fields for DL/ID number, Social Security Number, Title Number, Registration Number, Previous Registration Number, First Name, Middle Name, Last Name, and File Number, and many others. WVDLS can also incorporate contextual searches, keyword searches, exact match searches and similar word searches.

Search results are then presented on screen, based on the role of the user searching, with a link to each point of information. Visibility of some records will be based on the WVDMV user credentials and specific RBAC. Our team will ensure significant testing is completed with shared results to the WVDMV Project Team to be certain records are linked correctly based on WVDMV search criteria.

Provide an online portal that enables a driver to renew their driver license as allowed by state law and regulation, obtain their driver history record and complete the official WVDMV driver license examination from a computer with a front facing camera;

As detailed above, features and functionality of WVDLS includes renewals of driver licenses, allowed by state law and regulation, as well as customers obtaining their driver history record through their online portal. WVDMV customers can also complete the official WVDMV driver license exam from a computer with a front facing camera, via API integration with the official WVDMV DL exam.

Provide the ability to utilize the West Virginia Mobile ID as an identity verification/authentication tool to perform transactions that would not require a visit to a WVDMV office;

i3 Verticals will provide a mobile application, named West Virginia Mobile ID (MiD for short) to serve as identity verification and authentication tool and to perform simple transactions similar to the online portal, saving customers a trip to a DMV regional office.

Provide an online portal for the submission of notifications/reports by physicians, law enforcement, or family members for review by WVDMV Medical Review Unit;

WVDLS stores all driver medical review history in a table in the application database. Additionally, the application has functionality to allow the WVDMV Medical Review Unit or an authorized user to set a status of Periodic Review and enter a review by date to alert the user to follow up on additional screening as required by business rules. Alerts can also be added on the customer detail screen if allowed. Limited non-HIPPA medical information is also displayed on the Customer Dashboard.

The WVDMV Medical Review Unit, and other stakeholders such as physicians and law enforcement, can be provided RBAC within WVDLS as users to access reports of drivers who may have medical or visual conditions affecting their driving capability. This access can include specific authorizations in relation to the Medical Review Unit's business process such as:

- Access to view a reported driver's record
- Flagging with an "Alert Message" on the record once a report has been received, visible by all users
- Notifications to the driver and their emergency contact in their profile

- All issuance stopped on transactions
- Suspend the driver record pending a medical review
- Apply a designated grace period for the suspension from 0 days+

The i3 Verticals Project Team has added this item for review with the WVDMV Project Team to better understand the desired requirements for family members to review a reported driver profile, in accordance with HIPAA requirements and PII information, for additional details to achieve the desired functionality.

Provide a REAL ID Head Start function which allows a citizen to submit their documentation for review by WVDMV and receive feedback on the validity of the documents prior to coming into a Regional Office;

i3 Verticals sees the 'Head Start' functionality as extremely important and is in the process of adding a Convert to Real ID feature to our existing list of online services. We have also included "Head Start" in your marketing plan campaign as part of this project to assist the WVDMV in creating customer excitement for the rollout and to increase use of the portal.

Following Go-Live

The WVDLS portal will encourage WVDMV customers to verify and complete their portal information and familiarize themselves with the functionality available through the portal, including the 'Head Start' campaign. Utilizing the existing WVDMV website, our Project Team will suggest revisions encouraging driver engagement and use of the self-service portal. For example, we've found that changes as simple as adding push buttons to the top of the website for consistent customer actions in lieu of the Search bar prompting customers to schedule an appointment will provide WVDMV customers better self-service functionality and a start to the WVDMV service they require. These would then be followed by the appropriate prompts from WVDLS in accordance with business rules. Some of these push buttons on the website could include:

- Access My Driver Record
- Change My Address
- Selling My Vehicle
- Renew My Registration
- Register a New Vehicle
- Title My Vehicle
- Renew My Driver License
- Request a Specialty Plate
- Order a Personalized Plate
- Obtain Driver History
- Obtain Duplicate Driver License/ID
- Take a Knowledge Test
- Apply for a Driver License/Permit/ID
- Verify My CDL Medical Certification Status

Following a customer's start of a service, WVDLS then proceeds with the process in accordance with business rules automatically, gathering the specific information and the submission of documents in relation to the process. Depending on the service, WVDLS can provide AI

functionality to review the documentation for required validity and complete the transaction if all information and documents meet all business requirements.

If WVDLS is unable to validate the information or documentation provided, then the customer receives notification of relative feedback all in real-time, whether that be corrections required on the documentation or perhaps the requirement of scheduling an appointment for in-person review with WVDMV staff.

During our Discovery sessions, our team will load WVDMV business rules into WVDLS, with the assistance of AI and ML tools to enable comprehensive audit logging and approval workflows with WVDMV approval and oversight. We will work closely with the WVDMV Project Team determining which processes are practical for automation.

Provide an online portal for an authorized user (Court staff, etc.) to initiate a request for suspension of driving privileges with a workflow within WVDMV for an authorized user to review the request and take appropriate action. Alternatively, provide for receiving requests via a batch interface which then flows into the workflow for review and appropriate action by authorized WVDMV staff;

WVDLS features 'Driver Enforcement', powered by a Violation Code, interfacing with the Sanction Engine, AAMVA, CDLIS, eCitation, courts and law enforcement agencies to obtain information based on driver enforcement criteria including violations, citations, withdrawals, revocations, suspensions, and driving privileges for drivers with violations, accidents, and any other requirements per state regulations. This feature differentiates between Commercial and Noncommercial drivers in accordance with driver privilege rules. Authorized WVDMV users may also manually enter convictions, apply sanctions, and reinstate driver privileges.

Business rules in the WVDLS system is located in a business rules engine for all modules in the application, including title, credentialing, sanctioning and registration processes and are applied in the defined workflows based on results and WVDMV requirements. The Sanction Engine is automated based on WVDMV business rules, state and federal regulations and in accordance with WVDMV workflows. A batch interface, via the Sanction Engine, implements the appropriate workflow automatically. The Workflow feature moves specific transactions to a work queue based on business rules (e.g. requires approval by a supervisor, needs to be referred to a different business unit for processing, etc.).

The Sanction Engine also tracks convictions and sanctions and applies progressive sanctions based on history. For example, a Driver's first alcohol violation is a 6-month suspension, but the suspension period for the second violation is a 1-year suspension. The sanction engine records that the 6-month suspension was applied for the same violation code and applied the 1-year sanction when the second violation was recorded. With WVDLS' integration with AAMVA and CDLIS violations and sanctions can retrieve withdrawal and driving privilege information from other jurisdictions.

Provide for receiving convictions from the Court system via the new eCitation system (system currently in the planning and procurement phase) which are then routed into an online workflow for review and posting to the driver record by an authorized user;

As noted above, WVDLS will coordinate with the WVDMV Project Team for connection to the eCitation system, then routed to the automated workflow including automatic notification on the driver record.

Provide a scheduling system to allow citizens/customers to schedule various types of appointments at a Regional Office, receive at the customer's option phone, text and/or email reminders of these appointments and support cancelling and re-scheduling of appointments when required;

WVDLS provides scheduling functionality for customers based on the working date, hours, and availability of relevant staff with the required skillset at the selected regional office for any service type, including vision, written, and skills test appointments, document review requirements, etc. in person and on-line.

The scheduling system will send automated notifications to customers' preferred communication channel (phone/email/text) and can support appointment modifications, where required.

Provide a queuing system to check-in customers at Regional Offices and assign them to the next available staff based on whether they have an appointment, their arrival time

Similar to the scheduling system, WVDLS is capable of interfacing with the scheduling system, and capable of interfacing with the current system during Phase 1, which supports queuing to available staff, arrival time, notifications, and links to driver records.

Provide real-time analytics on wait times, throughput, and staff performance;

WVDLS can provide real-time analytics for customer wait times and for staff performance based on KPI's. Workflows within WVDLS interact with the Scheduler and Queuing modules to provide a link to the transactions in the queue waiting to be worked. WVDLS has a number of statistical dashboards and reporting available, including ad-hoc reporting, in relation to all types of performance data. Incorporating Power BI functionality, managerial reports and additional dashboards can be created for performance metrics, as required.

The i3 Verticals Project Team has added this requirement for discussion to our items for additional information during the Discovery session including KPI requirements, appointment timing estimates, report timing (daily, weekly, monthly, all of the above), and more; ensuring WVDMV stakeholders and teams have what they need for evaluations and analytical information.

Provide automated testing tools to support delivery of required testing including CDL in the Regional Office and the electronic delivery of test results into the applicant record for online review by the customer service representative;

The WVDLS Rules Engine contains business rules for requiring mandatory CDL testing so drivers wanting to acquire a CDL Permit can take testing online. WVDLS has edits that determine which tests are required based on the endorsement requested, ensuring all business rules have been met to ensure that the applicant has successfully provided any documentation required, is within the regulation constraints based on their Operator D licensure requirements to apply for a CDL, or any other WVDMV business rules. All required knowledge and skills tests are recorded within the Driver Record, tied to the UCN with the appropriate notifications of results.

If a test has not been taken, or a Driver has failed testing, WVDMV business rules can provide next steps and will not allow a CDL transaction to proceed until all requirements have been met. The Exam screen also records exam histories applying business rules related to the number of failed attempts allowed before enforcing a waiting period required between Knowledge and Skills tests, if or as required.

If WVDMV prefers to keep a manual testing and review process, this can be accommodated as well, including all testing result notifications and associated testing recorded in relation to the driver UCN.

Provide for tracking of driver license and identification cards returned to DMV and the disposition of these documents. Provide a report that flags license or identification cards that are "stale" per business rules and should be destroyed and then allow for recording in the log of the action taken and the staff person responsible.

WVDLS includes an optional address verification process which is triggered automatically whenever a new address is entered, or an existing address is modified. If the address does not match the WVDMV standards or is found to be invalid, the system will prompt the customer or user to correct the information before proceeding. This helps prevent errors, reduces returned mail, and ensures that all records are kept up to date with verified address information.

Driver license and identification cards returned to WVDMV will follow the business rules in relation to the disposition of these documents. This can continue as a manual process with the provision of flags on the license or identification card record that may be determined as "stale" per business rules and should be destroyed. WVDLS then supports an authorized WVDMV user to edit the driver record, logging the action taken, the credentials of the WVDMV user responsible, time and date stamp, and any comments required for each time the record is edited.

Provide a log of interlock participants, including but not limited to date entered the program, date completed the program, the interlock provider and the date the interlock device was installed;

WVDLS supports jurisdiction Ignition Interlock Device programs as either a restriction to the customer's license or a 'Condition' added to an existing license and will not allow an IID restriction or condition to be added to a commercial license class. If the violation code allows, the customer may be enrolled in the jurisdiction Ignition Interlock (IID) program, receive a restricted or conditional license, receive a temporary driving permit, and require attendance at a driving school or an alcohol awareness program. All information relating to the driver's participation in the program is logged and recorded in the driver's profile and in association with the UCN.

Provide cash drawer functionality that calculates the appropriate fees, manages the receipt of funds within the Regional Office and supports daily reconciliation and balancing of the cash drawers in the Regional Office and a roll-up of financial information for statewide reporting. The cash drawer function shall: Integrate with DTRS to assume cash drawer responsibility for vehicle registration transactions,

i3 Verticals is the current system provider for DMVFirst. By selecting i3 Verticals, you not only get our expertise in how the system is configured and functions for the State of WV, but WVDMV will also transition to a new contract with all the functionality in the upgraded system as the Driver License and Title & Registration. Eliminating payments associated with the DMVFirst agreement once the new system is operational saves the State of West Virginia $408,000 per year. The proposed system will replace our existing DMVFirst platform, including its cash drawer functionality.

Features Include:

- Calculating appropriate fees
- Managing the receipt of funds within the Regional Office

- Supporting Daily reconciliation
- Balancing of Cash Drawers
- Roll up of financial information for statewide reporting
- Applying all cash drawer functions above including vehicle registration transactions.

Additional Key Features:

Individual Customer Financial Accounts:
The system maintains detailed accounting records for each customer, tracking all billing and payment activities.

Integrated Financial Module:
The financial module supports General Ledger (GL) account fee distribution, ensuring that all collected fees and taxes are allocated to the correct revenue accounts. The system is configurable to use WVDMV provided GL codes for precise distribution and allocation.

Detailed Fee and Tax Breakdown:
Every business process involving financial transactions includes a comprehensive breakdown of all fees and taxes based on the specific transaction type. This ensures transparency and accuracy in revenue tracking.

Automated Allocation:
The system automatically sends all necessary fee and tax information to the finance module, which then allocates the amounts to the appropriate funds and accounts.

Audit and Reporting:
All transactions and allocations are logged, supporting robust auditing and reporting capabilities for compliance and financial oversight.

WVDLS ensures that every revenue-related transaction (both DL and Title & Reg) is tracked in detail, with all fees distributed accurately to the appropriate accounts from all regional offices, fully supporting the financial and regulatory requirements of the WVDLS throughout the state.

Manage inventory of plates, stickers, registration cards and other supplies, and

The system provides a comprehensive inventory management module that enables authorized users to add, manage, and track inventory items such as license plates, stickers (decals), registration cards, and other supplies throughout their entire lifecycle. Inventory can be ordered from central warehouses or vendors, with real-time updates and status tracking from manufacturing, shipping, receiving, and unpacking, to issuance. The module supports both serialized and non-serialized items, allows for inventory assignment to specific locations or users, and maintains a complete audit trail for accountability and compliance. Features include inventory inquiry tools, real-time dashboards for usage and availability, automated and manual issuance processes, and the ability to handle exceptions such as lost, damaged, or reissued items. Large carriers may utilize self-issuance functionality to manage and assign inventory directly. This approach ensures efficient, secure, and transparent management of all inventory items required for credential issuance.

Perform other cash drawer functions as required to allow for decommissioning of the existing crash drawer application;

As the current system provider for DMVFirst, our modern Driver License and Title & Registration System will replace all the DMVFirst cash drawer functionality. We can interface with any API for real-time integration with your Digital Title and Registration System—even before Phase 4

option is awarded to i3 Verticals. With Phase 3, DMVFirst will be decommissioned and integrated with your existing DTRS, saving WV $408,120 annually by eliminating a separate DMVFirst contract. While providing all the functionality that you currently have with DMVFirst in our improved, modern, and best-in-class Driver License and Title & Registration System.

Integrate with various other DMV and partner systems as identified in Attachment B; and

As described in the Solution Overview section of this response, WVDLS is capable of integration with all systems listed in Attachment B via our proprietary UIC and a provided API package from WVDMV, where required.

Migrate data from the existing WVDMV systems and Google Apps necessary to support ongoing production operations.

Data Migration

Our WVDLS will use the Actian Pervasive tool to extract, transform, and load data into the target database.

The proposed data migration WVDLS caters to the following requirements:

1. Extracting legacy data from source systems.
2. Perform profiling, cleansing, and validation of the extracted source system data by i3 Verticals proprietary tools.
3. Perform needed transformations and load to target MMCIS.
4. A configurable metadata driven ETL Framework is built, and error logging and data reconciliation are performed.

The system can be divided into three logical layers:

1. The Sourcing Layer: The sourcing layer consists of Legacy Data Stores, which have the master data for IRP. The data cleansing activity can be done here.
2. The Migration Layer: This layer contains all components used for migration. The data is extracted from the sourcing layer and loaded to Source Staging Area. This data is then transformed and loaded to an intermediate Target Staging Area. The intermediate Target Staging/storing area is used for storing transformed data aligned with the Target data model and can be loaded directly to Target. The validation, reconciliation, and auditing of transformed data can be performed in this intermediate Target Staging Area. The tools used by i3 Verticals in this layer would be Actian Pervasive and an RDBMS (Microsoft SQL Server) IRP for the Source Staging Area and the intermediate Target Staging Area.
3. The Target Layer: The target layer would be the i3 Verticals WVDLS. The transformed data will be shared as extract files in specified locations which can then be loaded to the OLTP data store of the proposed WVDLS.

Below is a typical sequence of steps that make up our data plan and would be part of the WVDMV data conversion:

- Identify the required data sets to be converted during requirements gathering.
- Obtain initial conversion files.
- Table/Column level two-way mapping (Legacy to WVDLS and WVDLS to Legacy).
- Create conversion SQL for code tables.

- Create delete SQL to clear data out of the database.
- Conversion map creation.
- First conversion.
- Prepare data clean-up reports.
- Weekly clean-up reports review meeting with WVDMV.
- Second conversion.
- Prepare data clean-up reports.
- Perform data cleansing activities.
- System test.
- Define test scripts and acceptance criteria.
- System test – PASS.
- Team i3 Verticals Readiness Reviews.
- Integrated system demonstration.
- Review/update final (Cut-over) data conversion plans and schedule.
- Review/update final transition/cut-over plans and schedule.
- Review/update final education and training plans and schedule.
- Review/update final testing plans and schedule.

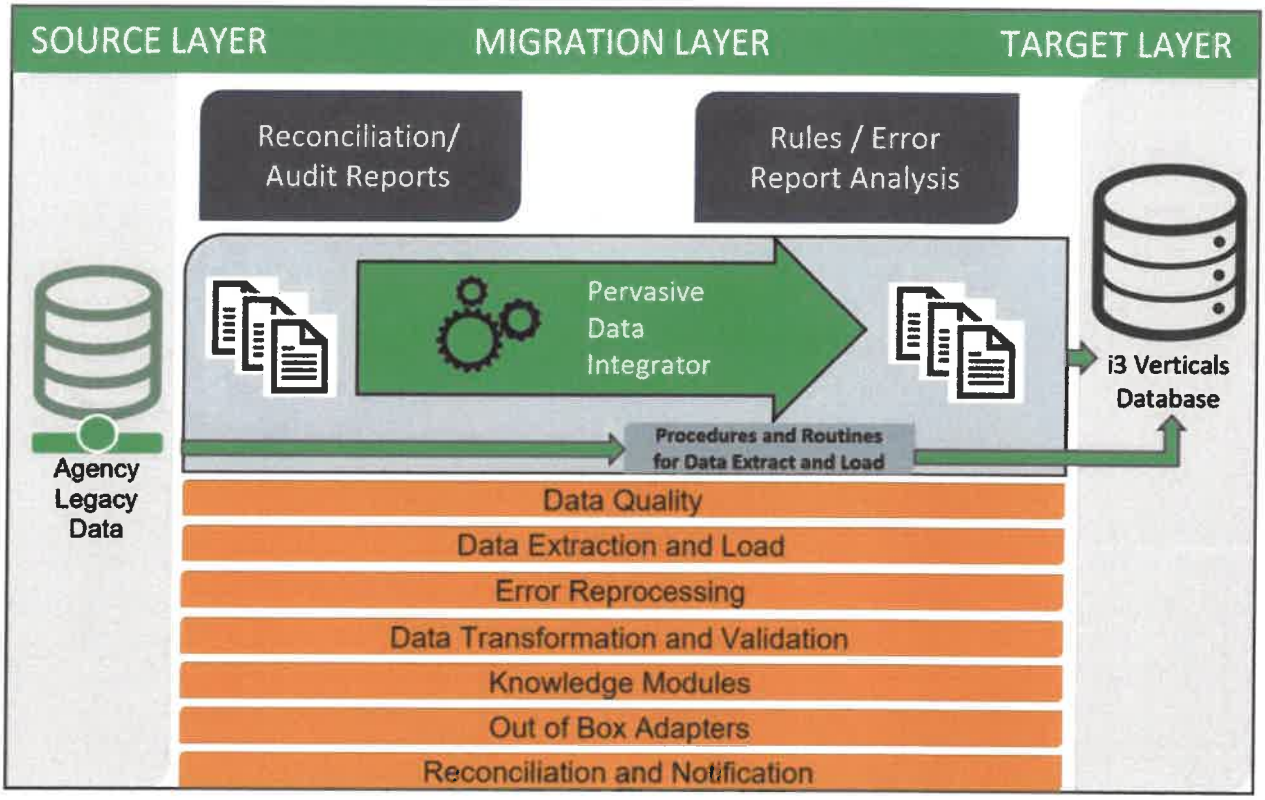
i3 Verticals will migrate all the identified tables to the new i3 Verticals data structures. We will create a two-way mapping plan to ensure no data fields are missed in the old format and ensure all the fields in the new data structure will contain valid values.

The migration activity will consist of multiple steps depending on the current data conditions. i3 Verticals will create various reports at each step of the conversion to ensure:

- Counts in and out are consistent.
- Data fields contain expected values.
- Records that are not converted have an explanation, so they can be fixed and/or deleted.

The i3 Verticals conversion approach eliminates any conversion exceptions before the final run by having multiple conversions using copies of production data and fixing exceptions as they occur. Our conversion programs will identify invalid field values, such as invalid codes and invalid phone numbers, VIN, and more as shown in the diagram on the following page.

The following diagram depicts our data migration process:



The Vendor shall meet the following Go-Live criteria for Phase 3: Successful completion and Agency approval of system test, integration test, security test and performance test;

i3 Verticals will conduct and complete all system tests, integration tests, security tests, and performance testing based on Phase 3 Go-Live criteria. All test results will be published in a report to enable WVDMV to make an informed GO NO-GO decision before production deployment.

Successful completion and approval by the Agency Project Steering Committee of user acceptance testing;

i3 Verticals will conduct and complete user acceptance testing based on Phase 3 Go-Live criteria. All test results will be published in a report to enable WVDMV to make an informed GO NO-GO decision before production deployment.

Successful completion and Agency approval of end user training;

i3 Verticals will assist with the completion of all West Virginia stakeholder training in accordance with WVDMV approval.

Successful completion and Agency approval of a minimum of two practice/mock data conversions;

In accordance with Go-Live criteria, i3 Verticals will perform and successfully complete a minimum of two (2) mock data conversions.

Data quality targets and acceptance: 99.99% successful automated reconciliation; all remaining exceptions documented, triaged, and resolved or accepted by WVDMV before cutover;

i3 Verticals' precise and successful data conversion process includes multiple trial conversions to ensure accuracy and consistency. Data reconciliation is performed using a configurable metadata-driven ETL framework, with error logging and reconciliation to eliminate conversion exceptions before the final run.

Invalid field values are identified and addressed, and partial or incomplete data is reviewed collaboratively with WVDMV to determine appropriate actions. Reports are produced to identify errors, and any remaining gaps are discussed and resolved with business input. The process ensures that all exceptions are documented, triaged, and either resolved or accepted by WVDMV prior to cutover. Reconciliation reports are provided comparing source and target data counts, and the approach supports the achievement of high data quality targets prior to production deployment.

No open Critical (Severity 1) issues/deficiencies (please refer to Section 4.2.2.18);

Every adjustment made within the system requires the authorized user to provide a reason or comment, ensuring transparency and accountability. The audit trail logs details such as the user who performed the adjustment, the date and time, the nature of the change, and the justification provided.

Checks and balances are built in for fraud prevention, including role-based access controls and segregation of duties. For sensitive adjustments or overrides, the system can require additional authorized approval before the change is finalized. All actions are recorded and available for review through detailed audit reports, supporting compliance, fraud detection, and ongoing monitoring of system activity.

The WVDLS system supports a comprehensive audit trail to track all adjustments and access to applications logging the following data:

- WVDMV Internal or external user ID
- The action performed
- The time/date stamp
- The type of Function, including:
- Online
- Self-Service
- Web Service
- Batch Service
- All history is captured for all manual and automated system changes
- All reporting history including User ID, report type, time/date stamp

Management and retention, including archival of audit trails based on user-defined business rules.

No open High (Severity 2) issues/deficiencies, or if there is a High issue, there is a documented workaround and a plan for remediating the issue, which has been approved by the Agency; and

i3 Verticals acknowledges and accepts this requirement.

A work plan with definitive timelines approved by the Agency for addressing open Minor (Severity 3) issues/deficiencies.

i3 Verticals will provide a work plan including definitive timelines approved by WVDMV for addressing open Minor (Severity 3) issues/deficiencies.

Following the go-live of each phase, the Vendor may request Final Phase Acceptance for Phase 3 following 90 days of continuous operations with no Critical defects. In the event a Critical defect occurs, the clock for system acceptance may be reset at the Agency's option.

i3 Verticals understands and agrees that, following 90 days of continuous operations with no critical defects for Phase 3, our team may request Final Phase Acceptance. In the event a critical defect occurs during the 90 days, WVDMV has the option to reset the acceptance clock.

4.2.2.6

Implement, if the Agency elects the option, a digital title and vehicle registration system which provides WVDMV customers and staff with a common user experience and look and feel to the Vendor provided driver license system

The Vendor, if the State elects to move forward with Phase 4, must provide, install, configure, test, provide training on, support, operate and maintain an electronic title and vehicle registration system that is provisioned on the same platform and highly integrated with the driver license system so as to provide a common user experience and look and feel for customers and WVDMV staff. The new electronic title and vehicle registration solution shall be an API-driven, web-based application. It shall NOT have dependencies on any desktop client operating hardware or software. The local computing environment will NOT have any bearing on the new solution.

As described in Phase 4, upon electing to move forward with Phase 4 the i3 Verticals Project Team will implement our Title and Registration module with integration to the WVDLS, with all configurations, testing, and training to operate. The i3 Verticals Title and Registration module shall provide management of vehicle titling, registration, and specialty items including specialized license plates, placards, and include Dealer Services for the automation of titles and registration processes for all West Virginia vehicles, motorboats, motorcycles, trailers, and special purpose vehicles.

Exhibit 7 depicts the planned scope of the Agency option Phase 4.

i3 Verticals will meet the planned scope for Phase 4 depicted in Exhibit 7 of the RFP.

The Vendor shall provide at a minimum the following functionality in the electronic title and vehicle registration system: Support issuance of electronic titles or a paper title upon customer request, transfer of in-state and out of state titles (electronic and paper, converting paper title to an electronic title), and correction of electronic titles;

Support creation of a West Virginia electronic title from a manufacturers certificate of title or the transfer of a title to a customer by an automobile dealer including uploading of required documents to WVDMV and collection of applicable fees;

In addition to the automation provided by i3 Verticals Vehicle Title and Registration, the i3 Verticals Project Team will configure the system to support the creation of a West Virginia electronic title from a manufacturer's certificate of title or the transfer of title to a customer from an automobile dealer. This functionality aligns with the uploading of required documentation and collection of applicable fees in accordance with WVDMV business rules.

Manage and track mailed in titles;

WVDLS is capable of tracking titles once received by WVDMV.

WVDLS can process transactions for titles which are not stored electronically. There are a couple different ways to address this, with any or all of the processes being applicable to a title.

1. Scanning a presented title and uploading to a customer's record at the time the title is presented utilizing the DMS.
2. Include a "Representative Title" to each vehicle that does not include an electronic title, until such time as the vehicle is registered. At registration, requiring the original title be uploaded to the system.
3. Utilizing a customer affidavit to replace the title (if in the case it is lost, destroyed or damaged) for the customer to sign and affirm for a new title to be generated.

This requirement has been added to the project for review during the Discovery Phase by the i3 Verticals Project Team, for discussion of other potential WVDMV business processes in alignment to WVDMV policies and procedures for title tracking.

Manage initial registration of vehicle and subsequent renewal of the vehicle registration, collecting appropriate fees and taxes and establish the allocation of fees and taxes across agencies;

WVDLS is capable of automatically calculating the fees for vehicle registrations based on rules for each vehicle type and jurisdiction. The i3 Verticals Project Team understands vehicle fees and taxes vary by state, and sometimes county, and jurisdiction, so this is one of the configurable sections of WVDLS we reserve for configuration to each jurisdiction's requirements. Our team will ensure WVDLS is configured properly to ensure this functionality meets the specific requirements, business rules and workflows of WVDMV.

Manage ordering and issuance of personalized plates;

WVDLS supports ordering and issuance of personalized plates through an integrated solution that allows users to check plate availability and validate plate character combinations in real time. Orders for personalized plates can be submitted online, reviewed, and approved with or without review, if allowed. Should a personalized plate order be denied, comments are sent to the customer and stored in the driver record, WVDLS provides reasoning for the denial.

WVDLS manages plate inventory, including specialty license plates, tracks inventory from order through issuance, and maintains a complete issuance history by plate number, all in relation to the driver UCN. Authorized WVDMV users can assign plates automatically or manually, and the system provides real-time updates, audit trails, and supports both mailing and pick-up options based on customer preference.

Provide functionality for use by a County Sheriffs Office to renew vehicle registrations for citizens of their county;

WVDLS supports County Sheriff's Office users to renew vehicle registrations for citizens of the Sheriff's County through RBAC. The i3 Verticals Project Team has included this as a configured item for the system and will assist in defining the roles with WVDMV. Several jurisdictions in Tennessee use this same feature, requiring separate fees appropriated along with the assignment of differing roles for each County. WVDLS still provides all the same functionality for audit logs, reporting, self-service, as a registration completed by a WVDMV user.

Provide an online portal to allow for renewal of vehicle registration subject to meeting any prerequisite requirements for renewing the registration. Collect appropriate fees and taxes and establish the allocation of fees and taxes across agencies;

Using the UCN for the driver record as the master, WVDLS provides the same web portal customers use to view their driver profile. All vehicles owned by a specific driver will be linked to that UCN. This provides customers the opportunity to manage their driver record, view associated titles for vehicles owned or leased to them, renew their vehicle registrations, view insurance validations (if required), and even purchase specialty plates all with a 360-degree view of their WVDMV 'products'. Further, customers will be able to complete payment for all 'products' in one easy transaction, with cart functionality.

Vehicle and Customer Validation:

The system will validate the UCN, customer information, and vehicle details (e.g., VIN, registration ID) to ensure accuracy before proceeding with the renewal.

Proof of Insurance Submission:

Customers can be required to upload or provide proof of valid insurance coverage as part of the renewal process, if required per WVDMV policies.

Emissions Testing Compliance:

WVDLS can even check emissions testing records and/or allow customers to submit proof of compliance where applicable.

Payment Processing:

Customers can securely pay for their WVDMV 'products' using credit/debit cards or electronic checks, with applicable processing fees and customer approval.

Electronic Registration Credential:

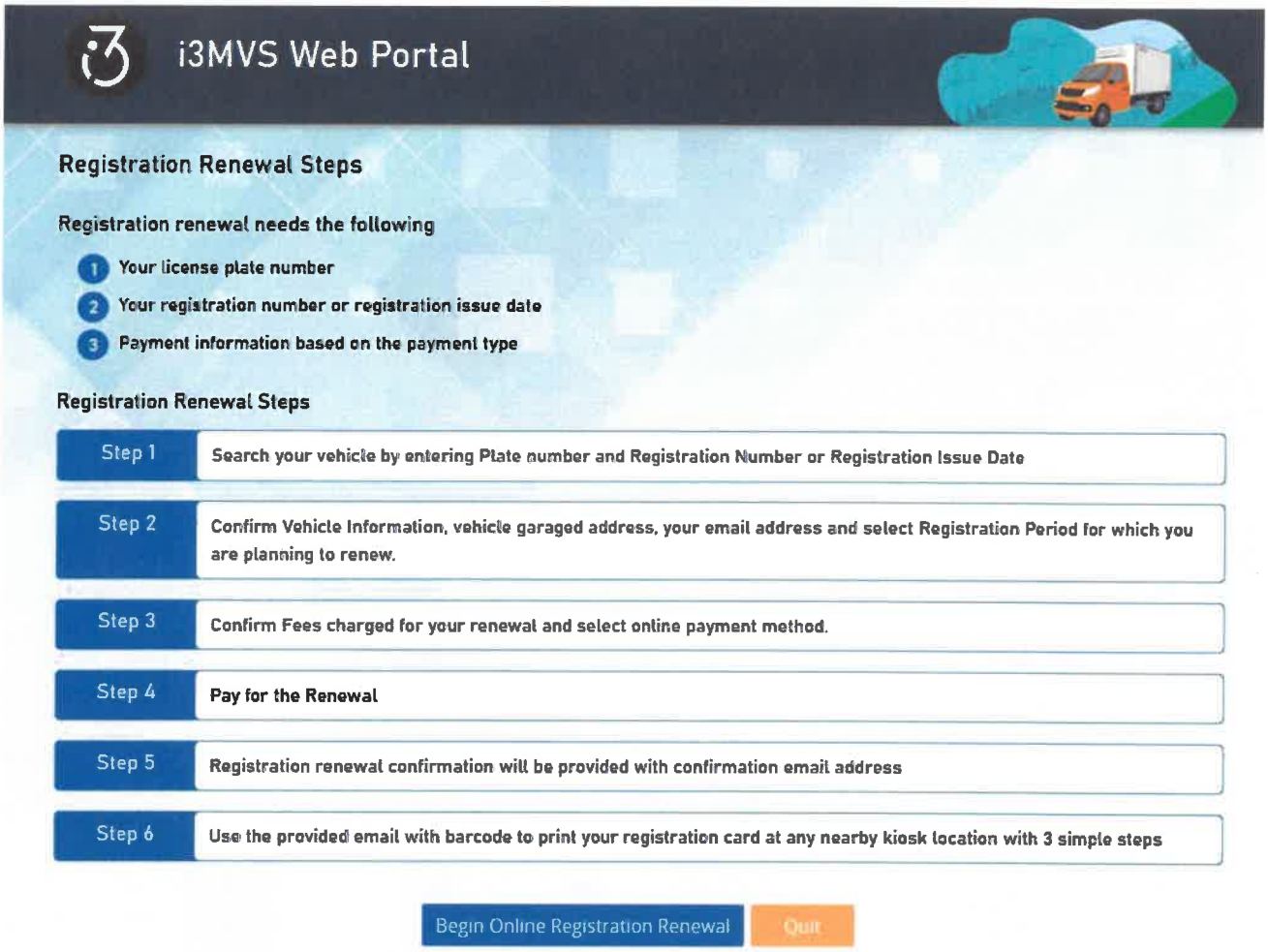
Upon successful renewal, customers will receive an electronic registration credential for immediate use while awaiting physical documents.

Integration Capabilities

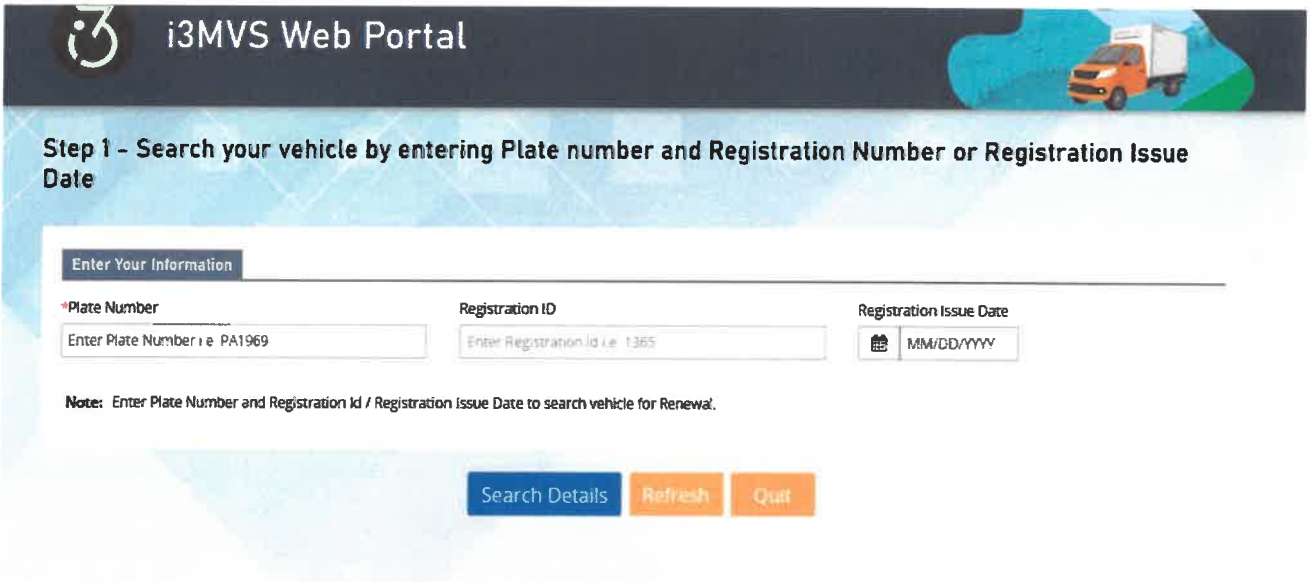
Insurance Verification System: Integration with state-approved insurance databases to validate coverage.

Emissions Testing System: Connection with Illinois emissions testing databases to verify compliance.

Secure Payment Gateway: Ensures safe and efficient payment processing for renewal fees.



Web Portal Sample



Customer Vehicle Search Sample

Provide a digital registration card via a mobile application for registration renewals initiated through the online portal;

Once a WVDMV customer completes the transaction for registration renewals, whether through the online portal, with a WVDMV user (Agent), or through a County Sheriff's Office, upon successful renewal, customers will receive an electronic registration credential for immediate use.

Provide ability to manage and track titles that are on hold pending receipt of the actual paper title from a lienholder including ability for a customer to make the request through an online portal;

The system provides robust capabilities to manage and track titles that are on hold pending receipt of the actual paper title from a lienholder. It supports processing transactions for titles not stored electronically by allowing scanning and uploading of presented titles to the customer's record, assigning a "Representative Title" to vehicles without an electronic title until registration, and requiring the original title to be uploaded at registration. Additionally, customers can request and track title transactions through the secure online portal, where they can authenticate, access their vehicle's title status, and receive notifications or alerts regarding pending actions. These features ensure transparency, compliance, and convenience for both customers and authorized users throughout the title management process.

Support issuance of a vehicle registration card, plate, and sticker for undercover law enforcement vehicles by authorized users, with appropriate masking and security so that only a limited number of authorized WVDMV staff are aware that the documentation is fictitious. Log a record of all access to these records include inquiry, modification, or update, with user id, timestamp and justification;

Leveraging the robust RBAC feature of WVDLS, WVDMV will be empowered to establish precise profiles for authorized internal users, enabling secure management and oversight of these records. Furthermore, vehicle registration cards, plates, and stickers for undercover law enforcement vehicles can be appropriately masked as sensitive data, ensuring visibility is strictly

limited to authorized personnel. Our Project Team recognizes the critical nature of this requirement and will provide comprehensive support in assessing and configuring the solution to align with the specific needs of the WVDMV Project Team, thereby ensuring full compliance with all stipulated requirements.

Provide an online portal that allows for the secure transfer of an electronic title between two West Virginia customers who have been authenticated to the system. Extend this capability to allow an interstate electronic title transfer between a West Virginia customer and a buyer/seller in another state participating in the interstate electronic title program;

Title Transfers Between West Virginia Customers:

Utilizing the secure WVDLS portal and authenticating each WVDMV driver's profile, one driver may transfer an electronic title to another West Virginia driver with visibility of the entire transaction, in accordance with WVDMV business rules.

Example Scenario:

An authenticated West Virginia Driver sells their vehicle to another authenticated West Virginia Driver with the Seller initiating a title transfer transaction online via the "Transfer Title- Sell My Vehicle" (WVDMV may choose what they wish as a name in the portal for this function, such as 'Digital Title Reassignment of Ownership' (DTRO)) button. The Seller must possess the electronic title for the vehicle, with it linked to their UCN. The Seller enters all required buyer details (including Full Name, Phone Number & Email), the completed forms required (Application for Certificate of Title DMV-1-TR, the notarized Bill of Sale (DMV-7-TR) with both signatures included, and the vehicle information (VIN). The buyer receives a notification (e.g., email) that the Seller has initiated the transfer with instructions to log in to the secure WVDLS portal using their credentials. Upon authentication, the buyer accesses the in-progress transaction, reviews and validates their details, and electronically signs the transaction using the e-signature solution. Once both parties pay all appropriate transfer fees, taxes, etc. the title is transferred to the new Buyer.

Sellers who do not possess a paper title and not a West Virginia electronic title must complete the Electronic Lein & Title (ELT) transfer first.

Title Transfers Between West Virginia Seller and Out of State Buyer:

An enhancement utilizing integrations for validation leverages existing functionality while extending its capabilities to out of state external users. An out of state title transfer would include several additional steps, including driver authentication through CJIS, validation of the vehicle VIN through NMVTIS, etc. ensuring compliance, security, and ease of use in online title transfers.

All transactions would be in strict accordance with WVOT policies and WVDMV business rules, state and federal law.

Support printing of titles in the event a paper title is required by interoperating with a Magnetic Ink Character Recognition (MICR) printer;

WVDLS supports printing titles interoperating with a MICR printer, in the event a paper title is required.

Support management of dealer licensing program;

Business Licensing

WVDLS includes functionality for issuing and maintaining various Business License types such as Dealers, Salespersons, Inspection Stations, Mechanics, Driving Schools, Driving Instructors, Recyclers and Repairers.

WVDLS provides WVDMV automated application for Dealer Licensing in accordance with WVDMV policies, procedures, business rules, and workflows. The process typically includes:

The intended Dealer, registering for application of the Business Dealership Licensing through the web portal, triggers the workflow.

Fields for application and appropriate documentation requirements including:

- Surety Bond
- Dealer Liability Insurance
- Personal Property Tax Receipt or Affidavit from County the Dealership will be Located
- Pictures of Dealership and Sign
- Valid Business License from the State
- Garage Agreement (if required)
- Franchise Agreement (if required)
- Payment of Applicable Fees which can include the number of license plates desired by the Dealership.

The workflow continues once all above is complete and submitted through the web portal, triggering an inspector who will fingerprint all owners/corporate officers and to get signatures on a release of information waiver and complete the inspection of the premises, all of which can be completed through the web portal with Inspector authenticated login.

WVDLS application system is equipped with functionality to track dealer plates, including plates that have been issued and plates available for issuance. It also incorporates system controls to monitor and enforce allowable plate limits for each dealer.

Additionally, the system can be configured to track issued dealer plates by both dealer name and plate number.

Support managing and tracking of vehicle title, vehicle registration and dealer related investigations;

The system provides comprehensive support for managing and tracking vehicle titles, vehicle registrations, and dealer-related investigations. It enables the issuance, tracking, and auditing of vehicle titles, including duplicate title requests, with detailed record-keeping and audit trails. Vehicle registration management is integrated with real-time databases, allowing for accurate and up-to-date status tracking, renewal notifications, and compliance with emissions and insurance requirements. The system also supports dealer-related investigations by allowing DMV staff to create and manage investigation cases, add and remove investigation flags on dealer records, track all investigation activities and communications, and generate analytical reports for management. These features ensure transparency, accountability, and compliance throughout the lifecycle of vehicle and dealer records.

Provide ability to extract, prepare and transmit via batch files title and vehicle registration information to various authorized State agencies and external users;

WVDLS delivers a comprehensive, secure, and highly efficient platform for sharing driver and vehicle record information—whether individually, in bulk, or through batch processing—with authorized external agencies. By partnering closely with WVDMV and its designated stakeholders, we design and implement streamlined data exchange processes that are fully compliant with statutory requirements and optimized for operational performance. This approach ensures:

- **Security and Compliance:** Robust safeguards to protect sensitive data and meet all regulatory standards.
- **Efficiency and Scalability:** Flexible architecture that supports high-volume transactions without compromising speed or accuracy.
- **Tailored Integration:** Customized configurations to align with agency workflows and evolving needs.

Batch file reporting can also be saved for future use, ensuring efficiency creating reporting criteria once.

Provide an online capability for authorized users (internal and external) to request access and retrieve title and vehicle registration information they are authorized to view for a limited set of records;

Authorized users, both internal and external, can request access and retrieve title and vehicle registration information based on permissions set within WVDLS via RBAC through the online portal. Role-based access control (RBAC) ensures internal and external users are authenticated and granted access only to records they are authorized to view, with permissions managed according to user roles.

Authorized users can search for and retrieve records using various parameters such as Vehicle Identification Number (VIN), Title Number, IRP Account Number, and Registrant Legal Name. The portal provides real-time access to title and registration details and maintains comprehensive audit trails for all access and retrieval requests, capturing user ID, date, time, and location for audit purposes. WVDLS supports secure access, efficient search capabilities, and detailed tracking to ensure compliance, transparency, and data integrity.

Integrate with various other DMV and partner systems as identified in Attachment B; and

As identified above in Phase 1, WVDLS has the capability to integrate with other systems using industry-standard protocols such as SOAP, REST, and file exchange. Utilizing our proprietary interface, the Unified Interface Controller (UIC), acting as an intermediary for all external integrations, i3 Verticals will interface with all partner systems identified in Attachment B.

Migrate all titling and vehicle registration records to the new system to operate as the system of record for the state, collaborating with WVDMV to perform necessary data cleansing and/or transformation.

As detailed in the Implementation Approach, and on page 152, our Conversion Process, will be specific to WVDMV. i3 Verticals has extensive experience in data conversion and will collaborate closely with WVDMV to migrate all titling and vehicle registration records to the new system, ensuring it operates as the system of record for the state. The process involves iterative data migration cycles, including extracting legacy data, profiling, cleansing, and validating the data using proprietary tools.

Data mapping is performed at both table and column levels, with valid value mapping and updates throughout migration cycles. Multiple trial conversions are executed to refine the process and address any anomalies or errors, with reports produced to identify and resolve data issues. Pre- and post-migration validations and reports are conducted to identify and address incomplete or partial data, with mitigation strategies determined collaboratively in regular meetings. The approach ensures that all records are accurately and consistently migrated, with comprehensive error logging and reconciliation to eliminate conversion exceptions before the final run.

The Vendor shall meet the following Go-Live criteria for Phase 4: Successful completion and Agency approval of system test, integration test, security test and performance test;

i3 Verticals will conduct and complete system, integration, security, and performance testing prior to Go-Live for Phase 4. All test results will be published in a report, enabling the Agency to make an informed Go/No-Go decision before production deployment. The system must receive formal Agency approval following successful completion of these tests before proceeding to production.

Successful completion and approval by the Agency Project Steering Committee of user acceptance testing;

Successful completion and approval by the Agency Project Steering Committee of user acceptance testing requires the resolution and closure of all UAT defects, achievement of UAT gating criteria for each Program Increment, and formal sign-off from stakeholders. The system must receive formal approval before proceeding to production, in accordance with governance. Comprehensive support is provided throughout the UAT process, including preparation of the testing environment, management of test data, support for testing tools and defect tracking systems, and thorough training for staff and stakeholders. Progress reporting of test execution, summarization of test results, and formal sign-off by the acceptance manager.

Successful completion and Agency approval of end user training;

i3 Verticals will seek approval following completion of successful Train the Trainer end user training.

Successful completion and Agency approval of a minimum of two practice/mock data conversions;

In accordance with Go-Live criteria, i3 Verticals will perform and successfully complete a minimum of two (2) mock data conversions.

No open Critical (Severity 1) issues/deficiencies (please refer to Section 4.2.2.18); and

i3 Verticals acknowledges and will ensure there are no open critical (Severity 1) issues or deficiencies following Phase 4.

No open High (Severity 2) issues/deficiencies, or if there is a High issue, there is a documented work-around and a plan for remediating the issue, which has been approved by Agency; and

i3 Verticals acknowledges and will ensure there are no open critical (Severity 1) issues or deficiencies following Phase 4.

A work plan with definitive timelines approved by the Agency for addressing open Minor (Severity 3) issues/deficiencies.

i3 Verticals will provide a work plan including definitive timelines approved by WVDMV for addressing open Minor (Severity 3) issues/deficiencies.

Following go-live, the Vendor may request Final Phase Acceptance for Phase 4 following 90 days of continuous operations with no Critical defects. In the event a Critical defect occurs, the clock for system acceptance may be reset at the Agency's option.

i3 Verticals understands and agrees that, following 90 days of continuous operations with no critical defects for Phase 4, our team may request Final Phase Acceptance. In the event a critical defect occurs during the 90 days, WVDMV has the option to reset the acceptance clock.

4.2.2.7

Provide system integration services necessary to successfully complete Phases 1-3 and Phase 4 if the Agency elects to execute this option

The Vendor shall perform the following systems integration activities:

Utilize an iterative, Agile methodology or equivalent methodology. System functions shall be configured/developed and provided to users for validation using logical sprints or waves of functionality. The completed system shall then be subject to a single system test, integration test and Agency-led user acceptance test per phase or production release prior to deploying the system functionality for that phase/release into a production status.

As detailed in our Implementation Approach, i3 Verticals employs a proven Agile Methodology, structured in iterative sprints, to configure, develop, and deliver system functions for user validation. Throughout the project lifecycle, system functionality is incrementally provided to users in sandbox environments, enabling early and ongoing validation, feedback, and refinement. Each sprint includes activities such as requirements validation, design walkthroughs, build, unit testing, functional testing, and sprint demos, with user stories accepted by the product owner upon completion. At the end of each program increment, the completed system undergoes a single system test, integration test, and Agency-led user acceptance test. System Integration Testing (SIT) validates module dependencies and data integrity across the system, while User Acceptance Testing (UAT) ensures the solution meets Agency requirements, with formal sign-off required before production deployment. All test results are documented and published in summary reports to support informed go/no-go decisions. This approach ensures thorough validation, stakeholder engagement, and compliance with Agency governance at each phase.

Provide at the start of Phases 2-4 hands-on start-up training on all elements of the Vendor's proposed software solution (including third-party software components) for the WVDMV core team members who will be assigned to the project to allow them to become familiar with the software and contribute to other project activities. Proposer shall assume training will be provided for up to 20 WVDMV, WVDOT, WVOT and consultant team members;

At the start of Phases 2-4, i3 Verticals can be on-site to provide hands-on start-up training provided on all elements of the proposed software solution, including third-party software components, for up to 20 WVDMV, WVDOT, WVOT, and consultant team members.

The start-up training strategy encompasses needs analysis, curriculum development, standardized materials, access to sandbox environments, and Pre-Go Live support. A Lead Trainer will coordinate with project managers to deliver high-quality curriculum, courseware, and technology, ensuring team members become familiar with the software and can contribute to other project activities.

Install the Vendor's proposed solution in a Vendor provided and managed technical environment. The Vendor shall support several environments as required during development and implementation to allow for concurrent activities and a controlled migration to production. The Vendor's technical environment must at a minimum support system design, configuration, development, all phases of testing, data migration, end-user training, production patch/quality assurance and production operations. Note that at its option the Agency may elect to implement the production landscape for the system in an Agency or WVOT controlled/managed Cloud environment if this option is determined to be more cost effective for the Agency. However, even if the Agency elects to host the production landscape in an Agency controlled environment, to ensure no impact to the project schedule, all testing up to user acceptance testing will take place in the Vendor provided and managed environment;

i3 Verticals will install and manage the proposed solution in a vendor-provided technical environment, supporting multiple concurrent environments throughout development and implementation to ensure controlled migration to production. The solution will be deployed on Microsoft Azure early in each phase, with logically isolated environments for development, testing, user acceptance testing (UAT), and production. These environments will support system design, configuration, development, all phases of testing—including unit, integration, system, regression, performance, security, and user acceptance testing—data migration, end-user training, production patch/quality assurance, and production operations. A dedicated training environment will be provided using the UAT configuration for hands-on practice. All testing up to user acceptance testing will occur in the vendor-managed environment, regardless of the final production hosting decision. The vendor will provide comprehensive support, including environment setup, test data management, defect tracking, and training for agency staff and stakeholders, ensuring no impact on the project schedule and a successful migration to production.

Document detailed requirements for system functionality in a requirements traceability matrix (RTM) and then track the testing and implementation of these requirements across the different test regimens and system Go-Live;

i3 Verticals will build and maintain a Requirements Traceability Matrix (RTM) throughout the project to ensure all system functionality requirements are documented, included in the solution, and fully tested. Each requirement in the RTM is cross-referenced to a test case, and its business priority is marked based on stakeholder input. The RTM is updated and maintained during the project lifecycle, supporting traceability from requirements through design, development, testing, and implementation. Testing activities include preparing and executing system test cases, regression tests, and non-functional requirement (NFR) tests, with all results published in reports for informed decision-making prior to Go-Live. User acceptance test scripts are also cross-referenced to the RTM to validate that all requirements are met. The RTM is leveraged to track the implementation and testing of requirements across different test regimens, including system integration testing, user acceptance testing, and final Go-Live, ensuring comprehensive coverage and validation of all requirements.

Perform a fit analysis of the Vendor's proposed solution to meet WVDMV's business requirements. Highlight any potential gaps:

The Vendor's proposed solution demonstrates a strong alignment with WVDMV's business requirements, leveraging a mature, scalable, and secure platform that has been successfully implemented in multiple jurisdictions. The solution supports modern user interface standards, including cross-browser and mobile compatibility, ADA compliance, and dynamic, context-sensitive workflows. It is hosted on Microsoft Azure Government Cloud, meeting FedRAMP and other federal and state compliance standards, and provides robust disaster recovery, data security, and integration capabilities via RESTful APIs. The implementation methodology is agile, with iterative requirements analysis, phased delivery, and comprehensive testing—including performance, security, data migration, and user acceptance testing. Data conversion processes are well-defined and iterative, ensuring accuracy and completeness. The support and maintenance framework includes incident management, problem management, and adaptive maintenance, with clear SLAs and warranty provisions. Potential gaps remain, as the solution relies on ongoing gap analysis, joint application design sessions, and requirements traceability to identify and address any deviations from WVDMV's specific needs. Final fit will depend on the outcomes of these collaborative activities, configuration adjustments, and the closure of any gaps identified during requirements workshops, demos, and testing cycles.

Identify alternative solutions for any potential gaps and provide a recommended solution to the WVDOT Project Steering Committee for approval. Business process re-engineering, where an option based on legal and regulatory constraints, is the preferred solution where feasible. Development of a custom extension or bolt-on is the least preferred solution. Implementation of additional software modules, development of any customizations or any alternatives involving additional cost will require approval of the WVDOT Project Steering Committee and, depending on the magnitude of the item, the approval of WVDOT executive management may also be required.

i3 Verticals excels in conducting comprehensive project gap analyses. By engaging stakeholders early in the implementation process, our team proactively identifies, documents, and recommends tailored solutions that align with business processes and regulatory requirements. Leveraging over a century of combined experience, we address complex challenges with precision and expertise.

Unlike others in the industry who may use gaps as an opportunity to upsell additional modules, our approach prioritizes practical, cost-effective resolutions. We collaborate closely with WVDMV business stakeholders to ensure solutions support both current and future operational needs.

Should any requirement necessitate customization or alternative development involving additional cost, our Project Team will promptly validate and present these considerations to the WVDOT Project Steering Committee—and, if appropriate, the WVDOT Executive Team—for review and approval.

Complete analysis and document process flows for functionality being deployed in each phase:

i3 Verticals utilizes a standardized SCRUM methodology for all software development projects, organizing the process into iterative phases called sprints. Each sprint begins with Sprint Planning, where deliverables are prioritized and planned, followed by daily stand-ups, sprint reviews, and retrospectives to ensure alignment and continuous improvement. During the Discovery phase, requirements are understood and documented to support impact analysis. The Requirements and Analysis phase involves conducting Joint Application Design (JAD)

sessions with business users to finalize functional design, document scope and requirements, and identify product gaps. A Requirements Traceability Matrix (RTM) is created to ensure all requirements are captured and validated during System Integration Testing. The Build and Configuration phase includes infrastructure setup, product configurations, and customizations. Testing activities encompass system, regression, and non-functional requirement testing, with results published in summary reports to inform deployment decisions. Training materials and user manuals are prepared and delivered in multiple formats, including online guides and video modules. Deployment and Transition phase covers production readiness certification, cutover tasks, and go-live activities. Throughout all phases, process flows are documented, including domain models, use cases, and recommendations for out-of-the-box functionalities, configurations, and modifications, which are submitted for review and sign-off.

Configure and extend the Vendor's proposed solution to support the requirements as defined in the RTM.

i3 Verticals will configure the system to the exact specifications within this RFP as well as during the requirements gathering sessions with the client. The solution will be built and maintained using a Requirements Traceability Matrix (RTM) to ensure all requirements are included, fully tested, and cross-referenced to test cases. The RTM is updated throughout the project lifecycle, with business priorities marked based on client input. After finalizing the RTM, i3 Verticals will work with business area experts to review the COTS solution step-by-step, documenting necessary configuration changes and modifications to meet exact requirements. The system supports flexible integration with external systems via a Universal Interface Controller and API Gateway, enabling rapid onboarding and updates of interfaces. Role Based Access Control (RBAC) ensures secure, tailored access to system modules and functionalities. The solution is delivered as a SaaS platform, hosted in a cloud environment, with all-inclusive maintenance, support, and security enhancements. Ongoing support is provided through a browser-based incident tracking system, and service level agreements (SLAs) are tailored to each client's needs. All software components, licenses, and compliance requirements are addressed, and the system is updated with new features implemented in other jurisdictions.

Facilitate and support business process re-engineering of WVDMV business processes where appropriate to take advantage of the capabilities of the Vendor solution (package driven re-engineering);

i3 Verticals employs an Agile methodology that incorporates package-driven re-engineering. Our approach begins with an assessment of current business processes to identify those that will be automated through software implementation. We then focus on modernizing legacy systems and leveraging advanced technologies, such as real-time API connectivity, to improve user efficiency and effectiveness.

A key component of our solution is the integrated Rules Engine, which enables the execution of business rules and workflows based on predefined triggers or conditions. Authorized users with appropriate access can modify these rules to address evolving requirements without the need for code changes or reliance on i3 Verticals. This flexibility ensures the solution remains adaptable and maintains operational efficiency.

Should a change require our involvement, the i3 Verticals team is committed to collaborating with WVDMV to provide support and assistance.

Provide product expertise and advisory support and guidance to WVDOT led organizational change management activities.

i3 Verticals provides comprehensive product expertise and advisory support to WVDOT-led organizational change management activities through a structured project management and implementation methodology. The approach includes the assignment of a seasoned Project Manager and a dedicated Product Team, Development Team, and Implementation Team, all of whom collaborate closely with WVDOT stakeholders from project initiation through go-live. The methodology is based on the Project Management Institute's PMBOK framework and Agile best practices, ensuring well-defined deliverables, rigorous planning, and iterative execution. Key activities include requirements validation, gap analysis, and the creation and maintenance of a Requirements Traceability Matrix (RTM) to ensure alignment between requirements, project plan, and deliverables. Change management is governed by a formal process involving a Change Control Board (CCB) to assess, approve, and communicate changes, with all requests documented and tracked for transparency and accountability. Communication management is emphasized through regular status meetings, cadence reports, and collaborative workshops, ensuring all stakeholders are informed and engaged. Additionally, i3 Verticals supports WVDOT with training, risk management, and post-implementation support, leveraging decades of industry experience to guide organizational change and ensure project success.

Prepare, provide to the Agency for review and approval and execute management plans for each phase, which guide the project activities during the phase. Prepare the plans as part of Phase 1 and Phase 2 and then update for later phases as appropriate. The plans include, but are not limited to: Stakeholder engagement plan,

i3 Verticals will prepare, provide for Agency review and approval, and execute management plans for each project phase, guiding activities throughout the lifecycle. These plans are developed as part of Phase 1 and Phase 2 and updated for subsequent phases as appropriate. Key management plans include, but are not limited to, the Stakeholder Engagement Plan, Project Management Plan, Integrated Master Schedule (Work Breakdown Structure), Data Conversion Plan, Testing Plan, Implementation Plan, Security Plan, and Training Plan. The Project Management Plan will detail the sequential project schedule, milestones, deliverables, and subsidiary tasks, with defined owners, estimated effort, and dependencies. All plans and deliverables will be subject to Agency review and approval at each milestone. The project will be managed using a hybrid Agile methodology, ensuring continuous stakeholder engagement, iterative planning, and regular updates to management plans as the project progresses through each phase.

Knowledge transfer plan.

i3 Verticals will facilitate comprehensive knowledge transfer for WVDLS following the completion of all deliverables, coinciding with Go-live. The approach is structured, proactive, and phase-based, ensuring all vendor teams are aligned, informed, and equipped to deliver high-quality outcomes. Key elements include a centralized knowledge repository for all project documentation, designated knowledge owners for accountability, and a clear communication plan utilizing multiple channels. Tacit knowledge is transferred through hands-on training, shadowing, and storytelling sessions. Knowledge transfer is embedded into the project timeline with defined checkpoints and milestones. The process includes planning and initiation, execution and collaboration, and validation and refinement phases, with activities such as cross-functional training, mentorship, regular meetings, and formal document reviews. The strategy aims to mitigate risk, improve quality and consistency, enhance innovation, and accelerate delivery. Technical knowledge transfer is supported by structured documentation, including

Build Books and Runbooks, which provide comprehensive references for system configuration, development, and operational procedures. Training is delivered using a Train-the-Trainer model, with standardized materials, early access to solution functionality, and ongoing support to ensure effective knowledge transfer to end users and support staff. This comprehensive approach ensures that all project teams and stakeholders are aligned, informed, and empowered to deliver and sustain the solution.

Data conversion plan,

i3 Verticals follows a structured, iterative, and collaborative data conversion plan to migrate data from legacy systems to the new solution. The process begins with defining the project scope, identifying stakeholders, and analyzing legacy data sources, including data dictionaries and schemas. Detailed two-way data mapping is performed at both table and column levels, ensuring all relevant data fields are accounted for and valid values are maintained. The migration is executed in multiple cycles, each involving extraction, cleansing, transformation, and loading of data using ETL tools such as SSIS. Pre- and post-conversion reports are generated to validate data quality, reconcile counts, and identify anomalies or errors. Data cleansing activities are conducted as needed, and any partial or incomplete data is reviewed and addressed collaboratively. The converted data is validated through testing environments such as Sandbox, SIT, and UAT, with regular reviews and status meetings to ensure accuracy and completeness. The final cutover is carefully planned to minimize disruption, and all migration artifacts, reports, and plans are documented and shared with stakeholders. Training and support are provided to facilitate user validation and ensure a seamless transition to the new system.

Interface plan.

i3 Verticals will provide an interface plan for this project. As identified within our Implementation Methodology we refer this as our ICD and utilize the documentation. All interfaces will be included in SIT testing for each phase.

Test plan including a regression test plan for Phases 2, 3 and 4 and any other post go live enhancements,

i3 Verticals will develop and execute comprehensive test plans for Phases 2, 3, and 4, as well as for any post go-live enhancements. The testing approach includes automated and manual system, unit, integration, and load testing prior to production deployment. Regression testing will be performed during each sprint to ensure that new changes or defect fixes do not adversely impact existing functionality, with key scenarios marked for regression and added to the master regression suite. Manual regression execution will be performed for test cases that cannot be automated, and key regression test cases will be automated for reuse in subsequent sprints and releases. User Acceptance Testing (UAT) will be conducted prior to production, and the system must receive formal approval before proceeding. All test results, including those from regression and post go-live enhancement testing, will be published in reports to enable informed Go/No-Go decisions. Additionally, i3 Verticals will maintain and execute test plans throughout the project lifecycle to ensure the stability, functionality, accuracy, and performance of the system and any changes made after go-live.

Training plan, and

i3 Verticals will develop and execute comprehensive training plans for start-up training for Phases 2, 3, and 4, as well as for Go-Live and any post go-live enhancements.

Go live deployment plan (including cut-over procedures and post go live support):

The go-live deployment plan for the i3 Verticals system includes a structured approach to ensure a successful transition and ongoing support. The deployment will be executed across Development, Test, User Acceptance Test, and Production environments, utilizing Azure DevOps for automated build, test, and deployment processes with gated approvals at each stage. Deployment to production will follow a blue-green or canary strategy to minimize downtime and enable rapid rollback if necessary. Prior to go-live, comprehensive testing—including system, regression, non-functional, and user acceptance testing—will be completed, with all results documented to inform the final go/no-go decision. Data migration, environment setup, and user training will be conducted, and parallel testing with the legacy system will validate data and functionality. Cut-over procedures include final data validation, deployment support, and decommissioning of the legacy system. Post go-live, i3 Verticals provides a multi-tiered support system with clear escalation paths, ongoing maintenance, updates, and continued user training. Incident tracking and monthly reporting ensure timely resolution of issues and transparent communication. The support plan will be finalized in collaboration with the client within thirty business days of notice to proceed.

Prepare a security plan and submit to WVDMV, WVOT and the West Virginia Cybersecurity Center of Excellence for review and approval, within 60 days of NTP. The Vendor shall then update the security plan as required upon the initiation of each project phase. The security plan shall detail the policies, procedures, system capabilities, work steps and other actions to be implemented to meet the security requirements in Section 4.2.2.12. The Vendor shall describe in detail the personnel, facility, transaction data, and communications security provisions that shall be utilized for the work performed under this RFP, including, but not limited to the following: Vendor solution security and access control;

i3 Verticals aligns with all relevant security and data handling requirements, including ISO-27001, HIPAA Confidentiality, the West Virginia Cybersecurity Center of Excellence and all applicable federal and state data privacy and protection laws. i3 Verticals will provide a detailed security plan including all security requirements in Section 4.2.2.12. Additionally, i3 Verticals will provide background checks, detailed descriptions of personnel, our facility, transaction data, and communications security provisions utilized for the work performed under the RFP and in relation to any contractional agreement with WVDOT, including agreement on the solution security and access control.

Approach for integrating the proposed Vendor solution with the State of West Virginia's Active Directory application;

The proposed Vendor solution will integrate with the State of West Virginia's Active Directory by leveraging Microsoft Active Directory and Azure Active Directory (AAD) for Single Sign-On (SSO) and authentication. The integration process includes configuring the solution to establish a trust relationship with Azure Active Directory, setting up SAML-based SSO settings, and providing the necessary certificate and configuration details. REST API-based integration will be used for Active Directory and OpenID connectivity, enabling single sign-in flows for users. Connectivity between the Azure-hosted solution and the state datacenter will be established using Azure ExpressRoute. The system supports Active Directory, OpenID Connect (OAuth 2.0), and SAML-based authentication mechanisms, and will be configured according to the

state's requirements for internal users. The authentication approach will be finalized in collaboration with State staff during requirements gathering sessions, ensuring compliance with West Virginia's access policies and procedures.

Security approach for public users;

Our security approach for public users is grounded in a comprehensive, multi-layered framework that ensures the integrity, confidentiality, and availability of systems and information. We implement robust authentication and authorization controls, including strong authentication mechanisms, and regular access reviews to ensure only authorized users can access sensitive data and system resources.

Data at rest and in transit is protected through advanced encryption techniques, and all user and system activities are logged and audited to detect and respond to unauthorized access attempts. The solution employs firewalls, intrusion detection systems, and secure communication protocols to safeguard against external threats. Access rights are managed through configurable parameters, granting users only the minimum necessary rights for the required duration. Regular security audits, risk assessments, and compliance with ISO-27001, HIPAA, and all applicable federal and state data privacy and protection laws are maintained. Physical security measures, incident response plans, and continuous monitoring further enhance the protection of public users. This comprehensive security model ensures that public users' data is protected from unauthorized access, disclosure, and modification at all times.

Database security;

Database security is ensured through a comprehensive, multi-layered framework that includes robust access controls, encryption, monitoring, and compliance with industry standards. All users are authenticated using solutions such as Microsoft Active Directory, with role-based authorization to control access to data and software modifications. Privileged user access is managed via Azure Active Directory and is subject to strong change management procedures.

Data at rest and in transit is encrypted in accordance with NIST FIPS140-2 cryptography standards, and sensitive data is further protected using transparent data encryption (TDE) and stateless encryption mechanisms for exports. IP-based access restrictions, regular security audits, and continuous monitoring for database activity are implemented to detect and prevent unauthorized access. WVDLS adheres to ISO-27001, HIPAA, and all applicable federal and state data privacy and protection laws. Additional measures include secure system boundaries, fail-secure principles, hardware and software hardening, data isolation, and comprehensive incident response and data breach management protocols. Regular backups, disaster recovery plans, and high availability configurations ensure data integrity and availability. Security defenses are layered throughout the application architecture, including firewalls, intrusion detection systems, and configurable access parameters, to minimize the risk and impact of security incidents.

Report tool access and distribution;

i3 Verticals Security Plan details report tool access and distribution within our Security Team. Reporting tool access is not shared with our clients. Any security incident involving client information is immediately reported and controlled in accordance with the SLA.

Data privacy;

i3 Verticals employs a robust and comprehensive privacy program to protect the rights of data subjects, ensuring compliance with applicable privacy laws such as GDPR, HIPAA, and DPPA. The organization implements privacy by design from infrastructure to application, utilizing strict policies and procedures, Azure standards, and controlled access for authorized personnel only. Role-Based Access Control (RBAC) is enforced, and all infrastructure access is managed on a need-to-know basis to prevent unauthorized access and privacy breaches. The company uses industry-standard encryption (AES-256) for data at rest and SSL/TLS for data in transit, and maintains transparency by providing users access to privacy policies and procedures after sign-in. Regular background checks, cybersecurity training, compliance agreements, and incident reporting protocols are in place. Data retention policies are flexible to comply with state requirements, and all environments are subject to the same security standards. In the event of a data breach, i3 Verticals enacts a comprehensive response plan, including system isolation, notification of impacted parties, and remediation measures.

Data communications security; and

Use of our proprietary Universal Interface Controller (UIC): i3 Verticals utilizes an interface controller, named UIC (Universal interface controller), for any third-party integration within the WVDLS. The UIC will provide extensive capabilities for delivering security and auditing requirements for any communication with the proposed IRP, including syntactic, semantic, and cross-domain interoperability. UIC supports a variety of industry-standards, including RESTful APIs, SOAP, JSON, XML, and OpenAPI formats.

Additional information is available, including architecture diagrams, however, is confidential information, and would be shared with explicit 'Not For Public Distribution' instructions.

Firewall, virus and spyware protection

i3 Verticals' hosting service implements a comprehensive security framework that includes multiple layers of defense to protect against unauthorized access and malicious threats. The infrastructure operates on hardened operating systems and is protected by antivirus software, firewalls, anti-spam, anti-spyware, and anti-malware utilities.

Advanced malware protection, application visibility and control, and URL filtering are configured within the hosting facility. WVDLS incorporates intrusion detection systems, regular vulnerability scanning, and timely application of critical security patches. Communications are secured using TLS encryption, and confidential data is encrypted both at rest and in transit. Role-based access controls and multi-factor authentication further safeguard the system access. These measures collectively provide robust firewall, virus, and spyware protection for the system.

On-boarding policy and procedures regarding background checks for Vendor employees and subcontractors;

i3 Verticals follows NIST guidelines for secure employee access, which includes role-specific training, role-based permissions, and background checks. All i3 Verticals employees take mandatory cybersecurity training and security policy acknowledgment.

Customer systems are separated into independent systems and access is only granted to select members of the project team, technical support team, and cloud services team as necessary. i3 Verticals personnel involved in direct support or custody of the customer's data will undergo

standard security background checks, training, and auditing. Access is revoked upon departure from the company/project.

Off-boarding policy and procedures regarding access deactivation for Vendor employees and subcontractors;

All employee access is revoked upon departure from the company/project.

Off-boarding policy and procedures regarding access deactivation for Agency employees, consultants, contractors and other system users;

i3 Verticals follows NIST guidelines for secure employee access, which includes role-specific training, role-based permissions, and background checks. All i3 Verticals employees take mandatory cybersecurity training and security policy acknowledgment.

Customer systems are separated into independent systems and access is only granted to select members of the project team, technical support team, and cloud services team as necessary. i3 Verticals personnel involved in direct support or custody of the customer's data will undergo standard security background checks, training, and auditing. Any and all access is revoked upon departure from the company/project.

i3 Verticals will not require or foresee requiring the use of consultants, contractors, or other system users for this project. Should that change, our Project Team will discuss with WVDMV and WVOT and secure written approval.

Facility access and surveillance for any Vendor facilities involved in the performance of the work under this RFP and any subcontract facilities utilized in the performance of the work under this RFP; and

i3 Verticals aligns with all relevant security and data handling requirements, including ISO-27001, HIPAA Confidentiality, and all applicable federal and state data privacy and protection laws. Specific to this RFP, the requirements provided appear to relate to ISO-27001, which i3 Verticals' solutions align with in the following manner. We implement a comprehensive approach to security. Below are the activities we include:

- **Risk Assessment and Management**: Conduct thorough risk assessments to identify potential security risks and vulnerabilities within the system. Implement risk management processes to mitigate these risks effectively. This involves identifying assets, assessing threats and vulnerabilities, and determining the impact of potential incidents.
- **Access Control**: Enforce strict access controls to ensure that only authorized personnel have access to sensitive data and system resources. This includes implementing role-based access control (RBAC), strong authentication mechanisms, and regular access reviews.
- **Data Encryption**: Utilize encryption techniques to protect data both at rest and in transit. This ensures that even if unauthorized access occurs, the data remains unintelligible. Encryption should be applied to sensitive data, communication channels, and storage systems.
- **Security Awareness Training**: Provide regular security awareness training to employees to educate them about security policies, procedures, and best practices. Awareness training helps employees understand their roles and responsibilities in maintaining the security of the system.

- **Incident Response Plan**: Develop and implement an incident response plan to effectively respond to security incidents. This includes procedures for detecting, reporting, assessing, and responding to security breaches in a timely manner. Regular testing and refinement of the incident response plan are essential.
- **Physical Security Measures**: Implement physical security measures to protect the physical infrastructure hosting the solution. This may include access control systems, surveillance cameras, and secure facilities to prevent unauthorized access or tampering.
- **Regular Security Audits and Reviews**: Conduct regular security audits and reviews to assess the effectiveness of security controls and identify areas for improvement. This helps ensure that the solution remains compliant with ISO 27001 standards and adapts to evolving security threats.
- **Documentation and Compliance**: Maintain thorough documentation of security policies, procedures, and controls to demonstrate compliance with ISO 27001 requirements and other security measures. This documentation is regularly updated and made available for audit purposes.
- **Vendor Risk Management**: If third-party vendors or suppliers are involved in the solution, conduct thorough assessments of their security practices to ensure they meet ISO 27001 standards. Implement vendor risk management processes to mitigate any potential risks associated with third-party dependencies.

Facility secure zones access.

i3 Verticals enforces strict access controls to secure facility zones, ensuring that only authorized personnel have access to sensitive data and system resources. This is achieved through the implementation of locked facilities employing RBAC for access, strong authentication mechanisms such as Microsoft Active Directory and Azure Active Directory, and regular access reviews. Physical security measures are also in place, including access control systems, surveillance cameras, and secure facilities to prevent unauthorized access or tampering. Additionally, all user access with privileges to modify data or software is controlled via Azure Active Directory, combined with strong change management procedures. Regular security audits and monitoring are conducted to detect anomalies and unauthorized access attempts, and multiple conditions must be satisfied before access is granted, such as successful authentication, authorization via RBAC, and restricted access from specific IP addresses or subnets.

Data centers used by commercial cloud hosting providers (e.g., AWS, Azure) manage the physical security, including access controls, surveillance, and restricted access policies. GovCloud sites employ even further security. More information on Microsoft Azure security standards can be found at Azure Government Security - Azure Government | Microsoft Learn

Prepare and obtain Agency and WVDOT approval of an overall system blueprint for each phase in the form of a system detailed design document (SDDD). The SDDD shall provide an overall vision of the system components and functionality, define required integrations with other WVDMV and third-party systems and document the required technical environment for implementing the Vendor's proposed solution. The SDDD shall contain at a minimum the following elements:System and Network Architecture according to State of West Virginia Statewide Architecture standards,

i3 Verticals will prepare and obtain WVDMV and WVDOT approval of an overall system blueprint for each phase in the form of a System Detailed Design Document (SDDD). The SDDD will provide an overall vision of the system components and functionality, define required integrations with other WVDMV and third-party systems, and document the required technical

environment for implementing the proposed solution. The SDDD will include, at a minimum, System and Network Architecture according to State of West Virginia Statewide Architecture standards. The technical architecture document will capture the configuration of all hosting environments, network, and security architecture of the solution in accordance with Statewide Architecture Requirements. The architecture will be finalized following requirements gathering and will detail all changes and planned enhancements.

WVDLS will utilize a customer-centric data model and a modular, cloud-native, service-oriented architecture built on Microsoft Azure Government Cloud, ensuring scalability, security, and interoperability. Integration with external entities will be managed via industry standard RESTful APIs, with secure, encrypted data exchange and compliance with FedRAMP and other relevant standards. The architecture will support high availability, redundancy, and disaster recovery, and will be documented in the SDDD for each project phase, subject to Agency and WVDOT approval.

Business, application architecture and technical architecture requirements,

i3 Verticals will prepare and obtain WVDMV and WVDOT approval of an overall system blueprint for each phase in the form of a System Detailed Design Document (SDDD). The SDDD will provide an overall vision of the system components and functionality, define required integrations with other WVDMV and third-party systems, and document the required technical environment for implementing the proposed solution. The SDDD will include business, application architecture and technical architecture requirements.

Hardware and software requirements,

i3 Verticals will prepare and obtain WVDMV and WVDOT approval of an overall system blueprint for each phase in the form of a System Detailed Design Document (SDDD). The SDDD will provide an overall vision of the system components and functionality, define required integrations with other WVDMV and third-party systems, and document the required technical environment for implementing the proposed solution. The SDDD will include hardware and software requirements.

Database design to include at a minimum the overall architecture, the logical data model, the physical data model, and the data dictionary.

i3 Verticals will prepare and obtain WVDMV and WVDOT approval of an overall system blueprint for each phase in the form of a System Detailed Design Document (SDDD). The SDDD will provide an overall vision of the system components and functionality, define required integrations with other WVDMV and third-party systems, and document the required technical environment for implementing the proposed solution. The Database design will include, at a minimum, the overall architecture, the logical data model, the physical data model, and the data dictionary.

System component listing and description interface design.

i3 Verticals will prepare and obtain WVDMV and WVDOT approval of an overall system blueprint for each phase in the form of a System Detailed Design Document (SDDD). The SDDD will provide an overall vision of the system components and functionality, define required integrations with other WVDMV and third-party systems, and document the required technical environment for implementing the proposed solution. The SDDD will include system component listing and description interface design.

Screen layouts,

i3 Verticals will prepare and obtain WVDMV and WVDOT approval of an overall system blueprint for each phase in the form of a System Detailed Design Document (SDDD). The SDDD will provide an overall vision of the system components and functionality, define required integrations with other WVDMV and third-party systems, and document the required technical environment for implementing the proposed solution. The SDDD will include screen layouts.

Screen functions and field edits,

i3 Verticals will prepare and obtain WVDMV and WVDOT approval of an overall system blueprint for each phase in the form of a System Detailed Design Document (SDDD). The SDDD will provide an overall vision of the system components and functionality, define required integrations with other WVDMV and third-party systems, and document the required technical environment for implementing the proposed solution. The SDDD will include screen functions and field edits.

Reporting functions,

i3 Verticals will prepare and obtain WVDMV and WVDOT approval of an overall system blueprint for each phase in the form of a System Detailed Design Document (SDDD). The SDDD will provide an overall vision of the system components and functionality, define required integrations with other WVDMV and third-party systems, and document the required technical environment for implementing the proposed solution. The SDDD will include reporting functions.

Procedural design such as use cases including processing specifications and special conditions/exception processing, and

i3 Verticals will prepare and obtain WVDMV and WVDOT approval of an overall system blueprint for each phase in the form of a System Detailed Design Document (SDDD). The SDDD will provide an overall vision of the system components and functionality, define required integrations with other WVDMV and third-party systems, and document the required technical environment for implementing the proposed solution. The SDDD will include procedural design such as use cases including processing specifications and special conditions/exception processing, and outputs.

Perform usability studies on any public facing application elements in the Vendor's solution to validate and adjust user interface design decisions;

We follow a User-Centered Design (UCD) methodology by engaging our dedicated UI/UX team members, which includes stakeholder engagement, iterative design and prototyping, and accessibility audits. Wireframes and clickable prototypes are tested before full implementation. The user experience is validated with business stakeholders, and necessary UI changes are incorporated into the final product. User acceptance testing is conducted to validate that the application meets requirements, and all test results are published in a report to enable informed decisions prior to production deployment.

Usability studies will be performed on public-facing application elements to validate and adjust user interface design decisions.

Prepare functional designs, prepare technical designs, and document all required custom development objects including forms, reports, interfaces, conversions, custom extensions and custom workflows (FRICEW). Functional and technical designs shall also include a logical and physical data model with schema drawings;

i3 Verticals will prepare comprehensive functional and technical designs, and document all required custom development objects, including forms, reports, interfaces, conversions, custom extensions, and custom workflows (FRICEW). Functional and technical designs will include logical and physical data models with schema drawings.

The process involves conducting requirements workshops and Joint Application Design (JAD) sessions with business users to finalize functional designs for each user story, and documenting requirements via Requirement Documents, Requirements Traceability Matrices (RTMs), and Integration Configuration Documents (ICDs). Technical design documents will be prepared to detail architecture, infrastructure, and interface requirements. The Database Document will contain the logical and physical data model and data dictionary. All required interfaces will be documented, and data mapping exercises will be conducted to support data conversion plans. Deliverables will include the RTM, PVDs, ICDs, Database Document, and System Design Document, ensuring all custom development objects are thoroughly documented and traceable to requirements.

Plan and execute unit and system testing including required software corrections in which the capabilities of specific system functions (software configuration and FRICEW objects) are tested together to ensure the system supports the specific business function;

i3 Verticals will plan and execute comprehensive unit and system testing to ensure that all system functions, including software configuration and FRICEW objects, are thoroughly validated to support specific business functions.

Facilitate WVDMV staff in testing system functions or parts of system functions as they are completed through iterative sprints or waves, including the sharing of test scenarios and scripts tailored to the WVDMV design. The purpose of this testing is to verify that the individual function (including FRICEW elements) work as designed;

i3 Verticals will facilitate WVDMV staff in testing system functions and components as they are completed through iterative sprints. This includes the collaborative development and sharing of test scenarios and scripts tailored to WVDMV's design, ensuring that day-to-day and integration scenarios are addressed. WVDMV Subject Matter Experts and technical leads will advise in building system test scenarios and scripts, guaranteeing that all requirements are tested and validated.

Testing activities will encompass unit, system, integration, regression, cross-browser, data migration, security, and performance testing, with both automated and manual approaches. All test results will be published in comprehensive reports, and test scripts will be cross-referenced to the Requirements Traceability Matrix (RTM) to ensure full coverage of FRICEW elements. User Acceptance Testing (UAT) will be supported through environment setup, test data preparation, training, and ongoing assistance, enabling WVDMV staff to verify that individual functions work as designed prior to production deployment.

Plan and execute system test including making necessary software corrections to test that related functions within the Vendor solution work as expected to complete holistic business functions;

i3 Verticals will plan and execute comprehensive system testing to ensure that all related functions within the Vendor solution work as expected to complete holistic business functions. The testing process includes the preparation and execution of system test cases, regression test cases, and non-functional requirement (NFR) testing such as accessibility, performance, and security testing. Defects identified during testing will be logged, tracked, and corrected, with re-testing performed to confirm resolution.

All test results will be published in a report to support informed decision-making prior to production deployment. System Integration Testing (SIT) will validate that all module dependencies and interfaces function correctly, maintaining data integrity across modules. User Acceptance Testing (UAT) will be conducted to ensure the solution meets business requirements, with formal approval required before production. The testing team will utilize industry-standard tools and methodologies, and a test summary report will be prepared at the conclusion of each test cycle. This structured approach ensures that necessary software corrections are made and that the solution operates as intended across all business functions.

Plan and execute integration test including required software corrections in which the integration of two or more business processes supported by the Vendor solution and/or the integration between the Vendor's solution and other WVDMV or partner systems is fully tested;

System Integration Testing (SIT) will ensure that all module dependencies are functioning as expected and that data integrity is maintained between separate modules for the entire system. In this phase, i3 Verticals will test the applications in the integrated environment, and the primary focus is to validate the interfaces between source and destination applications. Business scenarios will be tested in an integrated code during this phase and will include the following: request, response, and error message validation between core product suites using middleware; data flow and data integrity validation between core product suites; strategic interface validations; and interface validation to middleware layer for legacy applications and external applications. Both real-time and batch interfaces will be validated as part of interface testing.

All functionalities listed under the features to be tested will be tested as part of the process flows, business rules, and field UI level validations. Test cases will be logically grouped based on the functional modules, and execution will be carried out sequentially. Test case execution will be carried out using green field data (new data) or migrated data (legacy data) as per the applicable scenarios. Defects identified during integration testing will be logged, tracked, and corrected prior to production deployment. All test results will be published in a report to enable informed decision-making before production. The i3 Verticals team will work closely with WVDMV and partner systems to ensure all integration points are fully tested and validated, and any required software corrections are implemented and retested to ensure successful integration. SIT will be included in the SDDD.

Support execution of user acceptance test (WVDMV to manage test planning and test execution) in which WVDMV users will verify the system works as designed and is ready for migration to production status. The Vendor shall also be responsible for implementing any required software corrections to resolve issues identified during user acceptance testing with the Vendor solution or any custom objects designed and developed by the Vendor;

i3 Verticals will provide comprehensive support for User Acceptance Testing (UAT) to ensure that WVDMV users can verify the system works as designed and is ready for migration to production. This includes meticulous preparation of the UAT environment to closely replicate production, management and loading of realistic test data, and support for both manual and

automated testing tools such as JMeter and Jira Service Desk for defect tracking. The i3 Verticals team will share test scripts, provide training materials, and conduct training sessions for DMV staff and stakeholders.

During UAT, the environment will be made accessible to designated testers, and continuous support will be provided to promptly address any questions or issues. All defects identified during UAT will be thoroughly documented, tracked, and communicated through Jira Service Desk, with frequent releases provided to resolve any blockers. The vendor is responsible for implementing any required software corrections to resolve issues identified during UAT, including those related to the vendor solution or any custom objects designed and developed by the vendor. Formal approval of the system is required before migration to production. All UAT will be included in the SDDD.

Plan and execute security test, performance testing and regression testing (for Phase 2, 3 and 4 and any other future phases and any post Go-Live enhancements);

i3 Verticals will plan and execute security testing, performance testing, and regression testing for Phases 2, 3, and 4. A comprehensive Test Plan will be developed for each phase, encompassing detailed test plans, tailored test environments, test data planning, defect management, and risk mitigation strategies. Security testing will be conducted prior to go-live during the pilot testing phase, focusing on compliance with OWASP and SANS 25 guidelines, PCI-DSS standards where applicable, and will include both static and dynamic security analysis. Performance testing will be planned prior to go-live and will include load, stress, endurance, and volume testing, with scripts developed in a pre-production environment using production-like data to emulate real-world scenarios. Regression testing will be performed during each sprint and after enhancements to ensure that new changes or defect fixes do not impact existing functionality, with key scenarios automated for reuse in future sprints and releases. All testing activities will be aligned with Agile methodology, included in the SDDD, with results documented and reported to support formal approval before production deployment.

Plan, design, develop, test and execute data conversions prior to production cut-over. WVDMV anticipates a minimum of two full mock data conversions per phase where data is being migrated, one prior to integration test and one prior to user acceptance test;

i3 Verticals will follow a structured, iterative, and repeatable process to cleanse and migrate data from legacy systems for each Phase to the new standardized database schema. The process includes multiple migration cycles, with each cycle involving data preparation, extraction, cleansing, mapping, and validation. At least two full mock data conversions will be conducted per migration phase: one prior to integration testing and one prior to user acceptance testing (UAT). During each cycle, pre- and post-conversion reports are generated to ensure data quality, and any anomalies or errors are addressed collaboratively with WVDMV. The converted data is validated through system, integration, and user acceptance testing, with comprehensive support and training provided to WVDMV staff. Final cut-over to production occurs only after successful completion and approval of all testing phases, ensuring data integrity and alignment with WVDMV requirements. The full conversion plan will be included in the SDDD.

Prepare a regression test plan for use in testing any changes to the production system made in Phase 2, 3 or 4 or any other future phase or for any enhancements that are implemented post go live;

Regression testing will be performed during each sprint to confirm that functionalities delivered in earlier sprints continue to operate as expected. During user story analysis and test case preparation, key scenarios are marked for regression testing and added to the master regression suite. The business analyst and business teams will review this suite to ensure comprehensive coverage. Manual regression execution will be performed for test cases that cannot be automated. Key regression test cases will be automated for reuse in subsequent sprints and releases. All test results will be published in a report which will enable the team to make an informed decision prior to production deployment. Testing activities will include the preparation and execution of regression test cases, defect raising, re-testing, tracking to closure, and preparation of a test summary report. The regression test plan will be updated and executed for any changes made in Phase 2, 3, and 4, as well as for any enhancements implemented post go-live, to ensure that existing functionality remains stable and unaffected by new changes. The regression testing plan will be included with the SDDD.

Develop implementation cut-over and contingency plans, including determining the fallback position in the event production cut-over is halted for whatever reason;

i3 Verticals develops implementation cut-over and contingency plans by employing a structured methodology that includes detailed planning, risk mitigation, and fallback strategies. The cut-over approach involves parallel testing of functionalities in both the legacy and new systems during the pilot phase, validating transactions and data to ensure readiness. In the event production cut-over is halted, contingency plans are activated, which may include alternate ways to proceed, collaboration between i3 Verticals and the WVDMV to address interface requirements, and leveraging lessons learned from a permanent risk log. Disaster recovery and business continuity plans are regularly tested and refined, with backup and recovery procedures in place to restore operations quickly. These plans are supported by comprehensive documentation, training, and continuous improvement processes to ensure resilience and rapid recovery from disruptions and will be included in the SDDD.

Prepare user training materials and system procedure manuals. User training materials shall be tailored to include WVDMV specific business processes and data, detailing the end-to-end process with integration "hand-offs" included and not simply detailing the process within the Vendor solution. System procedure manuals shall be specific to WVDMV business process (as re-engineered during the project);

i3 Verticals will tailor training materials and system procedure manuals to WVDMV-specific business processes and data, detailing end-to-end processes with integration hand-offs included, rather than simply describing processes within the Vendor solution. The training approach employs a comprehensive Training Strategy and Plan, including needs analysis, curriculum development, delivery schedule, and learning paths for each release. Training materials will be standardized across the organization, incorporating applicable manual steps and integration points that form part of the end-to-end processes.

System procedure manuals, including Build Books and Runbooks, will be tailored to WVDMV business processes as re-engineered during the project, providing comprehensive documentation of system configuration, integration points, operational procedures, troubleshooting, and maintenance tasks. All materials will be reviewed and approved in collaboration with WVDMV, ensuring alignment with WVDMV operational needs and team structure.

Create how to training videos for system functionality to be utilized by the public;

The i3 Verticals Training Team will coordinate throughout each phase to identify and document end user training videos. These videos will be created specifically for WVDMV use.

Deliver a pilot of end user training for each phase to prepare WVDMV trainers and user acceptance testers. For planning purposes, Vendor may assume this training will be provided to 20 WVDMV, WVDOT, OT or consultant team members per phase;

i3 Verticals will deliver a pilot program of end user training for each phase to prepare WVDMV trainers and user acceptance testers using a comprehensive Train-the-Trainer (TTT) approach. Training will be tailored to the specific needs of WVDMV, WVDOT, WV OT, or consultant team members, with each phase providing training to approximately 20 participants. The training program includes the development of a detailed Training Plan documenting the training approach, needs analysis, curriculum, delivery schedule, and learning paths for each release. Training will focus on educating users on system functionality and applicable manual process steps, utilizing standardized training materials, hands-on classroom or virtual sessions, and access to a sandbox environment. i3 Verticals trainers will deliver role-based instruction in collaboration with WVDMV trainers, ensuring that trainers are equipped to support end users post-training. Training will be delivered as closely as possible to Go Live to maximize knowledge retention, and comprehensive training materials, manuals, and web-based resources will be provided. The effectiveness of training will be monitored and evaluated based on agreed assessment criteria, and i3 Verticals will provide ongoing support throughout the User Acceptance Testing process.

Deliver a train the trainer program that fully prepares the WVDMV Trainers for end user training per phase;

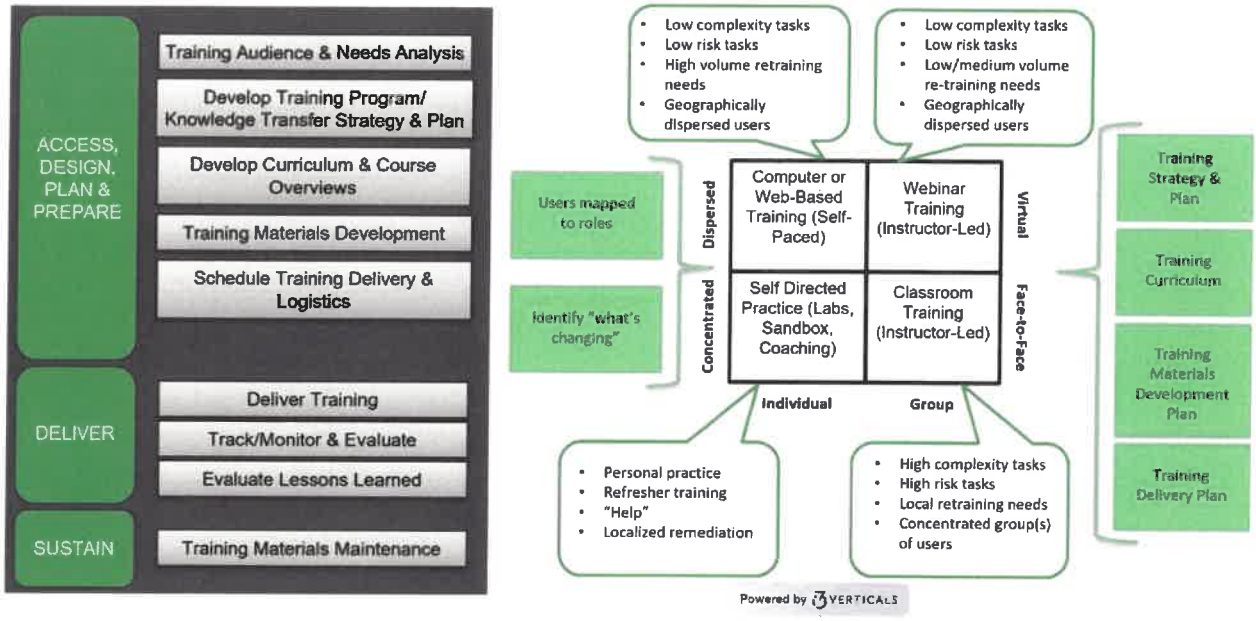
Training

i3 Verticals will tailor our training process to the specific needs of WV Department of Motor Vehicles, internal users, and your user community. We have found that a "Train the Trainer" (TTT) approach works best as the knowledge base would then remain within WVDMV.

As part of the learning process, we offer comprehensive training manuals and documentation, as well as periodic updates that match periodic software updates to our system which are generally related to overall system updates.

With our years of experience, we have found it is essential to have well-trained internal and external users with the requisite skills, knowledge, and level of user adoption to drive the value associated with the solution. Defining the approach and tactics to achieving these objectives requires a comprehensive Training Strategy, as shown on the graphic on the following page.

The following diagram outlines i3 Verticals approach toward training our customers:



To effectively train the end-users and receive the best value from our implementation, i3 Verticals will require subject matter expertise on WV Department of Motor Vehicles' business processes. Likewise, WVDMV Trainers will require expertise in the new solution to support their end-user population community post-training. Our instructors will be paired with the WVDMV Trainers to deliver role-based end-user training. Both i3 Verticals and WVDMV trainers will be present in the classroom/ virtual classroom. i3 Verticals trainers will focus on system administration processes, while WVDMV Trainer's will focus on business-use discussions and supporting practice activities during and after classroom training is completed.

In creating the Training Strategy and Plan, the following guided principles are employed:

- Training will focus on educating users on how to utilize the system and applicable manual process steps in support of their job activities.
- Delivery of high-quality curriculum, courseware, and technology that meets the evolving needs of target user populations.
- Standardized training material across the organization that incorporates applicable manual steps that form part of the end-to-end processes.

Allow WVDMV Trainers to familiarize themselves with system functionality as early as possible. Providing access to the sandbox environment, providing adequate support, and taking advantage of communication activities to introduce major changes and benefits.

- Utilize WVDMV Trainers to provide post-Go Live support on system usage to end users post Go Live in each Release.

The key features of the training approach that will be documented in the Training Plan will include the following:

Training Audience and Needs Analysis: Identifies specific learning needs of all audiences as input to curriculum development.

- **Training Strategy and Plan:** Documents training scope, objectives, approach, and key deliverables. Provides the basis for the training strategy and is primarily built on the Training Needs Assessments.
- **Training Curriculum and Course Overviews:** Role-based training curriculum maps roles to training modules, delivery hours, and methods of instruction.
- **Training Materials Development:** Develop training course material as per the training plan and curriculum - such as materials for instructor-led training and business-specific quick reference guides.
- **Training Delivery Schedule & Logistics for Classroom training delivery**: Training logistics and schedule (location, number of people per class, duration, etc.).
- Note: It is anticipated that the WVDMV will provide fully equipped training rooms at their location (if onsite training is required) with secure network access to allow for the delivery of the training.
- **Deliver Training:** i3 Verticals will provide training on new features and user stories as they are released. Complete delivery of training sessions at the end of the system development between UAT and Go-Live.
- **Track, Monitor, and Evaluate learning outcomes:** Monitor training effectiveness based on agreed assessment criteria. It is anticipated that the WVDMV will assign staff to administer, collect and tabulate the assessment information.
- **Training Materials, Manuals, and Web-based training:**
- i3 Verticals has an existing set of training materials that can be modified to suit the needs of WVDMV via a review/ approval process.
- i3 Verticals will work with WVDMV and produce an extensive training plan that will include the expected hours and days in the classroom/virtual classroom.
- **Train the trainer:** i3 Verticals finds that the Train the Trainer (TTT) model for training delivery has proven to be more efficient and effective with past clients.

i3 Verticals provides training expertise, experience, and capacity to manage the learning lifecycle for the WV Department of Motor Vehicles WVDLS implementation.

Our detailed Training Plan will document the training approach, needs analysis, curriculum, delivery schedule and learning paths for each release of the WV Department of Motor Vehicle's WVDLS throughout the life of the project. The Training Content Development section in the plan also covers each type of training document, the tools and software used for development, and the deaired file format for documents provided to WV Department of Motor Vehicles.

i3 Verticals will identify a Lead Trainer, as part of the project, who coordinates with the i3 Verticals and the WV Department of Motor Vehicles Project Managers. Deliverables from the Lead Trainer include identifying WV Department of Motor Vehicles expectations, creation and delivery of materials, topics covered for each specific target audience including the quantity and duration of each session, the proposed training schedule, and facilities and requirements needed for training.

The Training Plan includes details related to the training environment, course delivery, and evaluation, and overall training project management information. Our proven Training Plan and strategies include i3 Verticals standards and guidelines which are applied to ensure the development of high-quality training materials and clarify i3 Verticals and WV Department of Motor Vehicles responsibilities and accountabilities as they relate to the training development, review, and approval process.

Support delivery by WVDMV trainers of end user training to WVDMV staff who will use the system through various delivery platforms (eLearning, classroom-based, etc.) as identified in the

approved training plan. Vendor shall manage training environment for duration of training and for at least 90 days post Go-Live, including required refreshes of the training database. Vendor shall assume end user training will be required for approximately 500 WVDMV staff across each phase;

i3 Verticals will support the delivery of end user training to WVDMV staff through a comprehensive, role-based training program utilizing a Train-the-Trainer (TTT) model. WVDMV trainers, equipped with expertise in the new system, will deliver training to approximately 500 staff across each phase, using various delivery platforms such as eLearning and classroom-based sessions, as identified in the approved training plan. Both i3 Verticals and WVDMV trainers will participate in classroom and virtual sessions, with i3 Verticals focusing on system administration and WVDMV trainers supporting business-use discussions and practice activities. The training curriculum, materials, and schedule will be documented in a detailed Training Plan, which also includes the management of the training environment and required refreshes of the training database for the duration of training and at least 90 days post Go-Live. Standardized, high-quality training materials, manuals, and web-based resources will be provided, and the effectiveness of training will be monitored and evaluated based on agreed assessment criteria.

Execute data migration and cut-over to production status per the approved cut-over plan and in compliance with State of West Virginia standards and procedures for promotion of systems to production;

i3 Verticals will execute data migration and cut-over to production status through a structured, iterative, and repeatable process that ensures compliance with State of West Virginia standards and procedures for promotion of systems to production.

Provide production support by the Vendor's original project team for at least 90 days following system implementation (go-live) through Phase Acceptance for each phase. An ongoing level of off-site and on-site presence by the original project team members is expected during this 90-day period;

Our dedicated support team will be available (with potential for on-site presence) for at least 90 days following system implementation through Phase Acceptance for phase 1 through 4 to ensure that the solution operates as intended and meets the requirements of the WVDMV.

Perform knowledge transfer to WVDMV, WVDOT IT or OT staff acting as system administrators throughout the duration of the project and the production support period per the approved knowledge transfer plan;

i3 Verticals will facilitate comprehensive knowledge transfer to WVDMV, WVDOT IT, or OT staff acting as system administrators throughout the duration of the project and the production support period, in accordance with the approved knowledge transfer plan.

Perform work activities that require close collaboration with the Agency on-site in Charleston, West Virginia or at other Agency facilities across the State of West Virginia - for example, requirements validation, conference room pilots, user acceptance testing, training, cutover, initial post go live support, etc. Other activities may, with the concurrence of the Agency, be performed off-site; and

i3 Verticals Project Team will perform work activities that require close collaboration with WVDMV on-site in Charleston, West Virginia or at other Agency facilities across the State of

West Virginia - for example, requirements validation, conference room pilots, user acceptance testing, training, cutover, initial post go live support, and any other activities which may, with the concurrence of the Agency, be performed off-site.

Provide ten (10) business days for Agency review of project deliverables and work products.

WVDMV will have ten (10) business days to review each deliverable and provide feedback.

4.2.2.8

Provide project management services throughout system implementation and operations and maintenance

The Vendor shall perform ongoing project management consistent with Project Management Institute (PMI) industry best practices to manage, monitor and track project work activities against the approved baseline scope, schedule and budget; perform project status reporting; maintain project documentation; manage issues log and risk register; and manage contract items. The Vendor shall at a minimum perform the following project management services and activities: Prepare and obtain Agency approval of a detailed project work plan at the start of each project phase, which outlines the tasks/activities in that phase required to fully implement the system to a production status. The project work plan shall document the timeline of each project task/activity, the sequencing of tasks/activities and the dependency between these activities. The project work plan shall also document all assumptions made in preparing the work plan including what the Vendor needs the Agency to provide in terms of resources, workspace, and computing environment. The project work plan for Phase 1 and Phase 2 shall be prepared and submitted to the Agency for approval within 30 days of Contract execution. The project work plan for Phase 3 and Phase 4 if the Agency option is executed shall be prepared and submitted to the Agency for approval within 30 days of the NTP for each phase.

As part of the i3 Verticals Proposed Management Methodology and Approach, the Project will follow an Agile Methodology and the utilization of PMI industry best practices to produce a Hybrid methodology. These include managing, monitoring, and tracking project work activities against the baseline scope, managing the schedule and budget, involving all stakeholders and resources, with effective communications and reporting, maintaining all risks, all while partnering with the WVDMV. These best practices will be completed following the **Agile Execution Framework** to include:

Scope Management

Scope Management ensures that the project includes all the work required to complete it successfully. Key Scope Management activities include:

- Prioritize Portfolio backlog.
- Split epics, prioritize features.
- Prioritize Product backlog.
- Prioritize team sprint backlog.

Time Management

Time Management ensures the timely delivery and completion of the project. Key time management activities include:

- Fixed Sprints and Program Increment durations.
- Frequent backlog grooming.
- Prioritize user stories.
- Observed team velocity.

- User stories, sized, and based on Agile estimation techniques.
- Team members commit to the sprint backlog.

Cost Management

Cost Management ensures that the project is completed within the approved budget. Key cost management activities include:

- Plan Agile Release Train (ART) Funding.
- Allocation based on customer demand.
- Determine the Agile Release Train budget.
- Control costs at a Program Increment boundary.

Quality Management

Quality Management ensures that the project adheres to the quality standards as planned. Key Quality management activities include:

- Definition of ready.
- Behavior-driven development (BDD) / Test-driven development (TDD).
- Continuous integration.
- Definition of Done / Pair testing.

Resource Management

Resource Management ensures the most effective utilization of resources for the project. Key Resource management activities include:

- Evaluate team capacity.
- Dedicated teams assigned.
- Retrospectives and continuous learning by teams.
- Self-organized teams.

Communication Management

Communication Management ensures an ongoing cycle of collecting and disseminating project information. Key Communication management activities include:

- Setting up a Governance model for the program
- Identify business owners.
- Align to a common vision.
- Frequent collaboration and team agreements.
- The daily stand-up meeting, sprint demos, and retrospective meetings.
- Publish work status on Kanban boards.
- Highly collaborative environment: lean portfolio metrics published regularly.

Risk & Issue Management

Risk & issue Management ensures the identification, analysis, and resolution of project risks and issues. Key Risk and issue management activities include:

- Deliver in small increments, mid-program increment reviews.
- Fishbone and 5 Why techniques to analyze impediments.
- Regular Scrum of Scrum meetings to identify impediments.
- Swarm and proactively resolve impediments.

Integration/Performance Management

The Release Train Engineer (RTE) and the PMO team capture agile metrics at period intervals to track the progress of the agile release train. The metrics are captured at a sprint, release, and project level. Representative metrics include:

- Sprint Velocity
- Sprint Defect density
- Release Productivity
- Release Defect density
- Release Effort variance
- Project Productivity in story points
- Project Defect density
- Project Schedule variance

Procurement/Vendor Management

Procurement/Vendor Management ensures the acquisition of services and goods for successful project completion. Key Procurement management activities include:

- Establish strategic relationships.
- Develop business partnerships.
- Align with Lean and Agile practices.
- Close contracts.

i3 Verticals Proven Methodology:

Our Agile methodology has evolved over two decades and continues to mature with every new implementation. In addition to our years of experience, understanding the DMV environment from your perspective allows us to anticipate the complexities associated with building a comprehensive work plan which outlines all tasks required to guarantee a smooth transition to the new i3 Verticals WVDLS solution for the WVDMV.

The i3 Verticals Software Development Lifecycle (SDLC) has evolved, following the proven steps on the page to follow.

i3 Verticals SDLC Steps

1. Establish Detailed Project Plan – A project plan and Work Breakdown Structure (WBS) will provide the baseline for measuring project progress and project status reporting, referred to as a System Design Document (SDD) by WVDMV
2. Establish Configuration Management
3. Create a Requirement Traceability Matrix (RTM)
4. Create a Requirements Document
5. Create a technical Interface Control Document (ICD)
6. Create a Data Conversion Plan (To include multiple trial conversions and data cleanup reports)
7. Develop Test Plans (System, Integration and User Acceptance)
8. Complete code changes and unit testing based on requirements documented in the Requirements Document (SDD) and ICD
9. Perform Integration Testing
10. Perform System Testing
11. Perform Stress Testing
12. Perform Regression Testing
13. Develop User Manuals, Training Plan and supporting materials
14. Develop detailed Cutover plan
15. Deliver Train the Trainer session for WV Department of Motor Vehicles trainers
16. Assist with User Acceptance Testing
17. Deliver User Training
18. Perform Final Conversion run and verification (Subject to data conversion if applicable for this project)
19. Implementation into Production
20. Post Implementation Review
21. Support and Maintenance Plan
22. WVDMV Final Acceptance

i3 Verticals will use a hybrid Agile approach for project management. The Project Manager will collaborate with the WVDMV project management counterpart from the start of the project through go-live while working with WVDMV to track and ensure the quality throughout the project duration and ensure that the project scope of services is delivered on time and within budget.

Following a demo of WVDLS and review of the project, to ensure our Project Team's complete understanding, i3 Verticals and the WVDMV business teams identify any product gaps and deviations required to meet the WVDMV requirements. All identified gaps will be documented in the Product deviation backlog as user stories. During the execution of each phase, following the kickoff, i3 Verticals will conduct Joint Application Design (JAD Sessions) with WVDMV Business users finalizing the functional design for each identified user story from the product deviation backlog. The User experience will be validated with WVDMV business stakeholders, and necessary UI changes will be incorporated into the final product.

Prepare and obtain Agency approval of a project management plan at the start of the project, which outlines the project management processes to be implemented and utilized during the entire project (Phase 1 and subsequent phases). The project management plan shall be prepared and submitted to the Agency for approval within 30 days of Contract execution. The project management plan shall be updated as required at the start of each project phase;

i3 Verticals will provide a Project Management Plan prior to the kickoff meeting, outlining the project management processes utilized throughout the project, phases 1 through all subsequent

phases. The plan will be submitted to the Agency for approval within 30 days of the execution on the contract.

Conduct a project kick-off meeting within 10 days of Contract execution and then within 10 days of NTP for each subsequent phase to review with WVDMV stakeholders the scope and schedule for each phase and the contributions which will be required from WVDMV stakeholders and the timing of these activities/contributions;

i3 Verticals Project includes a kickoff meeting, our PM will ensure this meeting happens within 10 days of contract execution.

Prepare and provide to the Agency status reports at least bi-weekly that documents at a minimum: Main tasks worked on during the week,

i3 Verticals acknowledges and will comply with this requirement.

Milestones reached,

i3 Verticals acknowledges and will comply with this requirement.

Deliverables provided,

Project Deliverables

Requirements Document (SDD)- Any necessary configuration changes and modifications required to meet the WVDLS's requirements, called the Requirements Document. This provides the design criteria the development team needs to make the necessary configurations and customizations to the WVDLS.

Interface Control Document - During the requirements analysis we coordinate with WVDMV IT experts to identify and document the interfaces in the Interface Control Document (ICD) to define exactly how we will interface with internal and external systems. The i3 Verticals' UIC acts as an intermediary between the external systems and the application programs minimizing the need for program changes due to external system changes, eliminating the need to change the application program code.

Data Conversion - This includes review of current legacy data dictionary and data lakes to begin the mapping exercise between the legacy data store and the new database. As part of this step, we analyze and coordinate with the WVDMV Project Team how best to create a common customer. We discuss the inclusion of WVDMV third-party systems, as required, if it does not exist. This task helps form the data conversion plan and provides early converted data to the business group for feedback.

The Functional Requirements document, Interface Control document, and Requirements document provide the necessary details for the to-be business process models, wireframes/screens, business rules, workflows, interface functional requirements, report requirements, and more.

i3 Verticals' **WVDLS will function in conformance with WVDMV Business Rules**. i3 Verticals configures business rules provided by WVDMV into the system with the rules being validated as part of User Acceptance Testing (UAT). The rules engine included in WVDLS can transform legislation and policy regulations into executable and maintainable transactions. This will empower WVDMV staff to assess the impact of new and existing policies while achieving

consistency across all delivery channels. Business units will provide detailed decision reporting to understand how decisions are reached while enforcing compliance requirements.

We **elicit, document, and manage all requirements and the WVDMV business rules** to support project deliverables. Business Rules will be identified as part of the JAD sessions. i3 Verticals will present the requirements to WVDMV for approval of the commonly generated requirement document(s) for the project deliverable for phases 1 through 4. One of our differentiators is the concentration on the front end of our implementation schedule defining existing processes and collecting information on all legacy data required for conversion. By defining and collecting this information first, we have found that this alleviates potential issues downstream as well as enabling the WVDMV team to benefit from potential lessons learned from other clients.

Main tasks to be worked on in the next two weeks,

i3 Verticals acknowledges and will comply with this requirement.

Project concerns and problems, and

i3 Verticals acknowledges and will comply with this requirement.

Items needed from the Agency to continue to progress project work per the approved project work plan;

i3 Verticals acknowledges and will comply with this requirement.

Conduct bi-weekly status meetings with the WVDMV Project Manager(s) and key WVDMV, WVDOT and OT stakeholders to review the project progress;

i3 Verticals acknowledges and will comply with this requirement.

Prepare and obtain Agency approval of a risk management plan and implement and maintain throughout the project a risk management process which identifies and documents all risks associated with the project, the triggers that will alert the project manager to the risk's likelihood of occurring and a mitigation plan;

i3 Verticals acknowledges and will comply with this requirement.

Prepare and obtain Agency approval of a quality assurance (QA) plan within 45 days of Contract execution. The QA plan shall document the steps the Vendor plans to take to ensure quality is incorporated into all aspects of the Vendor's work activities. The QA plan shall document the processes to be used in assuring the quality of services provided for each requirement in the scope of work, including but not limited to, timely provision of services, professional quality reports and documentation, a process for addressing customer service issues, and a plan for addressing necessary changes resulting from changes in WVDMV needs, findings of substandard performance, or other external factors;

i3 Verticals acknowledges and will comply with this requirement.

Implement a project collaboration environment accessible with appropriate security to Vendor and Agency project team members for posting and sharing project deliverables, work products and other project artifacts;

i3 Verticals acknowledges and will comply with this requirement.

Implement in this project collaboration environment at a minimum the following types of online logs/registers which can be viewed by all project team members and updated by various project team members as agreed to in the approved project management plan:Risk register,

i3 Verticals acknowledges and will comply with this requirement.

Action item log,

i3 Verticals acknowledges and will comply with this requirement.

Issues log, and

i3 Verticals acknowledges and will comply with this requirement.

Decision log; and

i3 Verticals acknowledges and will comply with this requirement.

Prepare as part of the project management plan and obtain Agency approval of a scope change management process for any proposed changes to the project work plan once the plan is baselined. The change management process shall include, but not be limited to, change requests and approval levels, as well as associated risks. Additionally, the change management process shall address priorities and other relevant information pertinent to the proposed changes and the effect on the project in terms of time, money, and resources. Change requests prepared under this process shall utilize the appropriate Vendor change order hourly rates as submitted in the Vendor's cost proposal.

Change Management

The objective of a Change Management process is to ensure that all changes are assessed, approved, implemented, and reviewed in a controlled manner. To achieve this, i3 Verticals will align to WVDMV existing change management process.

Change Control Management

At the beginning of the development phase WVDMV and the i3 Verticals teams will appoint a Change Control Board (CCB) to review Change Requests (CR) and manage changes. CR's may be generated for application changes, reported discrepancies, errors found during testing, and system enhancements.

- A CR is a documented proposal to address a requirement which is not in the agreed scope defined in the RTM and not identified/documented during the requirement workshop Functional Requirement Document / Product Verification Document review sessions. CR's may impact schedule and/or budget.
- Change requests may have associated cost or they may be determined to be one-time no charge change requests. This will be always discussed, and approvals will be taken from the CCB before proceeding with any changes.
- When i3 Verticals receives a CR, i3 Verticals may request additional detailed information and reference artifacts from the WVDMV if required. i3 Verticals will perform an impact analysis and discuss the requested changes with the CCB. CRs will be considered for subsequent action when the CCB agrees to the impact analysis and approves the CR. Upon receiving the CR approval from the CCB, i3 Verticals will perform a detailed

analysis and proceed further with the CR management and implementation process based on the estimate and size of the change.

Change Management Meeting

All CRs will be maintained in the change control register/log as part of the Project Cadence file which is circulated to all stakeholders. i3 Verticals will work with the WVDMV Project Manager to finalize the Change request document format.
The Change Control Board (CCB) will meet regularly (Monthly or at a mutually agreed upon frequency) to assess, prioritize, plan, approve or deny changes. The board will recommend the way forward following a thorough assessment of changes, both from the business and technical perspectives, including impact, benefits, criticality, and prioritization. The CCB will also be responsible for change release planning and communication of changes to stakeholders.

4.2.2.9

Plan and conduct structured testing during each project phase

The Vendor shall develop a master test plan and complete tests to demonstrate that all functions and capabilities of the Vendor's solution perform as expected and in compliance with industry standards. Testing shall be performed utilizing automated testing tools to the extent practical to allow for replication/recreation of test scenarios in future regression testing, etc.

i3 Verticals exceeds this requirement, as built into our Agile Methodology.

WVDLS QA/Testing for Each Phase

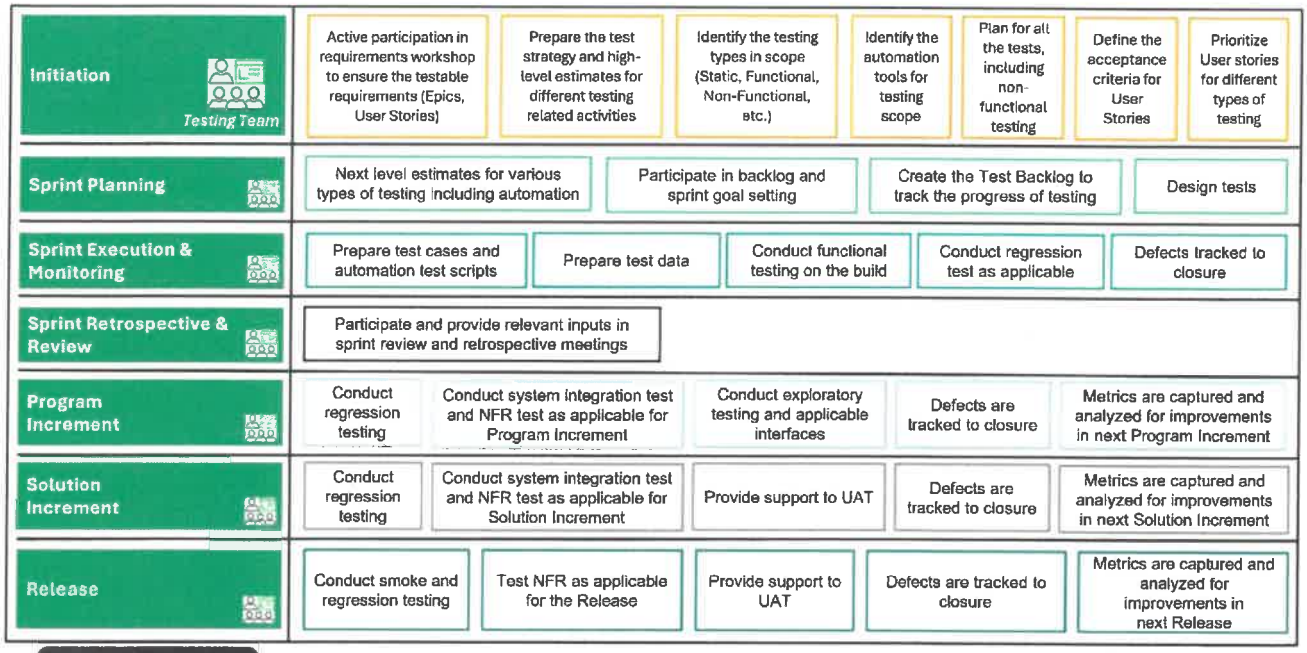
Testing & Quality Control

Testing

i3 Verticals employs industry-standard quality processes and metrics to deliver the finest, high-quality solution for WVDMV.

The comprehensive Master Test Plan will encompass various types of testing, detailed test plans, test environments tailored for each testing type, test data planning and creation, defect management utilizing incident management tools, as well as risk identification, assessment, impact analysis, and mitigation strategies. These elements will be developed in accordance with industry best practices for each phase of the development lifecycle. The Master Test Plan will be shared with WVDMV as part of the testing deliverables. WVDLS for WVDMV will undergo both automated and manual system testing, including unit, integration, and load testing prior to production deployment. The project testing plan will also allocate time for User Acceptance Testing (UAT), and the system must receive formal approval before proceeding to production, in accordance with WVDMV's governance.

The following diagram illustrates the testing team's activities within the Agile testing framework.



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Agile Test Framework - Testing Team Activities

Testing Approach

To fulfill the requirements of WVDMV, i3 Verticals will conduct multiple types of testing following the implementation of each phase. These include:

1. Sprint Testing
2. Integration Testing
3. Regression Testing
4. Cross-Browser Testing
5. Data Migration Testing
6. Security Testing
7. Performance Testing
8. User Acceptance Testing (UAT)

Test Reporting

Throughout project execution, a testing status report will be prepared for each planned test cycle, providing a comprehensive overview of the testing cycle for the application. All testing is aligned with the proposed Agile methodology as depicted in the sample chart below:

Testing Type Samples

	Sprint	Program Increment	Solution Increment	Release
Testing Types	• Code Reviews Walkthroughs • Unit Testing • Configuration Testing • Data Validation • Regression Testing • Automation	• Smoke Testing • Integration Testing • Conversion Testing • Regression Testing • Automation • Browser Compatibility Testing • Mobility Testing • Performance Testing (Load, Stress, Endurance) • Accessibility Testing • Internalization Testing and Localization (Multi-Lingual) • Role Based Testing	• Integration Testing • Conversion Testing • Regression Testing • Automation • Performance Testing (Load, Stress, Endurance) • Security (Vulnerability, Penetration) • Disaster Recovery Testing • User Acceptance Testing	• Smoke Testing • Regression Testing • Automation • Availability Testing • User Acceptance Testing
Testing Activities	• Sprint Test Planning • Test Case Preparation (All Applicable Test Types) • Test Data Preparation • Test Case Execution • Automation Scripting • Code Reviews • Defect Logging and Triaging • Daily Test Execution Status Report (DSR) • Building Regression Suite • Test Report	• PI Test Planning • Test Case Preparation (All Applicable Test Types) • Test Data Preparation • Test Case Execution • Automation Scripting • Defect Logging and Triaging • Daily Test Execution Status Report (DSR) • Building Regression Suite • Integration Test planning and Execution • UAT Test Planning (Test Case and Test Data Preparation) • Test Report (All Applicable Test Types)	• Integration Test Execution (SIT) • Test Data Preparation (All Applicable Test Types) • Defect Logging and Triaging • Daily Test Execution Status Report (DSR) • UAT Test Case Execution • Test Report (All Applicable Test Types)	• UAT Test Case Execution • Defect Logging and Triaging • UAT Test Report • Test Closure Report

Quality Assurance

i3 Verticals' rigorous QA process incorporates the testing activities and shall ensure high quality code, reduced risk of defects, and improved user satisfaction. For this project, testing will be offered following each Phase, with hands-on training and familiarity of WVDLS to ensure WVDMV core team members are comfortable, providing invaluable insight and contribution to all project activities and helps to create buy-in from all users.

Quality gates are essential to the software development process as they help ensure that the software being developed is high quality, meets the user's requirements, and is delivered on time and within budget. By implementing quality gates, development teams can improve the efficiency of their processes and reduce the risk of defects or issues in the final product.

i3 Verticals recommended the following quality gates are an essential part of our QA approach:

1. Test Coverage: The test cases cover all the relevant functional and non-functional requirements. This can be achieved by using a variety of testing techniques, such as functional testing, regression testing, and performance testing.
2. Test Automation: Automated testing will be used to execute repeatable and time-consuming tests, freeing up the testing team to focus on more complex and critical tests. Automated tests help ensure consistent results by removing the possibility of human error.
3. Test Environment: Set up and maintain the test environment and ensure that it is in a known state before each test execution.
4. Defect Management: Utilize incident tracking (JIRA) to log defects and how prioritize and communicate them to the development team.
5. Test Data Management: Create and manage test data and ensure that the test data represents real-world scenarios.
6. Test Metrics: Defined test metrics, such as test case pass/fail rate and defect density, to measure the testing process's effectiveness and identify areas for improvement. Track and analyze these metrics to improve the testing process.
7. Continuous Improvement: Identify areas for improvement and how to implement changes to the testing process.

These mechanisms work together to create a comprehensive and consistent QA approach that ensures the WVDLS is thoroughly tested, and the results are reliable and predictable.

As stated above, below are the testing types we will perform throughout the project.

Sl. No	Testing Type	Responsibility	Testing Phase	Activity	Goals/Outcome
1	Unit Testing	i3 Verticals	Sprint	Unit Testing of the OOTB functionality, which has been customized or configured, and new functionality or Interfaces developed to fit	Unit Testing will ensure the newly developed code is tested properly before the start of System Testing. This helps to identify issues early in the SDLC cycle.

Sl. No	Testing Type	Responsibility	Testing Phase	Activity	Goals/Outcome
				WVDMV's requirements.	
2	Sprint Functional Testing	i3 Verticals	Sprint	Validate that the functionality is working as per WVDMV's requirements.	Functional testing will ensure that system functionality is working as per WVDMV's Requirements.
3	Regression Testing	i3 Verticals	Sprint	Risk Based Approach will be made for Regression Testing. Scenarios that cannot be Automated will be tested manually.	Regression Testing will validate that there is no code breakage done during the defect fixing process before the start of UAT or production release.
4	Cross Browser Testing	i3 Verticals	Sprint	Functional test cases will be executed in different browsers as part of functional testing. This testing will be performed for the most commercially used browsers for 10% of most used transactions.	Cross-browser testing will ensure that functionality is working fine in all browsers as given in the requirements.
5	Data Verification	WVDMV / i3 Verticals	As per the plan	Data Verification Testing. Sample data validation will be done manually to validate Data synchronization. i3 Verticals will support WVDMV for validation.	Data Verification Testing will ensure data integrity, quality, and completeness.

i3 Verticals recommends the following testing tools:

Vendor	Service Name	Description	License Type
Postman.com	Postman	API Security and testing (Open Source) Used to Perform API Security Testing.	Open Source
Atlassian	JIRA	Issue Tracking (Licensed) Used for reporting and tracking issues, enhancements, and releases.	Licensed
Apache	Load Testing	JMeter (Open Source) This tool will be used to perform the load testing of the application.	Open Source
SonarQube	Code Inspection	Continuous code quality inspection and static code analysis.	Open Source

Through a combination of structured methodologies, collaborative tools, and real-world experience, i3 Verticals ensures that scope is actively managed and controlled throughout the project lifecycle. These practices have consistently resulted in on-time delivery, high user satisfaction, and minimal rework. Our approach promotes transparency, accountability, and agility—delivering high-quality solutions while minimizing risk and avoiding scope creep.

WVDMV and its representatives shall review and approve formal test plans and schedules proposed by the Vendor and will witness and determine the acceptability of the test results. The Vendor shall provide all test support personnel, test sites and environments in accordance with the master test plan. In addition, the Vendor shall conduct all tests in accordance with the project schedule and the approved test plans and procedures. Approval of any aspect of testing by the Agency shall not relieve the Vendor of their responsibility to meet all requirements of this Scope of Work.

i3 Verticals will perform all required types of testing to ensure the solution conforms to all functional and non-functional requirements. Testing activities will include the preparation and execution of system test cases, regression test cases, non-functional requirement testing (such as accessibility, performance, and security), defect raising, re-testing, and tracking to closure, as well as the preparation of test summary reports. User Acceptance Testing will be conducted, with comprehensive support provided to acceptance testers, including test data setup, management of testing tools, defect tracking, and documentation. All test results will be published in a report to enable the WVDMV team to make informed decisions prior to production deployment. Testing will be completed prior to all releases to the sandbox and UAT environments, and the configured software will be installed in the testing or training environment once successfully validated. The system must receive formal approval before proceeding to production, in accordance with WVDMV governance.

The Vendor shall conduct a comprehensive program of internal testing and walk-throughs to ensure that the Vendor solution provides the required functionality, and that defects are detected and removed upon identification prior to demonstrating the system to WVDMV. Progress on these tests shall be reported during project status meetings.

i3 Verticals will conduct a comprehensive program of internal testing and walk-throughs to ensure the solution provides the required functionality and that defects are detected and removed prior to demonstrating the system to WVDMV. The testing process includes preparing

and executing system and regression test cases, non-functional requirement testing (such as accessibility, performance, and security), defect raising, re-testing, and tracking to closure. All test results will be published in a report enabling informed decision-making prior to production deployment. Testing will be completed before all releases to the sandbox and UAT environments, and the configured software will be installed in the testing or training environment once validated. Progress on these tests will be reported during project status meetings, with weekly status reports provided to WVDMV management detailing the completion status of planned activities and future task planning.

After the completion of each formal test, the Vendor shall submit to WVDMV for review and approval a test report. This test report shall document test results, list any anomalies identified (with the associated severity level), describe the corrective action required, and document any re-tests necessary to successfully complete the test. The Proposer shall be responsible for completing all corrective actions identified on a timely basis. Agency may withhold approval of any test until the required corrective actions have been satisfactorily completed.

All test results will be published in a report which will enable the WVDMV team to make an informed GO NO-GO decision before Production deployment for phase 2 through 4. Testing activities include defect raising, re-testing, and tracking to closure, with preparation of a test summary report, defect log, test run log, and updated RTM. Defects identified during testing are logged and tracked, and corrective actions are taken to fix defects prior to retesting. Our test report documents will include test results, lists any anomalies identified with associated severity levels, describes the corrective actions required, and documents any necessary re-tests. Approval of any test may be withheld until all required corrective actions have been satisfactorily completed.

In addition to the internal testing conducted by the Vendor to verify that the system meets the project requirements, the Vendor shall demonstrate to WVDMV that all components of the Vendor solution meet functional, technical, operational and performance requirements by executing various formal actions and tests. This testing process applies to all software, hardware and other equipment included with the Vendor's proposed solution.

i3 Verticals acknowledges and will comply with this requirement.

The testing process shall consist of several phases/stages, which are defined below in the order of required execution: Master Test Planning and Preparation: The Vendor shall prepare an obtain WVDMV approval of a master test plan that identifies and documents the modules, procedures, schedules and the equipment and facilities required for testing. The master test plan shall be a road map for accomplishing the tests, including phase testing. All test phases shall be incorporated into the overall schedule of the master test plan. The master test plan shall also identify the reports to be furnished at the end of each test, the rectification process for issues and anomalies, and the timelines for the rectification. The master test plan shall include proposed test acceptance criteria and be approved by WVDMV.

i3 Verticals acknowledges and will comply with this requirement.

2. Unit Testing: The Vendor shall conduct unit testing and document test results for all Vendor developed FRICEW elements.

i3 Verticals acknowledges and will comply with this requirement.

3. Initial User Testing or Sprint Testing: The Vendor shall facilitate WVDMV staff in testing system functions or parts of system functions as they are completed through iterative sprints or waves. The purpose of this testing to verify as early as possible in the development process that the individual function (including FRICEW elements) work as designed.

i3 Verticals acknowledges and will comply with this requirement.

4. System Testing: The Vendor shall plan, execute, and conduct a system test which validates that the major business functions of the Vendor solution perform as designed and that integration points between major business functions within the Vendor solution perform as designed (e.g., integration points between modules within the Vendor's proposed solution). A test report shall be furnished at the end of this stage to summarize the test results and the process to resolve any outstanding issues.

i3 Verticals acknowledges and will comply with this requirement.

5. Integration Testing: The Vendor shall plan, execute, and conduct an integration test which validates that the system components work end-to-end, including all external interface and integration points, and that the system is ready for the commencement of training and cutover activities. This test shall include loading of any converted data through a mock conversion process and the execution of test scripts (business processes) using converted data. A test report shall be furnished at the end of this stage to summarize the test results and the process to resolve any outstanding issues.

i3 Verticals will conduct integration testing to validate that all system components work end-to-end, including all external interfaces and integration points, ensuring readiness for training and cutover activities. During integration testing, applications will be tested in an integrated environment, focusing on validating interfaces between source and destination applications, with business scenarios executed using both greenfield and migrated (converted) data. The testing will include validation of request, response, and error messages, data flow and integrity, and strategic interface checks for both real-time and batch interfaces. Test cases will be logically grouped by functional modules and executed sequentially. Upon completion of integration testing, a comprehensive test report will be furnished, summarizing test results and detailing the process for resolving any outstanding issues, enabling the project team to make an informed decision prior to production deployment.

6. Security Testing: The Vendor shall plan and conduct security testing to demonstrate that the Vendor solution, including all required components and services, is meeting all security requirements in this RFP. A test report shall be furnished at the end of this stage to summarize the test results and the process to resolve any outstanding issues.

To ensure the security of both the Software Application and the Hosting Environment, i3 Verticals employs a multi-layered approach using industry standard tools and methodologies:

1. Penetration Testing

- **Tool Used**: **Tenable**
- **Methodology**: Conduct regular penetration testing using Tenable to identify vulnerabilities in the application and hosting infrastructure. These tests simulate real-world attacks to evaluate the system's resilience against unauthorized access and data breaches.
- **Compliance**: Testing is aligned with NIST SP 800-115 guidelines for technical security assessments.

2. Static Code Analysis

- **Tool Used**: Snyk
- **Methodology**: Snyk is integrated into our CI/CD pipeline to perform static code analysis. It scans source code and dependencies for known vulnerabilities and provides remediation guidance. This ensures secure coding practices are enforced throughout the development lifecycle.

3. Cloud Security Posture Management

- **Platform Used**: Microsoft Defender for Cloud (Azure)
- **Methodology**:
- Continuous monitoring of Azure resources for misconfigurations, threats, and compliance violations.
- Automated alerts and remediation workflows for detected issues.
- Integration with Azure Security Center for centralized visibility and control.
- **Additional Azure Tools**:
- **Azure Web Application Firewall (WAF)** for application-layer protection.
- **Azure Security Benchmark** for aligning with best practices.
- **Azure Policy** for enforcing security configurations.

4. Security Validation and Documentation

- All security testing results, including penetration test reports and static analysis findings, are documented and will be shared with the State as part of the Security Plan deliverables.
- We provide security validation documentation to demonstrate compliance with applicable standards and to support system acceptance.

7. Performance Testing: The Vendor shall plan and conduct performance testing utilizing automated performance testing tools to the extent possible. Performance testing is designed to demonstrate that the Vendor solution including, all required components and services, is meeting all system performance requirements in this RFP. A test report shall be furnished at the end of this stage to summarize the test results and the process to resolve any outstanding issues.

Performance testing will be conducted for in-scope applications and modules, including load, stress, endurance, and volume testing. Performance scripts will be developed in a dedicated integrated or pre-production environment, with a production copy of data loaded into the database prior to testing. The approach utilizes cloud-native and integrated third-party tools to simulate high-traffic conditions in environments that mirror production, ensuring realistic validation of system behavior under sustained and burst loads. Real-time telemetry and historical usage data are collected using services such as AWS CloudWatch, Azure Monitor, or GCP Cloud Monitoring to inform capacity planning and infrastructure sizing. Each testing cycle produces detailed reports used to adjust compute configurations, optimize backend performance, and refine scaling thresholds to prevent bottlenecks. Collaborative testing will be conducted with the State of Illinois to define representative test scenarios and ensure the solution meets SLAs before going live.

8. User Acceptance Testing: User acceptance testing is a WVDMV planned and managed test to demonstrate that the Vendor solution, including all required components and services, is meeting its functional, operational and performance requirements to support WVDMV operations. WVDMV shall plan and manage this test, with consultative assistance from the

Vendor in terms of planning the test. The Vendor shall establish and manage the user acceptance testing environment, support test execution, document test results and remediate any issues identified during testing. A test report shall be furnished at the end this stage to summarize test results and the process to resolve any outstanding issues.

User acceptance testing (UAT) will be planned and managed by WVDMV, with consultative assistance from the Vendor in planning the test. i3 Verticals will establish and manage the UAT environment, supporting test execution, documenting test results, and remediate any issues identified during testing. At the conclusion of UAT, a test report will be furnished to summarize test results and outline the process for resolving any outstanding issues.

9. Regression Testing: Regression testing shall be performed as a part of other test regimens and as a separate and distinct test regimen for Phase 2, Phase 3 and Phase 4 (if option executed) and for any enhancements implemented post go-live.

i3 Verticals acknowledges and will comply with this requirement.

The Vendor shall maintain a test log for all testing phases. The test log shall capture for each test phase the specific test procedures performed, the dates the tests are conducted (start/stop), the results of the test procedure, if a re-test(s) is required and the dates and results of required re-tests.

i3 Verticals will maintain test logs for all testing phases. For each phase, the following will be captured: specific test procedures performed, the dates tests are conducted (start/stop), the results of the test procedure, whether a re-test is required, and the dates and results of required re-tests. All test results will be published in a report, and key deliverables include a Defect Log and Test Run Log. Defect raising, re-testing, and tracking to closure are integral parts of the process, and defects identified during testing will be logged and tracked until resolved.

The Vendor shall prepare test data as part of the testing process. In preparing the test data, the Vendor shall collaborate with WVDMV to ensure the test data represents a broad range of business and testing scenarios. The test data shall be sufficient to support the full range of approved test procedures and fully demonstrate the compliance with the RFP requirements. The test data shall encompass various data sets to support the range of test cases, included valid, invalid/illegal, boundary conditions, and performance/load stress testing.

i3 Verticals will prepare and manage test data that accurately reflects real-world scenarios and supports the full range of approved test procedures, including valid, invalid/illegal, boundary conditions, and performance/load stress testing. The test data will be developed through meticulous planning and collaboration with WVDMV to ensure it encompasses a broad range of business and testing scenarios. This includes preparing and loading test data for User Acceptance Testing (UAT), supporting integrated testing with interface partners, and ensuring the availability of both greenfield (new) and migrated (legacy) data as applicable. The approach also covers the use of production-like data for performance and load testing, and the validation of data integrity, quality, and completeness through manual and automated processes. All test data preparation activities will be documented and aligned with industry best practices, and WVDMV will be actively involved in reviewing and validating test data to ensure compliance with RFP requirements.

The Vendor shall bear the costs of any activity required to correct identified defects, re-test following correction of a defect or conduct any additional tests or demonstrations which may become necessary because of identified defects in a testing stage. etc.

i3 Verticals acknowledges and will comply with this requirement.

Defects

A defect is defined as a failure in the Vendor solution or associated services to perform in accordance with the requirements of the RFP. A defect may be discovered during testing or Agency oversight observations or during production operations.

i3 Verticals acknowledges and will comply with this requirement.

When a defect is detected, the Proposer shall report the nature of the defect in detail. Defects shall be prioritized at the sole discretion of WVDMV; priority levels may range from Priority 1 (Critical) to Priority 3 (Low), with Priority 1 defects being those that materially impact WVDMV's daily operations. Priority 2 defects would impede, but not stop operations, while Priority 3 defects would be low priority or administrative in nature. For Priority 3 defects, the testing can continue, however for Priority 1 and 2 defects, the issue should be rectified before testing can continue.

i3 Verticals acknowledges and will comply with this requirement.

Once the identified defect is rectified by the Vendor, WVDMV will decide what portion of the test or tests shall be re-run. Any time or direct expenses required to re-run the tests and any related expenses arising from identification and correction of the defect shall be borne by the Vendor. The Vendor shall maintain a detailed defect log and tracking system beginning at the commencement of system development through to completion of all testing regimens for a phase. The defect log shall include all identified defects for the Vendor's solution including software, hardware, and integration including defects that are the responsibility of the Vendor to correct and defects which are the responsibility of WVDMV or a third-party under WVDMV's direction to correct. The defect log shall also record the approach to rectify the defect, the corrective action taken, the date and time of such action and the patch/release/version in which the corrective action is included and the date/time that the patch/release/version is applied to all appropriate environments. WVDMV shall have regular online access to the defect log.

i3 Verticals acknowledges and will comply with this requirement.

4.2.2.10

Design, develop, test, deploy and support required system integrations

The Vendor shall implement all system interfaces and integrations identified in Attachment B.

As defined in Phase 1, all system interfaces and integrations shall be implemented as identified in Attachment B.

In addition, the Vendor shall implement any interfaces required between elements of the Vendor's proposed solution set which are required to provide integrated end-to-end functionality within a business process. Likewise, the Vendor shall include in their effort estimates and cost proposal a reserve of five (5) additional medium complex interfaces per phase for Phase 2, 3 and 4.

i3 Verticals will implement any interfaces required between elements of the Vendor's proposed solution set which are required to provide integrated end-to-end functionality within a business process. Our proposal includes an unlimited number of differing complex interfaces.

In terms of interface design, development, testing and implementation, the Vendor shall: Prepare functional and technical design specifications, including identifying interfaces as synchronous or asynchronous and real-time or batch based on the estimated transactions per day, the average transaction size and the business criticality of the interface; Prepare required extract/transform mapping rules; Perform detail design, code and unit test all load programs into or extracts from Vendor solution components; Implement extract/transform mapping logic within Vendor's proposed enterprise application integration (EAI) toolset or environment; Remediate any issues found during all test phases in software components developed by the Vendor: Support WVDMV in coordinating its efforts (WVDMV internal systems and any external partners) to migrate to the new interface environment by providing functional and technical details as well as project management advisory support to WVDMV to foster an orderly migration to the new solution environment; Coordinate/monitor/track completion of required WVDMV activities; Manage production cut-over and stabilization of the interface architecture within the production environment; and Provide production support for the overall interface architecture and all Vendor developed interfaces through the post-production support period.

i3 Verticals acknowledges and agrees to the entirety of this requirement, identifying interfaces as synchronous or asynchronous and real-time or batch based on the estimated transactions per day, the average transaction size, and the criticality of the interface. The i3 Verticals Project Team will perform all requirements as detailed, in accordance with our implementation methodology.

WVDMV or other third parties under the direction of WVDMV will be responsible for the following interface development tasks including: Prepare technical design specification for all loads into or extracts from WVDMV or partner systems; Perform detail design, code and unit test all load programs into or extracts from WVDMV or partner system components; Coordinate and serve as point of contact with any external partners in terms of ensuring the partner prepares the technical design specification and performs detail design, code and unit test of all load programs into or extracts from partner organization systems within the timelines in the approved project work plan; Remediate any issues found during all test phases in software components developed by WVDMV, WVDOT IT or OT or a third-party under WVDMV's direction; and Coordinate required remediation to address issues in software components developed by partners.

i3 Verticals acknowledges and agrees to the entirety of this requirement and will support the WVDMV, the WVDOT, and the IT or OT, or a third-party under WVDMV's direction in any way we can.

4.2.2.11

Design, develop, test, deploy and support management reports

The Vendor shall configure and provide access to all reports provided with their proposed Vendor solution. The Vendor shall also include in their effort estimates and cost proposal the effort to design, develop and test a minimum of ten (10) medium complexity reports for Phase 1 and 30 medium complexity reports for Phase 2, 3 and 4.

i3 Verticals acknowledges and agrees to this requirement and will provide as many reports, irrespective of the complexity, as necessary for Phase 1 through 4 in accordance with WVDMV to ensure the agency stays fully aware of the project, has all the information needed by stakeholders, and is assured the project is progressing as defined. Should there be any instance where the project does not progress in accordance with the timeline or budget, i3 Verticals will immediately notify the agency and provide any reporting required.

4.2.2.12

Plan and execute data migration

The Vendor shall confirm WVDMV data migration requirements and develop a comprehensive Data Migration Plan.

i3 Verticals acknowledges and agrees to the entirety of this requirement as detailed in the Conversion section of our Project Approach.

The Vendor shall be responsible for collaborating with WVDMV to fully plan out and track execution of all aspects of the data conversion/data migration effort for each phase of project, including efforts performed by the Vendor and those efforts which are WVDMV's responsibility to perform. The Vendor shall leverage and share with WVDMV best practices in terms of data migration/data conversion.

i3 Verticals acknowledges and will comply with this requirement.

The Vendor shall lead interactive data migration strategy and assessment sessions to develop a comprehensive Data Migration Plan for each project phase. The Vendor must provide for each phase a detailed Data Migration Plan that includes discovery and profiling of legacy DB2 data (Phase 2), data cleansing rules, de-duplication logic, reconciliation procedures, test migration runs, validation scripts, and a rollback strategy.

i3 Verticals refers to these as 'workshops' and will ensure all requirements above are met or exceed WVDMV expectations.

The Vendor shall prepare the Data Migration Plan, with input from WVDMV. The Data Migration plan shall include at a minimum: All files/tables to be built, altered or loaded in the new environment; Data sources for those files/tables; Estimated data volumes and transformation/mapping requirements; Identification of data sources that require WVDMV intervention (e.g., interpretation, mapping) or cleansing (e.g., rationalization or repair of data) prior to programmatic loading of such data to the Vendor solution; Those conversions where automated conversion tools or programming shall be used to significantly reduce data conversion labor; and Mutually agreed to and communicated roles, responsibilities, and timing requirements for the conversion effort for WVDMV and the Vendor.

i3 Verticals will coordinate with the WVDMV Project Team early on and incorporate all required stakeholders in collaboration of the Data Migration Plan, and include all requirements noted above.

The conversion of required data into the format agreed to by WVDMV in the Data Migration Plan shall be a shared and joint responsibility of the Vendor and WVDMV. The Vendor will be responsible for developing, testing and implementing automated conversion programs to support the commencement of live production operations. The Vendor's responsibilities shall

include but not be limited to: Develop data conversion, mapping and other required programming specifications; Design, code and unit test conversion programs in accordance with program specifications; Build any crosswalk file structures required to assist WVDMV in developing test scenarios and conducting system, integration and user acceptance testing; Conduct a minimum of two full mock data conversions per deployment phase prior to integration testing and user acceptance testing; and Execute the conversion programs/scripts and assist WVDMV with the verification of the converted data in the production environment.

i3 Verticals agrees to provide the conversion of required data into the format agreed to by WVDMV. We agree and will comply with all responsibilities outlined above.

The responsibilities of the Vendor in terms of developing conversion programs, testing the data conversion processes and managing the data conversion process shall include at a minimum: Develop and test automated conversion programs to support the commencement of test and production operations including: Work with WVDMV to map the conversion by field, define the conversion logic and design the conversion processes, Identify where multiple systems contain a common field that is to be converted, and the fields do not completely match. WVDMV will be responsible for identifying the system of record for collecting the correct value and identify where multiple systems contain a common field that is to be converted, and the fields do not completely match. WVDMV will be responsible for identifying the system of record for collecting the correct value, and Execute programs to convert legacy data into the new environment including: Build any crosswalk file structures and conversion metrics / reports as required to assist WVDMV in validating test scenarios and conducting acceptance testing. Plan, manage and execute a minimum of two full mock data conversions per deployment phase and identify and implement corrective actions as required based on the outcomes and defects detected during these mock conversions, Establish conversion dependencies (e.g., data load order) and timing (execution times) to assist WVDMV in scheduling and orchestrating the overall data conversion effort(s) as required, Execute conversion programs and assist WVDMV, inclusive of verification of the converted data in the production environment. Advise and support WVDMV regarding its responsibility to load all data that cannot load using automated conversion programs as agreed to in the data conversion plan, and Support WVDMV in certifying the accuracy of the test and production databases, and in validating all converted data.

i3 Verticals agrees to provide the conversion of legacy data with WVDMV. We agree and will comply with all responsibilities outlined above.

4.2.2.13

Implement Vendor solution in conformance with state and federal security regulations, policies and requirements

The Vendor shall design, develop, implement and operate its solution at a minimum in conformance with the following security requirements: Conform to the requirements specified in West Virginia Code §SA-6B; Conform to the requirements in the State of West Virginia Office of Technology Information Security Policy at https://librarycommission.wv.gov/Librarian/Documents/SecurityPol0107.pdf; Comply with Personally Identifiable Information (PU), Federal Tax Information (FTI) guidance and regulations and Social Security Online Verification (SSOLV) security requirements and all State of West Virginia policies and rules related to privacy (please refer to Attachment C and D); Provide hosting in a StateRAMP authorized Cloud service provider environment and adhere to StateRAMP compliance requirements; Comply with State of West Virginia Cloud addendum (please refer to Attachment E);

i3 Verticals acknowledges and will comply with this requirement.

Integrate the Vendor solution with the State's Active Directory to provide for single sign-on for Agency employees and any other state employees with access to the solution;

The proposed solution shall be integrated with the State-owned Microsoft Active Directory for SSO for all internal users of WVDLS.

Support the creation of a user ID and password by the public for use in public portals and public applications. Provide for the use of security questions, a link sent to an email address provided at account set-up or another method of allowing a citizen/customer to re-set a password;

WVDLS supports the creation and use of a user ID and password, in addition to the use of security questions for all external WVDMV users, including citizens and/or customers, business customers, and others.

Provide an option for a citizen/customer to choose to have two factor authentication for access to the public facing components of the Vendor's solution;

WVDMV citizens and customers will have the option to opt into MFA from their profile through the web portal.

Provide an efficient, flexible way to control and administer access to all components of the Vendor solution using role-based security;

WVDLS provides an efficient and flexible way to control and administer access to all components through a comprehensive Role-Based Access Control (RBAC) system. Administrators can define both predefined and custom roles with specific permissions, assign these roles to users, and manage user access at granular levels, including Navigation, Page, and Field levels.

WVDLS supports the creation, assignment, and management of new roles and permissions based on business needs, ensuring that users have access only to the information and functions necessary for their responsibilities. User access management is facilitated through an intuitive interface, allowing for the addition, modification, and removal of user accounts and their associated roles. This approach maintains security, supports operational efficiency, and allows for rapid adaptation to future requirements.

Support role-based security and privileges and access rights by position and business unit/section;

WVDLS supports robust role-based security, privileges, and access rights management by position and business unit or section for all WVDMV internal users.

Support granular management and administrator control over transactions, forms access, field updates, row locking, interfacing events, data queries and other types of authorizations using role-based security;

WVDLS provides comprehensive granular management and administrator control over transactions, forms access, field updates, row locking, interfacing events, data queries, and other types of authorizations using robust role-based security.

Role-Based Access Control (RBAC) enables authorized administrators to define and assign roles with specific permissions, allowing precise authorization at the Navigation, Page, and Field levels. Administrators can create both predefined and custom roles, assign granular permissions to control access to particular modules, functions, and data, and manage user access by adding, modifying, or removing user accounts and their associated roles. The system supports both internal and external users, ensuring that each user's access is tailored to their responsibilities and business needs. This approach guarantees secure, restricted access and allows for the creation and management of new roles and permissions as organizational requirements evolve.

Provide for a security administrator function/role that allows for separate controls for view, add, change, inactivate update, approve, and query access privileges;

WVDLS supports a comprehensive administrative interface for managing user access, including adding, modifying, and removing user accounts and their associated roles. Role-Based Access Control (RBAC) enables administrators to define roles with specific, granular permissions, allowing for precise control over user access to modules, functions, and data. Administrators can create both predefined and custom roles, and assign permissions for view, add, change, inactivate, update, approve, and query access privileges as required by business needs. This ensures that users have only the access necessary for their responsibilities, supporting secure and efficient operations. The i3 Verticals Project Team have expansive experience in defining roles for DMV agencies and will assist the WVDMV Team with functions and roles.

Support secure communications authentication, authorization, confidentiality and data integrity (e.g. HTTPS, SSL) for internet-based transactions and/or support for FIPS 140-2 data encryption for system transactions;

WVDLS provides secure communications, authentication, authorization, confidentiality, and data integrity for internet-based transactions through multiple mechanisms. All data transfers are encrypted using protocols such as HTTPS, SSL, TLS 1.2 and 1.3, and SSH. Authentication and authorization are enforced using industry-standard protocols including OAuth 2.0, SAML, JWT, and integration with Microsoft Active Directory and Azure Active Directory. Data at rest and in motion is encrypted using AES-256 or stronger standards, and the system supports FIPS-compliant encryption modules for file exchanges where required. Access is managed via role-based authorization and policy-driven controls, ensuring only authenticated and authorized entities can access designated data or functionality. Security audits, monitoring, and multi-factor authentication further enhance data integrity and confidentiality.

Support role-based security for automated workflow components including establishing access and update privileges for workflow steps;

WVDLS supports role-based security for workflow components including establishing access and updating privileges for workflows, per step.

Allow the system administrator or other authorized user to define users to the system either directly or via an interface with Active Directory. Attributes tracked shall include at a minimum name, business unit/section, email address, date of initial access to the system and date access is terminated;

WVDLS provides a comprehensive administrative interface for managing user access, including adding, modifying, and removing user accounts and their associated roles. All users are

authenticated with Active Directory services, and no local users are used. Authorized user maintenance includes creating users, managing user roles, monitoring user activity, and administering all other attributes of users, integrated with Active Directory and other authentication services. Administrators can assign roles to each user based on their job responsibilities and authority levels, and the system supports role-based access control to manage permissions. WVDLS tracks all the following attributes: name, business unit/section, email address, date of initial access to the system, and date access is terminated, for auditing purposes.

Allow the system administrator or other authorized user to define user access groups either directly in the system or via an interface with Active Directory. Groups shall be defined based on job responsibilities to ensure separation of duties;

Administrators or other authorized users can define user access groups directly within WVDLS using a comprehensive administrative interface, or via integration with Microsoft Active Directory. User groups and roles are assigned based on job responsibilities to ensure separation of duties. Role-Based Access Control (RBAC) enables administrators to create, assign, and manage roles with specific permissions, ensuring that users have access only to the features and data relevant to their responsibilities. All users are authenticated using Active Directory, and access privileges are managed to maintain security and operational efficiency.

Allow the system administrator or other authorized user to grant user groups access either directly in the Vendor solution or via integration with Active Directory to each system function and to establish the type of access to be allowed (add, change, inquire, retire, delete) and establish an effective start and end date for this access;

The system implements robust role-based access control (RBAC), allowing system administrators to assign user groups access to specific system functions. Access can be managed directly within the solution or integrated with Active Directory. Administrators can add, modify, or remove user accounts and assign roles that determine the type of access permitted, such as add, change, inquire, retire, or delete. The system provides granular permissions, enabling precise control over user access to modules, functions, and data. Administrative controls allow for the management of user access throughout the user lifecycle, including the ability to set effective start and end dates for access. All user activities are logged for audit and compliance purposes, ensuring accountability and traceability.

Allow the system administrator or other authorized user to assign users either directly in the Vendor solution or via integration with Active Directory to one or more user groups including an effective date and optional end date for inclusion in each user group;

WVDLS provides a comprehensive administrative interface for managing user access, including adding, modifying, and removing user accounts and their associated roles. Role-based access control (RBAC) is implemented, allowing administrators to define roles with specific permissions and assign these roles to users. The solution is designed to support integration with Active Directory, enabling authentication and user management according to state requirements. WVDMV administrators or other authorized users can assign users directly within WVDLS to one or more user groups by configuring user roles and assigning them to users. i3 Verticals Project Team will ensure effective dates are included for each user group.

Do not display to the extent possible menu items to which a user does not have access;

WVDLS applications and corresponding menu option views are dependent upon the role assigned to each user.

Provide an online function for review of the logs of invalid password attempts or security violations by the system administrator or other authorized users;

WVDLS provide robust online logging mechanisms that capture and monitor all access attempts, including failed identification, authentication, or authorization events. These logs offer detailed insights into unauthorized access attempts, such as timestamps, source IP addresses, and the specific reason for failure. All security events, including failed logins and privilege escalation attempts, are centralized in a SIEM (e.g., Azure Sentinel) for correlation, alerting, and review. Authorized system administrators or other authorized users can review these logs online, supporting comprehensive auditing, security monitoring, and compliance with State and federal standards. Logs are retained for at least six months, and alerts trigger automated workflows and escalation to the security team for investigation and response.

Apply the system security roles and privileges to report and ad-hoc query results such that users cannot access data through reports and queries information which they are not allowed to see in the online transaction system;

Access to reports and AI-Powered Reporting is managed through Role Based Access Control (RBAC), which controls permissions to the field level, ensuring that only users with a need to know can access sensitive and protected information. Reports and queries can be generated and filtered by user, role, office, and time parameters, and only authorized users are empowered to create, modify, and save custom queries. The system coordinates with staff to define roles and identify access and permission requirements during detailed requirement gathering sessions prior to the system build, ensuring that users cannot access data through reports and queries which they are not allowed to see in the online transaction system.

Allow system administrator or other authorized user to define the allowable period for user inactivity while logged on;

System administrators or other authorized users can define the allowable period for user inactivity while logged on. WVDLS supports automatic logout of users after a specified duration of inactivity, and the duration of these timeouts can be customized based on specific needs and requirements. Session timeouts are a standard feature and can be configured to meet organizational security policies.

Disconnect or log out a user session when it exceeds the allowable period of inactivity as established by the system administrator and configured in the system; and Warn users that they will be disconnected before automatically logging off users.

Prior to ending a user session due to inactivity, WVDLS will provide a warning of disconnection prior to automatically logging off.

4.2.2.14

Provide a high performing solution

The Vendor shall design, develop, implement and operate its solution to ensure the solution meets at a minimum these performance requirements: Provide a solution which is architected to support up to 500 concurrent users for Agency functions and 800 concurrent users for public

functions; Provide a solution which is architected for the expected level of concurrent users to fully process a transaction within the application and database environments within one second of receipt of the transaction 75% of the time and all transactions within five seconds; Provide a solution which is architected to support best practice load balancing approaches; Ensure that batch processing does not adversely impact on-line responsiveness or availability; and Provide a solution which is architected to support access to data for pre-defined reports, ad-hoc queries and business intelligence without impacting online transaction performance.

WVDLS is architected to support robust performance and scalability requirements. The solution leverages cloud-based architecture, specifically Microsoft Azure Government Cloud, which is pre-configured with industry standards and best practices to ensure high availability and secure operations. Infrastructure sizing and design are coordinated with WVDMV to ensure the environments are appropriately configured, including network topology, subnets, machine interconnects, compute and storage resources, and backup and disaster recovery specifications.

WVDLS can support over 500 concurrent users for Agency functions and an infinite number of users for public functions. WVDLS is architected to support high-volume transaction processing and is optimized to handle peak load scenarios without degradation in response times. Leveraging a scalable cloud-native infrastructure, the system uses auto-scaling, load balancing, and distributed processing to ensure consistent performance under varying workloads.

4.2.2.15

Provide a solution designed for high availability and reliability

The Vendor shall design, configure, develop, implement and operate a solution which at a minimum meets these availability and reliability requirements: Vendor must provide as part of its solution hosting for a back-up data center which is geographically distant from its production data center; The backup and disaster recovery solution shall provide for data restoration services and for complete system recovery services in the event of a catastrophic failure. In event of a catastrophic failure, Vendor must ensure system recovery and restart within no more than 24 hours; All servers used as part of the Vendor solution must be configured for automatic failover to minimize system downtime; Monthly maintenance windows for servers will be established by mutual agreement between the Agency and the Vendor, and the Vendor must provide notification of their intent to utilize the maintenance window no less than one (1) week in advance.

Partnering with Microsoft Azure, WVDLS exceeds the availability and reliability requirements as noted above. More on data centers and our partnership with Azure GovCloud is detailed in our Cloud Solution Description section. i3 Verticals will create an SLA specific to WVDMV, WDOT, and WV OT needs prior to contracting.

4.2.2.16

Provide a solution with a consistent and intuitive user interface that fully complies with relevant useability standards

The Vendor's proposed solution shall at a minimum meet the following application architecture standards: Ensure all public facing application components comply, as of the time of user acceptance testing, with the Rehabilitation Act of 1973 and Americans with Disabilities Act (ADA) Section 508 standards for accessibility and are designed to achieve Web Content Accessibility Guidelines (WCAG) 2.1 Level AA compliance. Any public facing components of the

applications must be certified as WCAG 2.1. Level AA compliant prior to the start of user acceptance testing; Ensure Vendor's proposed solution can work with industry leading assistive technology products such as screen readers (for example JAWS); Provide user-controlled definition and maintenance of system values and business rules in tables without requiring programmer intervention to the extent possible; Support persistence in terms of field labels such that a screen label defined in one place would be referred to the same way everywhere;

To meet the requirement for accessibility, WVDLS was developed in compliance with the **Web Content Accessibility Guidelines (WCAG) 2.1, Level AA**. This includes:

- Ensuring proper semantic HTML structure and ARIA roles.
- Providing sufficient color contrast and scalable text.
- Supporting keyboard navigation and screen reader compatibility.
- Avoiding content that may cause seizures or physical reactions.

Accessibility is validated throughout the development lifecycle using **automated and manual testing methods**, ensuring that all user-facing components meet or exceed WCAG 2.1 Level AA standards.

i3 Verticals ensures that the application is inclusive and usable by individuals with diverse abilities, in alignment with State and federal accessibility requirements and all requirements above.

Ensure all public facing application components comply, as of the time of user acceptance testing, with the Rehabilitation Act of 1973 and Americans with Disabilities Act (ADA) Section 508 standards for accessibility and are designed to achieve Web Content Accessibility Guidelines (WCAG) 2.1 Level AA compliance. Any public facing components of the applications must be certified as WCAG 2.1. Level AA compliant prior to the start of user acceptance testing; Perform transactions in real-time in the sense that online access will display the most current element value (e.g., if a user changes the value of a data element on one screen, the newly changed data value will be shown when the user moves to another screen with that element); Edit all system input according to user-defined business rules so that the rules are appropriately applied, and data is validated at the time the data is being entered into the system either on-line or through a batch transaction; Support encryption or masking of any fields with access restricted to authorized users by department/business unit and role and responsibility; Provided a centrally stored and maintained system wide help function; Provide context-sensitive, field-level on-line help features for all screen elements, screen errors and error codes; and Provide user documentation that is comprehensive, clear and easy to use (e.g., user documentation must provide quick answers to questions regarding the navigation of application screens, execution of pre-defined reports, and use of the ad-hoc query capability); it must also contain clear and thorough descriptions of all screen and batch processing functions, screen data, programs, system reports, and any processing parameters.

WVDLS, out of the box includes accessibility in accordance with WCAG 2.1 Level AA compliance. i3 Verticals will provide certification of compliancy with WCAG 2.1 Level AA prior to the start of UAT and will ensure WVDLS will:

- Perform transactions in real-time
- Edit all system inputs according to user-defined business rules with validation
- Support encryption through masking of fields to any non-authorized users based on RBAC
- Provide comprehensive, maintained, system-wide help functions within the system for all internal and external users

- Provide context-sensitive, field-level on-line help features for all screen elements, screen errors and error codes
- Provide user documentation that is comprehensive, clear and easy to use (e.g., user documentation must provide quick answers to questions regarding the navigation of application screens, execution of pre-defined reports, and use of the ad-hoc query capability)
- Contain clear and thorough descriptions of all screen and batch processing functions, screen data, programs, system reports, and any processing parameters.

4.2.2.17

Provide both document management capability within the Vendor solution and the ability to integrate with the WVDMV document management system

The Vendor's proposed solution shall provide document management functionality to allow documents to be stored internal to the Vendor solution and linked to the appropriate master record or transaction in the system. Authorized users shall be able to select a document for viewing within the system. Likewise, the Vendor's solution shall integrate with the WVDMV document management system (OpenText AppEnhancer) to support linking to a document associated with a record to allow for viewing of the document in the WVDMV document management system.

WVDLS offers an integrated Document Management System (DMS) that enables secure, policy-compliant electronic document upload in alignment with WVDMV IT cybersecurity policies for both internal and external users.

Key Features:

- **Inline Scanning & Upload:** Users can scan or upload documents during the transaction process.
- **Auto-Indexing:** Documents are indexed by key identifiers (Account No., TIN, USDOT, Fleet No.).
- **Flexible Options:**

3. **Scan Now** – Immediate upload for current transaction.
4. **Scan Later** – Queue for batch processing.
5. **No Scan Required** – For transactions without document needs.

- **Unique Document ID:** Each uploaded document receives a unique identifier for easy retrieval.
- **Secure Access:** Documents are encrypted in transit and at rest, accessible only through role-based permissions.

Additionally, WVDLS will integrate with WVDMV's DMS (OpenText AppEnhancer) via an API package provided by WVDMV.

4.2.2.18

Provide audit trail functionality

The Vendor's proposed solution shall provide at a minimum the following audit trail capability: Maintain an audit trail of all user actions that update and access the database including at a minimum user ID, action performed, and time/date stamp; this includes any update via online, batch, web services or self-service functions; Provide a timestamp and user ID of the system

user when the record was last changed or inserted; Store the program ID of a program that inserted, deleted or last changed the record, along with the old and new value of the data changed; Support notifications via email to designated users when certain auditable events occur based on WVDMV business rules; Maintain an audit trail of report execution including report requested, user requesting report and time/date stamp; Manage the retention and archiving of audit trails based on user-defined business rules.

i3 Verticals acknowledges and will comply with this requirement.

4.2.2.19

Operate and maintain Vendor solution in production per service levels as negotiated and mutually agreed to in the Contact

The Vendor shall operate, maintain and support its proposed Vendor solution during deployment, post Go-Live support and following System Acceptance for each phase for the duration of the Contract.

The i3 Verticals SLA is specific to each of our clients, ensuring agency requirements are met or exceeded. i3 Verticals will support WVDLS during deployment, post Go-Live, and following the system acceptance for each phase for the duration of the contract.

The Vendor solution shall be hosted in a state owned public or private cloud environment. Vendor(s) must present as part of their technical proposal a RACI model, a proposed cloud architecture design plan and software licensing list. Vendor shall provide in their cost proposal projected total cost of ownership (yearly) for both the solution and cloud infrastructure including consideration for network inbound and outbound traffic.

Included with this response is a description of our cloud hosting environment in the Cloud Solution Description section. i3 Verticals has proposed Azure GovCloud for this project and have included projected total cost of ownership per year for the cloud hosting and WVDLS.

Vendors are encouraged to propose a comprehensive solution that includes both the application and the supporting cloud infrastructure. The State will consider proposals that demonstrate scalability, cost efficiency, and alignment with cloud best practices.

i3 Verticals acknowledges and will comply with this requirement.

The State reserves the right to evaluate the cost and feasibility of each proposed option.

Acknowledged and accepted.

For purposes of this section, Vendor solution shall be defined as including all required software including off-the-shelf and custom software elements and the hardware, software and ancillary equipment required to support the hosted environment.

Acknowledged and accepted.

The Vendor shall provide application managed services during post Go-Live support and following System Acceptance for each phase for the duration of the Contract. Application managed services will be provided by the Vendor at a minimum for the first year after implementation of each phase. Application managed services for additional years beyond the

first year are an Agency option. If the Agency elects to take responsibility for application managed services after the first year of production or any subsequent year thereafter, the Vendor shall prepare and implement a knowledge transfer and technical training plan to provide the appropriate level of technical training and knowledge to allow WVDOT IT staff to assume responsibility for application support.

i3 Verticals includes customer care as part of our partnership with our clients throughout the life of the contract.

i3 Verticals Go-Live and Support

Once a project is completed and the products are implemented in the Production environment, the i3 Verticals Project Team completes a formal review as part of the project closure. The project then transitions to the support and maintenance team. The support and maintenance team participate in the product training alongside the implementation team with the customer to ensure a smooth transition.

As part of the delivery project, the proposed solution team will work closely with the WVDMV Team and all stakeholders. After the production delivery of the WVDLS system, the support team will continuously monitor the application and its connectivity with various interfaces using the available software. Based on the identification of an issue, the support team will provide detailed information related to the problem faced and the steps taken to mitigate the issue. If the issue resolution is not in the team's hands, the support team will receive help from the WVDMV Team and contact the corresponding interface resources to resolve the issue as quickly as possible. The support team technical members will also be part of the integration-related calls and try to provide the best technical information possible.

The i3 Verticals WVDLS solution is warranted for one (1) year from Go Live. We follow a collaborative approach for warranty operations and support and maintenance for WVDMV.

Activities Involved	Key Deliverables	Signoff Criteria
• Attend status meetings with WVDMV • Fix anomalies/issues within the application as part of warranty support • Issue resolution, troubleshooting, code changes • Complete incident investigation and provide a workaround or resolution	• Analysis of issues • Defect resolution • Updates to documentation as required	• All warranty defects resolved • Completion of the warranty support phase

The application support process is depicted below:

Incident Management:

Incident management requires defining, following, and monitoring at various levels, L1, L2 and L3 support. The following sections detail these processes and are aligned with the ITIL framework.

Level 1 Application Support:

L1 support will be provided by the WV Department of Motor Vehicles support team.

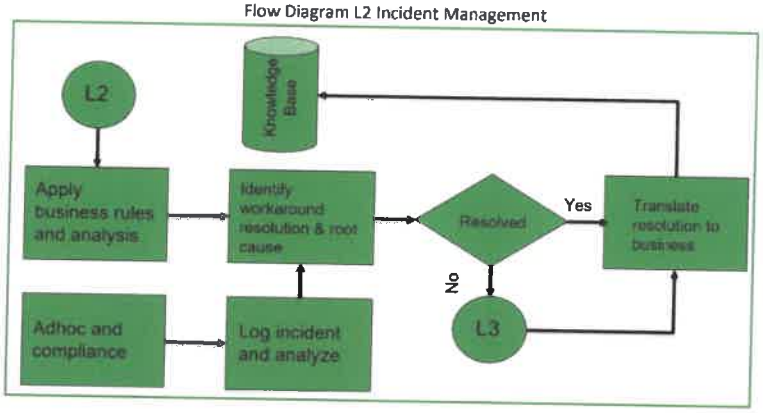
Level 2 Application Support:

i3 Verticals will perform the following activities as part of L2 application support:

1. Compliance with the response time to prioritize incidents.
2. On-time routing of the required incidents.
3. Resolving common incidents quickly and identifying root cause.
4. Reporting results of root cause analysis to identified stakeholders within defined timeframes for priority incidents.
5. Utilizing automation techniques to reduce manual intervention at various levels.
6. Sharing lessons learned to distribute knowledge.

i3 Verticals **L2 support** will be available during WV Department of Motor Vehicles business hours Monday through Friday from 6:00 AM CST to 5:00 PM CST and Saturdays from 6:00 AM CST to 1:00 PM CST. Contact information will be provided for Severity 1 critical incidents that occur outside of the standard business support hours. For any Severity 1 incidents, the i3 Verticals team will ensure that WV Department of Motor Vehicles is informed of updates until the incident is fully resolved.

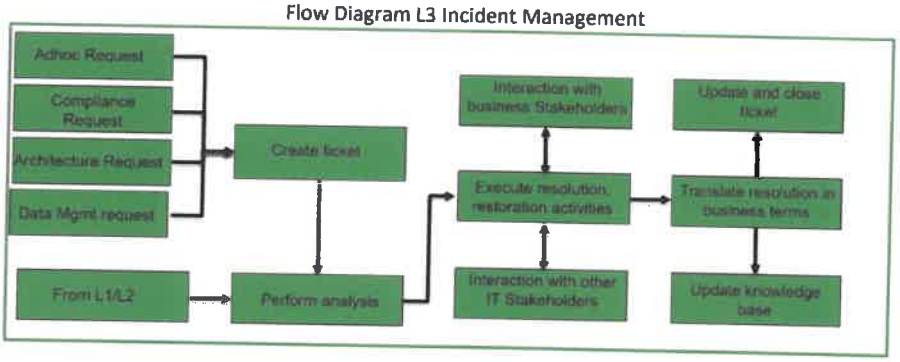
Flow Diagram L2 Incident Management



Level 3 Application Support

1. i3 Verticals will perform the following activities as part of L3 application support.
2. Critical operational issues will be addressed within 24 hours or less.
3. The Level 3 support will be responsible for:
4. Technical analysis and resolution.
5. Implementation of permanent solutions for recurring issues.
6. Working with required stakeholders to analyze issues.

Flow Diagram L3 Incident Management



7. Create and maintain a knowledge repository of the incidents with root cause analysis and resolution.

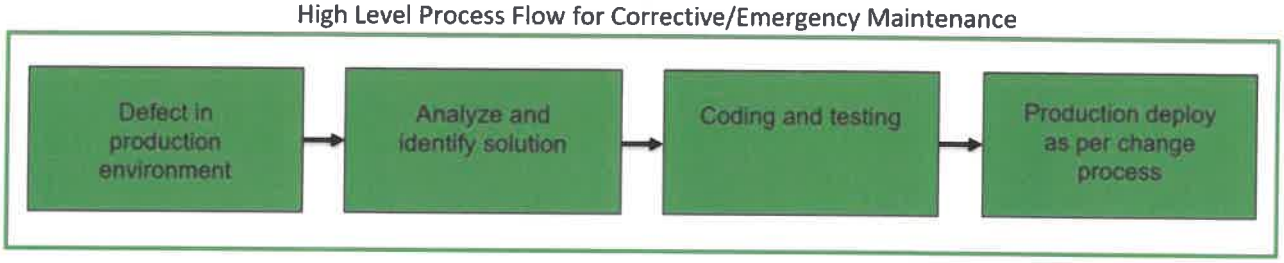
Problem Management

Problem management is the process of investigating the underlying root causes of incidents and proactively preventing the recurrence or replication of these incidents and known errors.

Maintenance Services

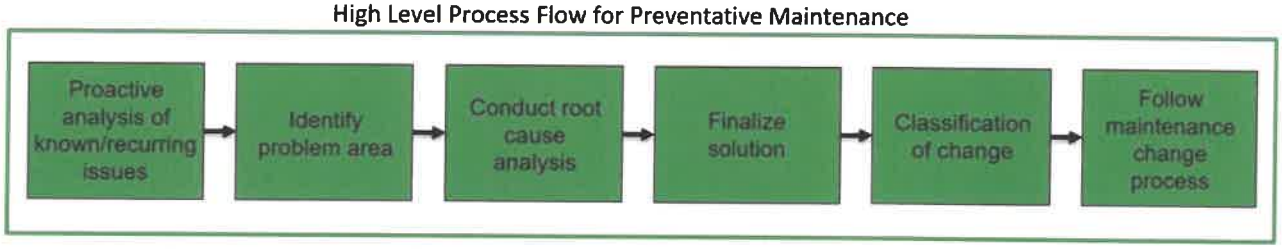
- Corrective/Emergency Maintenance - Reactive modification of components performed after Production deployment to correct discovered problems. This will include configuration changes, user-requested changes, or enhancements.

High Level Process Flow for Corrective/Emergency Maintenance



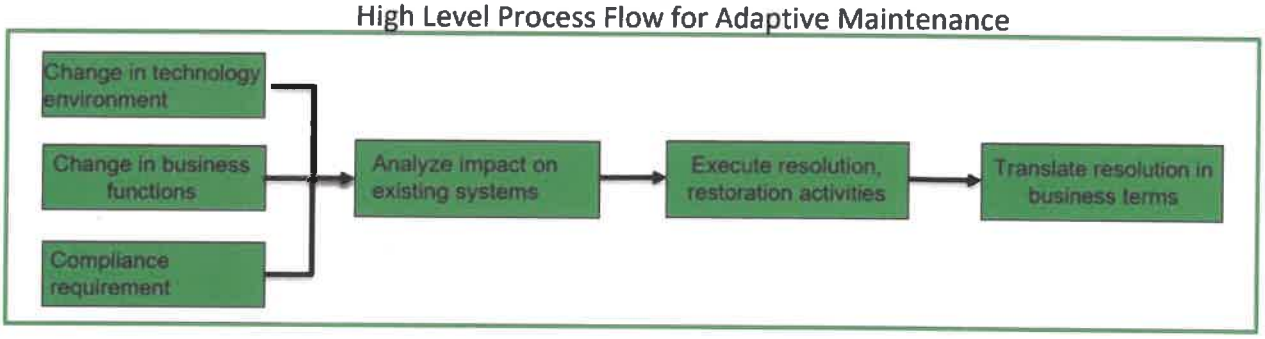
Preventive Maintenance - Modification of components after delivery to detect and correct defects.

High Level Process Flow for Preventative Maintenance



- Adaptive Maintenance - Modification of components performed after delivery to keep the component usable in a changed or changing environment (Change in Technology environment, Business function or Compliance requirement).

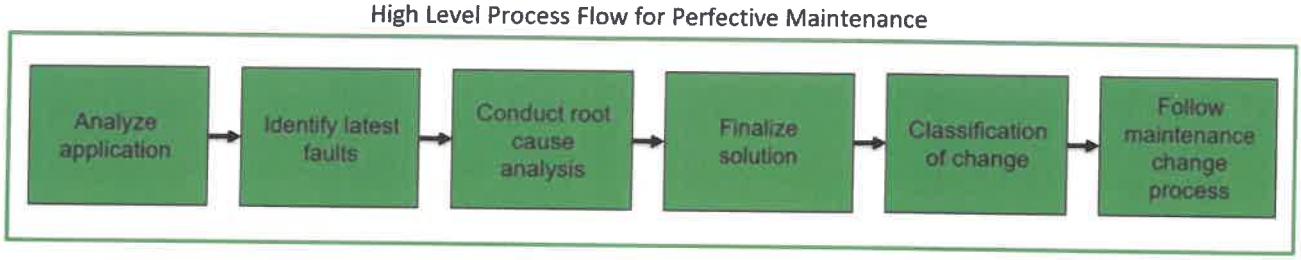
High Level Process Flow for Adaptive Maintenance



Changes in the technology environment, product version upgrade(s) resulting in discontinued support of the previous version, new business policies, and new regulatory requirements are some of the examples that could result in adaptive maintenance. i3 Verticals will analyze the impact of such changes and based on the effort estimate, subsequent work may be planned as a minor enhancement or a development project.

- Perfective Maintenance - Modification of components after delivery to improve performance or maintainability. This will include patches and software upgrades, performance enhancements, etc.

High Level Process Flow for Perfective Maintenance



i3 Verticals will regularly perform analysis of the applications in scope for performance bottlenecks and security vulnerabilities using industry-standard tools. The findings from these tools will be analyzed and presented to WV Department of Motor Vehicles for permanent fixes.

The table below provides the summary of activities to be performed by i3 Verticals during the warranty and support maintenance phases.

Activities Involved	Key Deliverables	Sign-off criteria
• Incident Management - Level 2. Application Support. • Problem Management • Change Management • Maintenance Services which include Corrective, Preventive, Adaptive, and Perfective maintenance • SLA Adherence • Knowledge Transfer to WV Department of Motor Vehicles Staff	• Analysis of issues • Defect resolution • Updates to technical documents • Monthly SLA Report • Knowledge transfer materials	• Monthly SLA Report approval • Knowledge Transfer delivery by i3 Verticals and approval by WV Department of Motor Vehicles

Throughout the project and during warranty and support and maintenance, we provide a robust browser-based incident tracking system, which allows reported incidents to be prioritized and addressed promptly. When an incident is reported, an email is automatically sent to the required project personnel for action and resolution. In this way, management is fully aware of all incidents and their status at any given time. Statistics produced from the i3 Verticals incident tracking system will also provide management with information regarding incident reporting versus incident resolution to ensure appropriate staff allocation.

i3 Verticals will assist WVDMV in meeting the following business objectives:

- Notification ten (10) business days in advance of all scheduled maintenance that will limit the system's functionality or availability.
- Incident and enhancement requests will be reported via the web browser-based Incident Tracking System. Supporting documents including screenshots can be uploaded with the ticket for clarification.
- Severity indicators are assigned as follows:
  1. Severity Level 1 (High) is defined as urgent situations, when any part, portion, or module of the contractor's system is down, and WVDMV is unable to use the WVDLS. This level has a material impact on the WV Department of Motor Vehicles Team daily operations.

2. Severity Level 2 (Medium) is defined as a critical software system component(s) that has significant outages and/or failure precluding its successful operation. These are defects that would impede but not stop operations.
3. Severity Level 3 (Low) is defined as a minor problem that exists with the contractor's system, but most of the functions are still usable, and some circumvention may be required to provide service (for example, an infrequently used subcommand gives an incorrect response). These defects are minor or administrative in nature.
4. Severity Level 4 is defined as a very minor problem or question that does not affect the contractor system's function (for example, the text of a message is worded poorly or misspelled).

Priorities will be assigned based upon business needs.

i3 Verticals support personnel will be notified via automatic email when a ticket is created.

i3 Verticals support personnel will review the incident and confirm its understanding if required with WV Department of Motor Vehicles before moving it through the process.

As a ticket moves through the defect resolution process, it will move through various stages.

Each status change will generate an email to i3 Verticals support.

Ensure the security of WV Department of Motor Vehicles' confidential data is always maintained.

Establish good communication and a good working/business relationship.

Minimize the impact on the business by utilizing off-hours to perform scheduled or preventative maintenance processes when possible.

i3 Verticals provides specific support personnel that will be assigned to the contract to manage and respond to calls for service, based on required skill sets and problem determination.

Application managed services shall include services required to support the maintenance and operation of the application environment including but not limited to correction of any defects in the Vendor solution identified by WVDMV, applying software patches to the Vendor solution, and planning and executing required regression testing, etc. The Vendor shall also include within their application managed services support a reserve of up to 2,000 hours per year for enhancement services such as making changes to software configurations, designing and developing requested reports and designing, developing and testing approved changes to the software configuration or approved enhancements. Utilization of the reserve will be prioritized and approved by the WVDMV Change Control Board. In the event additional enhancement service hours are required beyond the 2,000 hours per year provided in the Vendor's based application managed services, the required services will be negotiated as a contract change using the Vendor's change order rates as provided in their cost proposal as the basis for negotiating the contract modification.

i3 Verticals acknowledges and will comply with this requirement.

The responsibilities of the Vendor and WVDMV beginning with the deployment of Phase 1 into production status and throughout the post-production support and managed services phase are outlined below. These requirements also apply during pre-production project deployment activities where applicable (for example for the hosted development and testing environment provided by the Vendor). For purposes of these responsibilities, the following definitions shall

apply: Tier 1: This is the initial level of support responsible for basic user issues including application questions, problems accessing the Vendor solution, questions about how to use the application, and initial problem determination and triage. The responsibilities of Tier 1 are to gather the user's information and to determine the user's issue by analyzing the symptoms and figuring out the underlying problem. Tier 2: This level of support is responsible for advanced technical troubleshooting and analysis of problems and issues which cannot be completely resolved by the Tier 1 analysis. Tier 3: This level of support is the highest level of support within the project team and is responsible for handling the most difficult or advanced problems which cannot be resolved at Tier 2. Individuals performing Tier 3 support shall be able to perform expert-level troubleshooting and analysis. Tier 4: This level of support involves escalation to organizations outside the Vendor's project team. An example would be the escalation of an issue to a specialist in the Vendor's organization not regularly assigned to the project team or the escalation of an issue to the help desk or a product specialist at a third-party software vendor.

i3 Verticals acknowledges and will comply with this requirement.

Vendor Hosted Environment and Managed Services Responsibilities

The Vendor shall: Manage and operate all aspects of the hosted technical environment (unless the Agency chooses to host the production landscape in State owned Cloud hosting services);Manage and perform required support for the non-production, production and disaster recovery landscapes; Manage and perform application support; Assist WVDMV to staff the Tier 1 help desk by providing sufficient staff experienced with the proposed Vendor solution to provide coverage between 7:00 a.m. - 5:00 p.m. Monday - Friday Eastern Time and 7:00 a.m. - 2:00 p.m. Eastern Time on Saturday for the first 60 days of production operations for each phase; Manage and perform Tier 2 and Tier 3 support for the Vendor-provided application software components; Operate a Tier 2/Tier 3 help desk for the entire term of the Contract [COMMENT 3] with a toll-free help desk telephone number and email address to contact the Vendor for technical support. At a minimum, the help desk hours must be:7:00am to 8:00pm, Eastern Time Monday through Friday,7:00am to 2:00pm, Eastern Time Saturdays, and Extended hours as needed for special events such as the West Virginia State Fair; Escalate Vendor solution issues to the appropriate Tier 4 organization when required, and manage/monitor this escalation and resolution process;

i3 Verticals acknowledges and will comply with this requirement.

Manage relationships with any third-party software providers, hardware providers and Cloud hosting services which are part of the Vendor's solution; Apply patches to the hosted environment and Vendor-provided solution within 30 days of release by Vendor's production support organization or another software provider; Apply product upgrades (versions/releases) upon approval of WVDMV (work performed based on WVDMV approval from enhancement services hours); Make changes to Vendor solution as required to address identified system defects; Make changes to the Vendor solution to address configuration changes approved by WVDMV Change Control Board (work performed based on WVDMV approval from enhancement services hours); Ensure all changes (including but not limited to patches, upgrades, fixes, configuration changes, etc.) are made in full compliance with State of West Virginia OT production change control processes and in full observance of Agency and OT change windows and blackout periods; Design, code, and unit test modifications to FRICEW objects developed by the Vendor to address identified defects; Design, code, and unit test enhancements approved by WVDMV (work performed based on WVDMV approval from enhancement services hours); Plan, manage, and perform integration testing, system testing,

and regression testing using automated scripts to the extent possible of any system changes; Support WVDMV planning and execution of any required user acceptance testing; Create or update user documentation, technical documentation, and training materials to reflect system changes as needed; Provide advisory support on any user training impacts; and Manage system configurations to ensure any bug fixes applied to the production environment are deployed to all active development and test environments.

i3 Verticals acknowledges and will comply with this requirement.

WVDMV Production Operations Responsibilities

WVDMV's production operations responsibilities shall include: Operate the Tier 1 help desk, with support from the Vendor, during the initial 60 days of production operations for each phase;

i3 Verticals acknowledges and will comply with this requirement.

Perform routine security administration such as the assignment of user responsibilities;

i3 Verticals acknowledges and will comply with this requirement.

Perform Tier 2 and Tier 3 support for issues with the WVDMV technical environment outside the responsibility of the Vendor;

i3 Verticals acknowledges and will comply with this requirement.

Code and unit test all changes to interface programs developed by WVDMV or third parties under WVDMV' s direction to remediate identified defects or support approved enhancement requests;

i3 Verticals acknowledges and will comply with this requirement.

Design, code, and unit test any new interfaces to, or extracts from, existing WVDMV systems as part of approved enhancement requests;

i3 Verticals acknowledges and will comply with this requirement.

Participate in system testing, integration testing, and regression testing;

i3 Verticals acknowledges and will comply with this requirement.

Plan and perform user acceptance testing of any system changes;

i3 Verticals acknowledges and will comply with this requirement.

Provide any required additional training of end users, leveraging training materials developed by the Vendor; and

i3 Verticals acknowledges and will comply with this requirement.

Manage organizational change impacts, with advisory support from the Vendor.

i3 Verticals acknowledges and will comply with this requirement.

Classification of System Incidents

An incident, as defined by the Information Technology Infrastructure Library (ITIL) is an unplanned interruption to an IT service or a reduction in the quality of an IT service. Failure of a configuration item is also an incident, even if the failure has not yet impacted service. Identification and managing the resolution of production system incidents shall be managed through WVDMV' s information technology help desk application.

The help desk staff shall assign a priority based on the criteria below; incidents identified as Critical or High shall be escalated to the WVDMV Project Manager for confirmation;

i3 Verticals acknowledges and will comply with this requirement.

WVDMV's help desk application shall route the ticket to the appropriate Vendor staff based on staff assignments and business rules provided by the Vendor and/or to the appropriate WVDMV, WVDOT or OT team member(s) for tickets to be assigned to state staff, with notifications provided to WVDMV's Project Manager or designee for all Critical and High priority incidents;

i3 Verticals acknowledges and will comply with this requirement.

The Vendor team member(s) assigned the ticket shall update the status of the ticket including recording when work is begun, the diagnostics performed, the solution implemented to remediate the defect/incident, and the date and time the incident is resolved.

i3 Verticals acknowledges and will comply with this requirement.

Prior to closing a ticket, the Vendor team shall conduct a root cause analysis to identify and record the problem that caused the incident and prepare and implement a corrective action plan so that repeat incidents are minimized.

i3 Verticals acknowledges and will comply with this requirement.

The severity definitions outlined below in Table 1 shall also apply to defects identified in testing during the implementation phases of the project; however, the timeframes for initiating work and correcting defects identified during pre-production testing shall be established for each type of testing as part of the approved Master Test Plan. Defects during testing shall be tracked in a defect log provided by the Vendor.

i3 Verticals acknowledges and will comply with this requirement.

TABLE 1 - Classification of System Incidents by Severity Level 1 . h 1 "Timeframes for Initiating Work and Severity Description Reso vmg t e nc1 ent Severity CriticalLevel1-Showstopper incident which is preventing WVDMV from performing business operations. There 1s no work-around or the work-around is extremely complex and/or cannot be made in a timely fashion. To be negotiated. Please refer to Section 4.2.3 for Agency preferred requirements on acknowledgement and resolution timeframes. Severity HighLevel2-Material impact to WVDMV business operations. However, there is a work-around allowing business operations to proceed in the interim. To be negotiated. Please refer to Section 4.2.3 for Agency preferred requirements on acknowledgement and resolution timeframes. Severity MinorLevel3-System does not work per approved design, but the incident is having a limited immediate impact on WVDMV business operations. To be negotiated. Please refer to Section 4.2.3 for Agency preferred requirement.

i3 Verticals accepts and acknowledges this requirement.

4.2.3

Desired Project Requirements - The following desired requirements relate to the goals and objectives and should be met by the Vendor as a part of its submitted proposal. Vendor should describe how it will support these desired project requirements or proposed alternative approaches that allow the Agency to achieve the intended outcomes. The desired project requirements are listed below.

4.2.3.1

Complete implementation of all phases within the agreed to timelines

The Vendor will deliver all phases to a production status and meet the go-live criteria for that phase within 30 days of the go-live date in the approved work plan for that phase. The Vendor will be subject to liquidated damages of$5,000 per day for each day over 30 days past the planned go-live date for a phase the Vendor is late in meeting all go-live criteria and achieving production status for the particular phase.

i3 Verticals acknowledges and will comply with this requirement.

WVDMV is seeking to expedite implementation of Phase 1 and Phase 2 to reduce Agency business risk. WVDMV will evaluate the Vendor's proposed project timeline and award up to five (5) points as part of the Vendor's technical score for a commitment to deliver Phase 1 and/or Phase 2 earlier than the Agency requested Go-Live dates. Vendors will receive two (2) points for agreeing to deliver Phase 1 within ten (10) months or earlier of NTP and one (1) point for agreeing to deliver Phase 1 within 11 months of NTP. Vendors will receive three (3) points for agreeing to delivery Phase 2 within 20 months or earlier of NTP and two (2) points for agreeing to deliver Phase 2 within 22 months of NTP. The advanced delivery date must include the full scope of the phase, and the Vendor must meet all Go-Live criteria for the phase by that date. The Vendor proposed go-live date for each phase will then become the date for the basis for calculating liquidates damages for late delivery for that phase.

i3 Verticals acknowledges this requirement and aligns our proposed timeline with the timeline contained within this RFP.

The Vendor shall address issues/defects identified during Operations and Maintenance per the issue resolution timelines identified below in Table 2:

i3 Verticals acknowledges and will comply with this requirement.

TABLE 2 - WVDMV Desired Issue Resolution Timelines Severity Level 1 - Critical Showstopper incident which is preventing WVDMV from performing business operations. There is no work-around or the work-around is extremely complex and/or cannot be made in a timely fashion. Vendor should acknowledge the incident and begin problem diagnostics on the incident within 30 minutes of the incident being reported to the Vendor. The Vendor must resolve 100% of all High priority incidents within 24 hours of incident identification by either resolving the incident or implementing a work-around which allows the incident to be re-classified as a High priority incident.

Service Credits

If the Vendor does not meet the service levels outlined in this section or the performance and availability standards as defined in Section 4.2.2.14, the Vendor shall, upon WVDMV' s request, issue credits which can be applied to application managed services fees or enhancement requests by WVDMV as follows: Acknowledgement and Problem Diagnostics

If the Vendor fails to acknowledge an issue or initiate problem resolution within the required timelines, the Vendor shall issue WVDMV a credit of $1,000 for each hour or part thereof it fails to meet the acknowledgement or problem diagnostic timeline for Severity 1 or Severity 2 priority issues, and a credit of $500 for each hour or part thereof it fails to meet the acknowledgement or problem diagnostic timeline for a Severity 3 priority issue.

i3 Verticals acknowledges this requirement.

Issue Resolution

If the Vendor fails to implement a bug fix or a work-around acceptable to WVDMV (if a work-around is an acceptable solution to the problem based on the issue severity) within the

i3 Verticals acknowledges this requirement.

System Availability

If the Vendor does not meet the uptime requirements for the production landscape due to issues within its control, the Vendor shall issue WVDMV a credit of $10,000 per hour [COMMENT 7] for each hour the system is down, outside the allowed downtime parameters. This credit shall be applied as a credit against the monthly application managed services fee due to the Vendor.

i3 Verticals acknowledges this requirement.

4.2.3.4 Provide experienced staff throughout the contract that meets or exceeds the experience of the staff identified in the Vendor proposal The experience of the Vendor staff identified in the Vendor's proposal shall serve as the baseline for the level of experience of staff who will work on the project for the duration of the contract. If staff must be replaced for whatever reason during the contract, WVDMV will expect any new staff to have equal or greater experience to the staff member being replaced.

i3 Verticals acknowledges and agrees to this requirement. i3 Verticals Key Team resumes can be found on in Appendix B of this proposal.

4.2.3.5 Fully disclose all subcontractors and their proposed role in the Vendor proposal and obtain WVDMV approval before subcontracting any other elements of the work under the Contract The Vendor shall disclose all proposed subcontractors in their proposal, the role the subcontractor will be performing and the subcontractor's qualifications for the proposed role. During the contract, the Vendor shall obtain WVDMV approval prior to onboarding any subcontractors beyond those identified in their proposal and approved by WVDMV. The Vendor shall make available to WVDMV a copy of the subcontract between the Vendor and any of its subcontractors upon request.

i3 Verticals acknowledges and agrees to this requirement.

4.3. Qualifications and Experience: Vendor should provide information and documentation regarding its qualifications and experience in providing services or solving problems similar to those requested in this RFP. Information and documentation should include, but is not limited to,

copies of any staff certifications or degrees applicable to this project, proposed staffing plans, descriptions of past projects completed (descriptions should include the location of the project, project manager name and contact information, type of project, and what the project goals and objectives where and how they were met.), references for prior projects, and any other information that vendor deems relevant to the items identified as desirable or mandatory below.

We believe we have satisfied this requirement with the information contained in our response; however, we have withheld some information including screen shots, diagrams, etc. based on the requirement that the response be shared publicly with no redactions. i3 Verticals would be happy to provide this information with your team, should it be desired.

4.3.1

Qualification and Experience Information: Vendor should describe in its proposal how it meets the desirable qualification and experience requirements listed below.

4.3.1.1. The Vendor's proposed driver license solution should have been implemented to a production status for at least one United States jurisdiction as of the date of proposal submission.

i3 Verticals provides motor vehicle and motor carrier solutions in over 50 locations throughout the nation and Canada, including a driver license solution.

4.3.1.2. The Vendor's proposed vehicle registration solution should have been implemented to a production status for at least one United States jurisdiction as of the date of proposal submission.

i3 Verticals provides our Title and Registration solution currently in Tennessee which has been live since 2015.

4.3.1.3. The Vendor should have prior experience, preferably as the prime system integrator, with implementing the Vendor's proposed driver license solution to a production status for at least one United States jurisdiction as of the date of proposal submission.

i3 Verticals confirms its position as a premier Prime System Integrator with an extensive track record of delivering mission-critical technology across the United States and Canada. Our expertise is rooted in a history of managing over **35 large-scale jurisdictional, complex system integrations** for government entities, where we serve as the prime vendor with total executive accountability.

Regarding the proposed driver license solution, i3 Verticals has successfully installed and integrated key Driver License system components in two jurisdictions. These installations demonstrate our ability to deploy our proprietary licensing technology into complex production environments, ensuring interoperability with existing state systems while providing a low-risk foundation for future modernization.

The i3 Verticals Advantage

Choosing i3 Verticals means selecting a partner with a proven "prime" pedigree and a focus on measurable results. We offer the stability of a national leader in public sector technology, backed by:

- **Strategic Risk Mitigation:** Our experience with modular component installs allows us to offer a phased, manageable approach to system replacement.

- **Interoperability Excellence:** We specialize in "breaking down silos," ensuring that our licensing components communicate seamlessly with state databases and law enforcement systems.

4.3.1.4. The Vendor should have prior experience, preferably as the prime system integrator, with implementing the Vendor's proposed vehicle registration solution to a production status for at least one jurisdiction as of the date of proposal submission.

i3 Verticals confirms that our proposed solution meets and exceeds your requirements outlined in this solicitation. Our team brings the unique experience of having successfully implemented this comprehensive vehicle registration solution to production status for the State of Tennessee.

In Tennessee, i3 Verticals served as the Prime System Integrator, rescuing a modernization effort that had previously failed multiple times under other vendors, wasting millions of dollars. We delivered the complete system in just 23 months—beating our 24-month contractual commitment—and achieved a **5 to 1 improvement in operational efficiency**.

Critical Law Enforcement & Investigative Integration

Our solution serves as a vital tool for public safety, featuring deep, real-time integrations with Law Enforcement agencies and the Tennessee Bureau of Investigation (TBI).

Law Enforcement Real-Time Access: We provide the TBI with seamless access to vehicle and registrant and insurance data, supporting critical investigations and state-level security protocols.

Auto Assistant Integration: Our proprietary Auto Assistant App that we developed, maintain and support allows citizens to present electronic registrations and electronic proof of insurance that are legally recognized and easily verified by officers during traffic stops or accidents.

Continuous Innovation: State of Tennessee Electronic Title System

i3 Verticals is currently leading the next phase of digital evolution for the State by implementing the **Electronic Title (E-Title) system**, scheduled to go live on **June 1, 2026**. This project underscores our role as a long-term strategic partner capable of delivering complex, multi-phase modernizations.

Motor Vehicle Data Services (MVDS) & Commercial Access

Beyond agency use, i3 Verticals provides a robust **Motor Vehicle Data Services** platform that facilitates authorized commercial access while maintaining strict DPPA compliance:

Authorized Searchable Access: We allow authorized entities, such as towing companies and lending institutions, to sign up and perform real-time searches for vehicle and lienholder information. That has a built-in payment solution that collects the charges to search this data.

Comprehensive Logistics & Citizen Engagement

Our solution manages the entire lifecycle of vehicle registration, from digital renewals to physical inventory:

High-Volume Online Renewals: We process over **1.8 million online renewals annually**.

Statewide Print on Demand Management: i3 Verticals manages the deployment and maintenance of **Print-on-Demand (POD) decal printers** across all **95 counties** in over **130 offices**. This eliminated the need to purchase rolls of decals that are numbered. Saving money and time eliminating the need to track each serialized decal.

Kiosk Network: We have installed over **90 indoor and outdoor Kiosks** that have successfully completed more than **800,000 vehicle renewals**.

Predictive Inventory Forecasting: Our in-depth inventory management solution saves taxpayer money by using historical data to **forecast inventory needs**, preventing shortages and eliminating costly overstock.

4.3.2

Mandatory Qualification/Experience Requirements - The following mandatory qualification/experience requirements must be met by the Vendor as a part of its submitted proposal. Vendor should describe how it meets the mandatory requirements and include any areas where it exceeds the mandatory requirements. Failure to comply with mandatory requirements will lead to disqualification, but areas where the mandatory requirements are exceeded will be included in technical scores where appropriate. The mandatory qualifications/experience requirements are listed below.

4.3.2.1

The Vendor's proposed Project Manager must be currently certified as a Project Management Professional (PMP) by the Project Management Institute.

i3 Verticals Senior Project Manager

i3 Verticals meets this requirement, with Jon Izor serving as our Senior Project Manager. Jon brings more than seven years of project management experience within i3 Verticals' transportation portfolio, providing exceptional client support to driver licensing and vehicle registration and title programs. He holds multiple industry-recognized certifications, including PMP, PMI-ACP, PMI-CPMAI, SAFe-SSM, and CSM, demonstrating his strong commitment to delivering high-quality, customer-focused solutions. More information is available from his resume, included in Appendix B of this response.

4.3.2.2

The Vendor's proposed Functional Lead and Technical Architect must have at least two years of experience working in similar roles on implementations of the Vendor's proposed solution.

i3 Verticals Functional Lead

i3 Verticals meets this requirement through the leadership of Kome Mofe-Damijo, who serves as the Functional Lead for this project. Kome brings extensive experience from previous roles in DMV operations prior to i3 Verticals. His four years as a Functional Lead with i3 Verticals providing functional experience for transportation clients including our Manitoba Modernization Project (currently underway including Driver License, Vehicle & Dealer Registration, and IRP), the Nebraska Modernization (including IRP and IFTA), and the Saskatchewan Transformation project (including IRP). His background is strengthened by multiple industry-recognized certifications—Professional Scrum Product Owner, SAFe Product Owner/Product Manager, Lean Six Sigma Yellow Belt, and Scrum Fundamentals Certified (SFC).

Collectively, these qualifications demonstrate Kome's strong technical expertise within DMV environments, along with his proven capabilities in critical thinking, communication, creativity, and leadership. His experience and skill set enable him to provide the strategic guidance and operational insight necessary to ensure the project's success.

i3 Verticals Technical Architect

i3 Verticals exceeds this requirement by drawing on the deep expertise of Andrew Black, whose fourteen-year tenure with the organization has made him a recognized authority in DMV-related solutions. His comprehensive understanding of our platforms has earned him the critical role of Vehicle and Driver Services Product Owner, where he leads strategic innovation across our driver services portfolio.

Andrew's leadership is defined by a disciplined, customer-driven approach. He consistently transforms client feedback and emerging technology trends—such as integrated AI capabilities—into high-impact product enhancements that directly address agency needs and improve operational outcomes. His eight years as the Team Lead for the Vehicle Title and Registration product have been instrumental in elevating system performance, strengthening integration capabilities, and delivering intuitive, efficient tools that empower both agency staff and the constituents they serve.

With Andrew guiding product strategy, clients gain a partner who not only understands the complexities of DMV operations but also knows how to convert that insight into practical, measurable improvements. His experience ensures that our solutions continue to evolve in ways that reduce workload, improve accuracy, and drive long-term value for our customers.

Included with this response are Kome's and Andrew's resumes, included in Appendix B.

Appendix B i3 Verticals Team

The i3 Verticals Team will participate in the project in groups associated with multiple tracks based on the nature of work as needed. This section provides a high-level view of the make-up of each track in relation to our Project Management Organization showing the team members required from both the i3 Verticals and WVDMV teams.

Functional Track

i3 Verticals Team Structure	• Functional SMEs • Technical SMEs
Competencies	• In-depth product knowledge • In-depth domain knowledge • Requirement elicitation
Methodology	• Validate Requirement Traceability Matrix (RTM) • Prepare the requirements workshop schedule based on the topics required to be completed in the Requirements Document • Schedule the requirements workshop meetings with required SMEs • Conduct requirement workshops with product demos from the i3 Verticals IFTA and IRP solutions • Share Modification Requirements Document and action items list after end of the requirement workshops with the WVDMV team for interim review and feedback • Detailed Fit-Gap analysis based on product and RTM requirement review • Identify Business Rules • Identify UI changes (i.e., label changes or adding or removing any fields) • Identify integration points during requirement workshops for Interfaces • Understand and document requirements • Collect report /notification templates • Give demo from WVDMV Sandbox environment after each Sandbox release • Requirement sign offs
Deliverables	• Requirements Traceability Matrix (RTM) Validation • Product Verification documents (Requirements Documents) - Enterprise, IRP, IFTA, Audit, etc. • Product Virtual Demo from Sandbox • Software Configuration Plan
Who do they work with	WVDMV Team • Functional SMEs • Interface SMEs • Business Teams • User groups Team i3 Verticals • Architecture and Infrastructure Team • Interface Team

	• COTS Team • Data Migration Team • QA Teams • Project Manager and PMO Team

Architecture and Infrastructure Track

i3 Verticals Team Structure	• Application Architect • Solution Architect
Competencies	• In-depth knowledge of base product and design of all its components • Knowledge of infrastructure needs • Technical skills required to design application/configuration changes based on requirements • Agile Methodology knowledge
Methodology	• Develop and oversee the overall design, architecture, and development of program deliverables • Go through the RTM and Requirements Document, understand the identified gaps • Define and document Initial Infrastructure /Server needs • Understand system functional and non-functional requirements • Understand interface requirements • Analyze the impact and design changes/configurations • Prepare technical design documents • Identify infrastructure needs and support all teams
Deliverables	• Configuration of the Development/ Sandbox, UAT and PROD servers • Infrastructure Plan • Security Plan • Deployment Plan • Support for: • Testing - Conduct System Performance (Load/Stress) Testing • Testing - Certification of 3rd Party Pen Testing and Application Vulnerability Scanning • Provide Tools for Backup & Recovery of all applications and data
Who do they work with	WVDMV Team • Technical Team • Project Manager • Infrastructure Team Team i3 Verticals • Functional Team • Interface Team • COTS Team • Data Migration team • QA Teams • Project Manager

	• PMO

COTS Track

i3 Verticals Team Structure	• Technical Lead • Development Lead • Development Team
Competencies	• Knowledge of base product and its design • Technical skills to implement code/configuration changes for requirements. • Agile Methodology knowledge
Methodology	• Go through the RTM and Requirements Document, understand the identified gaps. • Understand system functional (documented in Requirements Document/ICD) and non-functional (security, performance etc.) requirements. • Understand interface requirements. • Understand the impact and design changes. • Create user stories • Sprint planning • Implement requirements through code/configuration changes. • Perform Unit Testing and address defects in the code. • Validate build against RTM and gaps identified in Requirements Document. • Handover the code for QA team for SIT. • Fix any defects identified in any phase. • Provide regular sandbox releases after 1st Sandbox release
Deliverables	• Updated Requirements Document with System Design • Working Product code for QA team • Sandbox releases • At the end of 2-4 sprints • Installation - Provide Fully Tested Data Conversion Software
Who do they work with	WVDMV Team • Functional SMEs & Product Owners • Technical/interface Teams • QA Team Team i3 Verticals • Functional Team & Product Owners • Architecture and Infrastructure Team • Interface Team • Data Migration team • QA Teams • Project Manager • PMO

Quality Assurance Track

i3 Verticals Team Structure	• QA Lead • QA Team members

Competencies	• In-depth product knowledge • Analytical skills • Agile Methodology knowledge • Skills to prepare test plan, strategy, scenarios, cases. • Skills to execute test cases and document test results.
Methodology	• Go through the RTM and Requirements Documents (Baseline and Gap) • Understand the identified gaps • Understand system functional and non-functional requirements • Prepare test plan, strategy, scenarios, and test cases (functional, NFR, SIT). • Execute functional, system and integration test cases • Execute performance test • Log defect if any, retest and close once fixed by necessary i3 Verticals Team • Prepare test log and results • Prepare Release notes
Deliverables	• All Test Plans • Updated RTM with Test Case reference number • Sandbox release notes • Testing - Conduct Integration Testing • Testing - Conduct User Acceptance Testing • Testing - Perform Production Tests • Testing - Test In-Bound and Out-Bound Interfaces • Testing - Conduct System Performance (Load/Stress) Testing • Testing - Certification of 3rd Party Pen Testing and Application Vulnerability Scanning
Who do they work with	WVDMV Team • Functional SMEs • User groups • QA Teams Team i3 Verticals • Functional Team • Architecture and Infrastructure Team • Interface Team • COTS Team • Data Migration team • Project Manager • PMO

Interface Track

i3 Verticals Team Structure	• Technical Lead • Technical Team members
Competencies	• Knowledge of base product and its design • Technical skills to implement integration of interface. • Hybrid Agile Methodology knowledge
Methodology	• Go through the RTM and Requirements Document understand the Integration Points

	• Prepare Interface Control Document • Review all interface specifications and collect the sample interface testing data. • Prepare technical design of each interface for integration points identified in the Requirements Document. • Understand the impact and design changes to the COTS product. • Implement requirements through code/configuration changes. • Perform Unit testing by coordinating with the WVDMV Interface team members. • Share the interface updates to COTS team. • Fix defects if any defects identified in any phase
Deliverables	• Interface Control Documents (ICD) • Testing - Test In-Bound and Out-Bound Interfaces
Who do they work with	WVDMV Team • Functional SMEs • Technical Team Team i3 Verticals • Functional Team • Architecture and Infrastructure Team • COTS Team • Data Migration Team • QA Teams • Project Manager • PMO

Data Migration Track

i3 Verticals Team Structure	Data Migration Lead
Competencies	• In-depth product Database design knowledge • Expert with Structured Query Language (SQL) and Extract, Transform, Load (ETL) tool • Requirement elicitation
Methodology	• Review the Legacy system Data Model and Data Dictionary • Prepare the Source database and load the Legacy data received from the WVDMV Team. • Prepare the Data Conversion plan. • Prepare the Data Mapping sheet – Column level mapping and Table level mapping in both direction (Legacy to Target and Target to Legacy) • Prepare Pre-Conversion reports before conversion run (from Legacy Source database) for each conversion cycle. • Prepare ETL conversion scripts to run the Migration. • Prepare post-conversion reports after conversion run (from Target COTS product database) for each conversion cycle.

	• Prepare Conversion Run result after each conversion run from ETL tool.
Deliverables	• Data Migration & Data Conversion Plan • Data Mapping for COTS • Converted Database for Sandbox, SIT, UAT, and Production Go live. • Data migration reports (Pre-conversion/ Post conversion)
Who do they work with	WVDMV Team • Functional SMEs • Technical Team • Database Administrator (DBA) Team i3 Verticals • Functional Team • Architecture and Infrastructure Team • Interface Team • COTS Team • QA Teams • Project Manager • PMO

Training Track

i3 Verticals Team Structure	• Training Lead • Technical Writer • Functional SME
Competencies	• In-depth product and domain knowledge • Strategic Alignment • Evaluating Performance • Identifying Needs
Methodology	• Prepare User guide documents. • Prepare Training Material Microsoft Power Point Presentation (PPT) • Provide Virtual training after milestone Sandbox release. • Conduct Train the Trainer session.
Deliverables	• User Guide • Training PPT for Trainer Team • Conduct Training
Who do they work with	WVDMV Team • Functional SMEs • Business Teams • Training Team Team i3 Verticals • Functional SME • QA Team • Project Manager • PMO

PMO Track

i3 Verticals Team Structure	• Project Manager • Product Manager • Product Director
Competencies	• In-depth product knowledge • In-depth domain knowledge • Requirement elicitation • In-depth Project Management knowledge
Methodology	• Agile Project Management • PMI Project Management
Deliverables	• Conduct Project Kick off Meeting - using PPT file • Integrated Master Schedule - Work Breakdown Structure (WBS) using Microsoft Project Plan • Weekly Project Status Reports • Project Management Plan • Communications and Change Management Plan • End User Support Plan • Business continuity Plan • Documentations of Operational Procedure • Provide Software License • Cutover Plan
Who do they work with	WVDMV Team • Project Manager & PMO team • Functional SMEs • Interface SMEs • Business teams • User groups Team i3 Verticals • Functional Team • Architecture and Infrastructure team • Interface Team • COTS team • Data Migration Team • QA teams • PMO team

Following contracting, i3 Verticals will provide a final draft of all team members for approval from the parties identified in the contract.

Project Key Roles

Project Sponsor – Responsible for providing funding and resources, support, and leadership to the project team. The Project Sponsor also serves as a link between the project manager, product manager and other decision-making groups. The project sponsor resolves conflicts that require senior management involvement: funding, priorities, external commitments, cross-organizational boundaries, and clients.

Product Director – Responsible for overseeing the whole product lifecycle, from new product ideas to the product launch, and beyond. In close cooperation with the Project Manager and Product Owner, the Product Director will be involved in decision-making about the product,

prioritizing features, and designing product roadmaps. The Product Director will collaborate with the cross-functional teams, including engineering teams, design teams, sales teams, and product team to define and plan product features.

Senior Project Manager – Responsible for all project management for the WVDMV WVDLS Program. The Project Manager is responsible for planning, creating, and/or managing all work activities, variances, tracking, reporting, communication, staffing, and internal coordination with functional managers. Oversee project planning, resource allocation, risk management, and communication among team members, stakeholders, and WVDMV WVDLS Program Project Leadership.

Solution Architect – The Solution Architect will design the overall system architecture and ensure the technical solutions meet WVDMV WVDLS Program requirements. Collaborate with stakeholders, analyze business needs, and provide guidance on technology selection, integration, and scalability.

Technical Lead – Responsible for managing the conceptual and detailed design and implementation of all technical architecture. In close cooperation with the Project Manager and Product Manager, the Technical Lead will orchestrate and control the technical aspects of the implementation effort. Responsibilities also include technical leadership for design, development, and testing of the implementation.

Senior Data Architect – Responsible for analyzing, designing, and maintaining the data and database(s) for the WVDMV WVDLS Program. Manage conversions and migration of data from existing systems to the new solution. Develop strategies, oversee data mapping and transformation, and ensure data integrity and accuracy throughout the migration. Responsibilities also include assisting with risk identification, determining impacts of change requests, and status reporting.

Other Team Member Roles

To Be Identified Following Contracting

Senior Quality Specialist – Responsible for assisting the Project Manager in creating quality control and assurance standards. The Senior Quality Specialist is also responsible for maintaining quality control and assurance logs throughout the project. The Senior Quality Specialist will be managed by the appropriate agency team member who will also provide feedback to the functional manager for performance evaluations.

Systems Engineer – Responsible for analyzing, designing, and maintaining the network and hardware for the WVDMV WVDLS Program. All network tasks will be reviewed by the Solution Architect prior to implementation. Responsibilities also include assisting with risk identification, determining impacts of change requests, and status reporting. Also responsible for working with the Project Manager and Technical Lead to create work packages, manage risks, manage schedules, and identify requirements.

Senior Software Engineer – Responsible for oversight of all coding and programming tasks for the WVDMV WVDLS Program and ensuring functionality is compliant with quality standards. Responsible for working with the Product Manager and Product Owner to create work packages, manage risks, manage schedules, identify requirements, and create reports.

Software Engineer – Responsible for coding and programming for the WVDMV WVDLS Program. All coding and programming tasks will be reviewed by the Senior Software Engineer prior to implementation. Responsibilities also include assisting with risk identification, determining impacts of change requests, and status reporting. The Software Engineers will be managed by their respective Team Lead.

Functional SME (Subject Matter Experts) / Application Analyst – Responsible for gathering, analyzing, documenting, and validating the needs of the project stakeholders. Also responsible for change management, planning and conducting initial training and quality testing of applications. Responsibilities also include being a liaison among stakeholders to elicit, analyze, communicate, and validate requirements for changes to business processes, policies, and information systems.

Database Engineer / Data Architect – Responsible for analyzing, designing, and maintaining the data and database(s) for the WVDMV WVDLS Program Project. Manage conversions and migration of data from existing systems to the new solution. Develop strategies, oversee data mapping and transformation, and ensure data integrity and accuracy throughout the migration. All database tasks will be reviewed by the Senior Data Architect prior to implementation. Responsibilities also include assisting with risk identification, determining impacts of change requests, and status reporting.

Quality Specialist – Responsible for assisting the Project Manager and Senior Quality Specialist in creating and tracking quality control and assurance standards. The Quality Specialist will have primary responsibility for compiling quality reporting and metrics for the Project Manager to communicate. The Quality Specialist will be managed by the appropriate agency team member who will provide feedback, along with the Senior Quality Specialist to the functional manager for performance evaluations.

Test Manager – The Test Manager will be responsible for planning, coordinating, and executing the testing activities for the WVDMV WVDLS Program. Develop test strategies, define test cases, manage testing resources, and ensure the quality and reliability of the delivered solution.

Testing Specialist – Responsible for helping establish testing specifications for the WVDMV WVDLS Program Project with the assistance of the Project Manager and Programmers. The Testing Specialists are responsible for ensuring all testing is complete and documented in accordance with standards, and for ensuring all testing resources are coordinated. The Testing Specialists will be managed by the appropriate agency team member who will also provide feedback to the functional manager for performance evaluations.

Training Manager – The Training Manager will develop and implement a comprehensive training program for WVDMV WVDLS Program staff and end-users. Identify training needs, create training materials, conduct training sessions, and provide ongoing support to ensure a smooth transition and adoption of the new system.

Training/Implementation Specialist – Responsible for helping establish training specifications for the WVDMV WVDLS Program with the assistance of the Project Manager and Analysts. The Training/Implementation Specialists are responsible for ensuring all training is complete and all documentation is in accordance with i3 Vertical standards, and for ensuring all training resources are coordinated. The Training Specialists will be managed by the Training Manager and the appropriate agency team member who will also provide feedback to the functional manager for performance evaluations.

If project remediation is necessary, the PM will employ the **critical path method** to prioritize resources, putting more emphasis into the most important work and rescheduling lower-priority tasks. In this method, the project manager, in collaboration with the project team, will allocate resources for the most crucial, high-priority tasks and will build in buffer time around these tasks to ensure the project plan's main milestones are met. Ultimately, any project remediation identified by the PM will be subject to review and approval by WVDMV. More is detailed regarding how we manage project risk in our Project Methodology & Approach on page 49.

The i3 Verticals Project Team will comply with the roles and responsibilities in alignment with the WVDMV RFP and agrees to any other WVDMV responsibilities in addition to those outlined above. We recommend a review of the roles and responsibilities at the Kickoff meeting, to ensure other potential responsibilities which may not have been included are covered, as well as refreshing each team on those outlined here.

i3 Verticals Key Team Resumes

STONEY M. HALE II

Executive Sponsor (Executive Vice President)

PROFESSIONAL EXPERIENCE

Summary of Relevant Experience:

- 13 years of experience in executive leadership role and 25 plus years of experience in sales
- Project Sponsor of major statewide software and hardware upgrade
- Overlooked large scale statewide projects, acting as Senior Manger resolving conflicts for funding, priorities, external commitments, cross-organizational boundaries, and clients.
- Served as a link between the Project Manager, Product manager and other stakeholders, resolving conflicts.

i3 Verticals, LLC
Executive Vice President, Public Sector, Transportation Division, i3 Verticals, **April 2023 – Present**
Develops and implements the strategic plans for the i3 Verticals Transportation Division that aligns with our company mission, vision, and strategic objectives.
Manages and oversees budgeting, forecasting, reporting, and works daily with Project Managers and stakeholders to ensure specific client visions are implemented throughout the lifecycle of projects.
Leverages corporate and division resources for support throughout the project with clients and vendors.
Works closely with project stakeholders to ensure that the project is aligned with the overall vision of the organization. Provides guidance and support to other members of the project team.

SPECIFIC EXPERIENCE RELEVANT TO PROJECT
Executive Vice President over Transportation Division
Dec 2011 – April 2023
Treasurer, Board of Directors and Solutions Consultant i3-BIS

Consultant for all 95 counties in Tennessee including the State's Vantage Way office in Nashville, TN, Indiana, and Wyoming.

Carry out the responsibilities of a Board of Directors making decisions to guide our company.

Assists in preparation of budget and monitors the budget.

Ensures the Boards financial policies are being followed.

Maintains bank accounts and oversees all financial transactions.

Continue to drive sales growth for BIS' software development and computer hardware sales and hold full responsibility for planning and executing marketing and sales strategy in a competitive market.

Utilize product and software knowledge to provide consulting services to drive new products for BIS.

Generate sales growth throughout Tennessee by starting with 62 County Clerk customers in 2005 to 95 County Clerk customers in 2015.

Generate new revenue within our County Clerk department by selling an online and credit/debit card solution starting with 1 County Clerk customer in 2005 and growing now to service 95 County Clerk customers in 2018.

Key member in selling and installing State of Tennessee contract for a Vehicle Title and Registration System.

Key member in selling and installing State of Tennessee contract for an Electronic Insurance Verification System.

Manage all phases of the sales cycle that involves establishing initial client contact, identifying needs, setting-up presentations, closing the sale, training clients on product applications, meeting with clients to customize new solutions to fulfill their needs, and when needed meet with clients to resolve issues.

Consulted over 65 clients during a statewide upgrade from Databus software and OkiData printers to modern web-based software with laser printers.

Consulted every county and the State of Tennessee in a statewide upgrade from rolls of validation decals to a print-on-demand solution.

Key member in the implementation of over 60 KIOSK implementations in Tennessee.

Meet regularly with County Clerks and their staff to develop software solutions to help make their office more efficient.

Key personnel in over 100 upgrades and new software installations.

EDUCATION

- **BS East TN State University, CIT** – Johnson City, TN

CERTIFICATIONS

- **Comp TIA A+**
- **CompTIA Network**
- **Cisco Certified Network Associate**

ROB MELLO

Engagement Manager

PROFESSIONAL EXPERIENCE

20+ years of professional IT experience with a strong background in engineering, project and product management. Brings 15+ years of experience working in the Motor Vehicles Domain Business. Has held leadership positions as a Software Development Manager, a Senior PMO/EPMO Director and VP of Product. As a Senior Project Manager, led successful and complete system modernization efforts across multiple states and jurisdictions leading to 5:1 efficiencies and providing increased and residual revenue.

SPECIFIC EXPERIENCE RELEVANT TO PROJECT

- Sr. Project Manager for iPRIME (Indiana Plate and Registration Inventory Management E-suite) State of Indiana BMV contract for license plate manufacturing and vehicle registration printing, including packaging and shipping
- Project Director Inventory 2.0 - modernization project for a web-based State level IMS (Inventory Management System)
- Project Director for Kiosk 2.0 – modernization project for custom built self-service kiosks for processing registration renewals, court payments, tax payments, utility payments, etc.
- Sr. Project Manager for NMVTIS integration for the State of Tennessee, Department of Revenue, Motor Vehicles Division
- Sr. Project Manager for STARS (State Title and Registration System) web based statewide motor vehicle system for the State of Tennessee and all 95 counties
- Project Director for EIVS (Electronic Insurance Verification System) for the State of Tennessee; Project was successfully completed on time and in budget
- Sr. Project Manager for VTRS (Vehicle Title and Registration System) Contract for the State of Tennessee; Project was successfully completed on time and in budget
- Project Manager and assisted in overall design for iPhone and Android mobile applications: Auto Assistant' for managing Vehicle registrations, Insurance Information and Registration renewals
- Designed and Managed project for a web-based audience response management system and mobile browser application (emeetinganytime.com)
- Designed and Managed multiple projects for payment websites including administrative and report interfaces for local Government offices, Courts and Utilities
- Designed and Managed project for iPhone and Android mobile application for Utility account management and payments

i3 Verticals 2010 – Current

VP of Product, Public Sector – Transportation

Oversee the program management and the life cycle of product development. Guide the product team members in their jobs and trouble shoot any challenges they encounter. Plans strategy development, creates a program and product roadmap and helps contribute to the vision and development of the program and product itself.

Key Functions:

- Developing strategic roadmaps
- Brainstorming both short-term and long-term milestones and goals
- Managing program and product vision
- Aligning product strategy with business goals
- Driving product discovery, market research, and competitor research
- Driving innovation and new product development initiatives
- Communicating product vision and strategy to stakeholders
- Tracking product success
- Provide market strategy and expertise on RFx's

- Product roadmaps and release management
- Cross-functional collaboration
- Executive communication
- Partner closely with Sales, RFP, and Support teams to monitor changing customer needs, industry trends, upcoming business opportunities, and customer feedback to support continuous product evolution and business growth
- Partner within the Transportation Team to foster teamwork, effective communication, and team successes
- Facilitate communications across Transportation Division and Corporate Resources on product roadmaps, enhancement planning, development, project prioritization, marketing and sales opportunities, and operational teams

Senior Director, EPMO
Enterprise Project Management Office, i3 Verticals, LLC.

Responsibilities in the role of EPMO Director for i3 Verticals includes: Leadership and Strategic Direction, Governance and Portfolio Management, Resource and Risk Management, Performance Reporting, Continuous Improvement, Team Development and Mentoring, and Stakeholder Engagement.

Key Role Dimensions
- Establishing the organization's approach to the full life cycle of projects
- Set the strategy for how the enterprise's portfolio of projects is managed from start to finish, including planning, prioritization and value realization
- Ensure the company's projects are aligned with its strategic objectives
- Ensuring the EPMO meets performance targets
- Acting as a trusted strategic advisor
- Set standards for project management capabilities, including training, certifications and qualifications for Project Managers, success measurement criteria, project management methodologies, tools to be used, etc.
- Create a 'Centre of Excellence' to nurture project management practitioners and share knowledge of industry best practices.

EDUCATION
Bachelor of Science in Computer Science, 12/2009
Concentration: Information Technology
East Tennessee State University, Johnson City, TN

DEB Wiley
MVS Product Director

PROFESSIONAL EXPERIENCE

Business Controller
i3 Verticals (formerly Celtic Systems, USA) 2018 - Current

Bureau Chief Central Office Operations; Manager Vehicle Administrative Support Team; Assistant to the Director of Vehicles
State of Kansas Division of Vehicles, 2011 - 2018

Special Assistant to HR Director
State of Kansas Dept. of Transportation, 2008 – 2011

QA Manager

Alorica, Inc., 2007 –2008

Income Maintenance Worker, Supervisor, Trainer, Medicaid Program Manager, Compliance
State of Kansas Dept of Social Services, 1984 –2006

SPECIFIC EXPERIENCE RELEVANT TO PROJECT

Contract Management, 24 Years
All aspects of Contract Management including RFP development, vendor selection, negotiation, and contract compliance from the customer and vendor perspective.

Budget Management, 25 Years
Budget development including revenue and expenditure projections and developing budget requests from legislature. Tracking revenue and expenditure to ensure compliance with allocated budget. Complete analysis of overall corporate level financial health and monitors.

Project Experience, 28 Years
Managed projects ranging from design and development of major training curriculums to IT projects in a variety of subject areas including Motor Vehicle and License Plate Manufacturing.

OTHER EXPERIENCE OR BACKGROUND INFORMATION
Subject Matter Expert - Working knowledge of IRP, Driver Licensing, Driver Control, Titles and Registration
Strategic Planning - Experience with leading teams in strategic planning development and monitoring. In 2014, as a consultant she led the IRP, Inc. Board in updating their strategic plan.
Team Management - Ms. Wiley has trained in team building and team management and has successfully led teams with diverse roles and diverse members in completing projects. In 2018, she directed a team in the redesign of the manufacturing and issuance of license plates in Kansas. The team consisted of business and IT staff, multiple vendors and multiple software systems involved.
Alternative Dispute Resolution - Ms. Wiley is trained in Alternative Dispute Resolution (mediation) process, having completed her training in 2010. Following completion of her training, she negotiated with the training team to bring the training to the HR Department at KDOT and assisted in the training delivery.

EDUCATION

- **BS Vocational Education** - Pittsburg State University, 1980
- **39 hrs. Graduate Level Credit in Counseling** - Pittsburg State University, 1984

CERTIFICATION

- **Certified Meeting Facilitator** - Team Tech, Inc., 2000
- **Certified Public Manager** - University of Kansas Public Management Center, 2001

JON IZOR

Senior Project Manager (PMP)

PROFESSIONAL EXPERIENCE
Project Manager Transportation Products

i3 Verticals 2025 - Current

Over 7 Years' Senior Product Manager Experience

SPECIFIC EXPERIENCE RELEVANT TO PROJECT

Project Manager Experience, i3 Verticals

- Managing software delivery while supporting vehicle registration and driver licensing. Coordinating internal teams and external partners to meet planned release and deployment timelines on budget.
- Gather and document requirements, define scope and acceptance criteria, and maintain delivery artifacts including project plans, RAID logs, status reports, and implementation runbooks.
- Coordinate integrations and partner workstreams for dealer-facing online registration capabilities, including Carvana and CarMax-related workflows, testing coordination, and release readiness.
- Lead testing coordination and go-live preparation, including UAT planning, defect triage, deployment sequencing, cutover checklists, and operational handoff to support teams.
- Facilitate stakeholder communication across product, engineering, QA, support, and business owners; track dependencies and risks and escalate issues to maintain delivery alignment.
- Directed phased migration of 5,000+ client accounts into new CRM and merchant payments platform, improving delivery velocity by 18% through optimized sprint planning and RAID log governance.
- Reviewed project Statements of Work (SOW) and prepared formal change requests to align project scope, budgets, and timelines with evolving client needs.
- Partnered with merchant clients during migrations to guide adoption, resolve blockers, and achieve 98% on-time cutovers.
- Led compliance validations and sFTP integrations with third-party partners, strengthening data integrity and reducing audit risk.
- Consolidated vendors into a unified support model, improving SLA adherence by 22% and accelerating escalation resolution.
- Built KPI dashboards integrating data warehouse metrics into Abacum, giving leadership visibility and cutting revenue leakage by 10%.

EDUCATION

- **B.S. in Business Management – William Jessup University, Rocklin, CA**
- **Certifications: PMP | PMI-ACP | PMI-CPMAI | SAFe SSM | CSM**

AWARDS & RECOGNITION

- Implementation Excellence Award – 98% on-time platform rollouts with zero critical defects.
- Change Leadership Award – Boosted adoption by 25% through phased rollout & training.
- Operational Excellence Award – Delivered $250K annual savings via process/vendor optimizations.
- Client Success Partnership Award – Recognized for hands-on implementation support, achieving 95–98% satisfaction.

MURUGAN KUMARASWAMY

Solutions Architect / Technical Lead

PROFESSIONAL EXPERIENCE

Solutions Architect
i3 Verticals (formerly Celtic Systems, USA) 2019 - Current

Senior Software Engineer
Celtic Systems, India, 2006 –2009

SPECIFIC EXPERIENCE RELEVANT TO PROJECT

Experience with Motor Carrier and Motor Vehicle Solutions, 13 Years
Team player of the solution architect group for the IRP, IFTA, CVIEW, Driver's Licensing, and Vehicle Registration Systems. Develop various interfaces to communicate with various other systems most of them in different platforms. This was accomplished through the use of 'Web Services'. Authentication and Authorization modules with 'AD' (Active Directory) and AzMan (Windows Authorization Manager) on Windows Server 2003. Designing the basic architecture of the system including the database access architecture which was made totally database independent. Use of Ajax.net 1.0 to make the application more interactive. Designing database tables and understanding use cases of the assigned module.

EDUCATION

- **DOEACC 'B' Level (Master of computer applications) -** DOEACC Society, New Delhi, India, 2006

TECHNICAL SKILLS

- **Languages/Markup:** C#.Net (.NET 4. *), WPF, WCF, XAML, Java Script, HTML, XML, Asp.net MVC Razor, CSS
- **Web Technologies**: Angular 5, Asp.Net MVC 5,
- Web Api, WCF, jQuery, Kendo UI, Chart.js, PrimeNG Library
- **Other Technologies**: AD, AzMan, ADAM, Sitecore, LINQ, SSIS
- **Database Technologies**: SQL Server, Oracle, Access, Entity framework.
- **Design Patterns**: MVC, MVVM (Prism), Abstract Factory, Prototype, Singleton, Façade, Adapter, Observer, Template Method etc.
- **Automated Test Case Frameworks**: NUNIT, Microsoft Test Framework (VS Test projects)
- **IDE**: Visual Studio 2010/2013/2017, SQL Management studio
- **Web Server**: IIS
- **Build Tool**: MSBuild
- **OS**: Windows 9x/XP and above

KOME MOFE-DAMIJO

Functional Lead

PROFESSIONAL EXPERIENCE

Functional Product, Transportation – Motor Vehicle Solutions i3 Verticals, 2022 - Current

SPECIFIC EXPERIENCE RELEVANT TO PROJECT

Business & Functional Requirements Analysis: Led requirement gathering and analysis efforts for major system modernization projects, including Nebraska Motor Carrier Services and Manitoba Public Insurance, ensuring that business requirements were effectively mapped to system functionalities.

Solution Design & Configuration: Designed functional solutions to meet client-specific needs, including system configuration and customization for projects like **Personalized License Plates** and **Direct-to-Customer (DTC)** plate projects, resulting in significant time and cost savings, as well as increased customer satisfaction.

Stakeholder Management: Acted as the liaison between business stakeholders, IT teams, and external vendors to ensure the successful delivery of projects. Led Joint Application Design (JAD) sessions and facilitated ongoing communication with all stakeholders to validate requirements and ensure system alignment.

Testing & Quality Assurance: Conducted functional testing and collaborated with development teams to ensure that system configurations met business needs. Led user acceptance testing (UAT) sessions to validate the end solution and documented defects for resolution.

End-User Training & Support: Provided comprehensive end-user training and created detailed documentation to facilitate the adoption of new systems. Acted as a subject matter expert for the Warranty of License Plate project, ensuring all stakeholders were equipped with the knowledge required to use the system effectively.

Continuous Improvement: Identified opportunities for process improvements and system enhancements to maximize business value. Led initiatives that increased operational efficiency and customer satisfaction.

Project Management & Reporting: Actively participated in scrum ceremonies and project planning meetings, presenting project roadmaps, status updates, and risks to ensure timely delivery and client satisfaction.

EDUCATION

London School of Business & Finance, 2022

Project Management

London School of Business & Finance, 2012

International Business & Negotiations

The University of Winnipeg, 2009

Bachelor of Business Administration (B.B.A)

The University of Winnipeg, 2009

Bachelor of Arts – Conflict Resolution Studies (B.A.)

CERTIFICATIONS

Professional Scrum Product Owner, 2022 | Scrum.org

SAFe Product Owner/Product Manager, 2021 | Scaled Agile, Inc.

Lean Six Sigma Yellow Belt, 2021 | Six Sigma Global Institute

Scrum Fundamentals Certified (SFC), 2021 | SCRUMstudy

Agile Principles and Methodologies, 2020 | Skillsoft

Other Tools - MySQL, MSSQL, MS Office Suite, Insomnia, Jira

ANDREW BLACK

Technical Lead

PROFESSIONAL EXPERIENCE

Product Owner Vehicle and Driver Services, i3 Verticals, 2024 – Present

- Prioritize product features based on customer feedback and collaboration with stakeholders
- Execute product roadmaps to increase customer satisfaction and drive innovation
- Create user stories and define product requirements to meet customer and business objectives.

VTRS (Tennessee) Team Lead, i3 Verticals, 2015 – 2023

- Presented project specifications, timelines, and weekly status reports to state department executives.
- Lead analyst for state of TN Insurance Verification System from design to implementation.
- Worked extensively with State of TN officials on design and development of Vehicle Title and Registration system.
- Integrated state of TN with the National Motor Vehicle Title Information System (NMVTIS).
- Responsible for planning and conducting initial training and quality testing of applications.
- Designed software layouts, workflows, graphic user interface, and collateral training documentation.

Clerk Application Specialist, i3 Verticals, 2012 – 2015

- Phone Support of specialized software, windows operating systems, and hardware
- Linux server support for backups and domain control
- Customer training and onsite installation of hardware and software

EDUCATION

Bachelor of Science, East Tennessee University, 2012
Associate degree, New River Community College, 2010

TECHNICAL SKILLS

- Microsoft Word
- Excel
- Photoshop
- Illustrator
- MySQL, SQL

Summary of Qualifications

- Gathering, analyzing, documenting, and validating the needs of project stakeholders.
- Provide support for corporate environment, including hardware, software, and network maintenance
- Experienced in team-oriented approach to problem definition, mapping solutions and implementing required changes
- Worked with MySQL and Microsoft SQL database systems on Linux servers.
- Manager of a team of analysts supporting multiple statewide software systems.

- Collaborated closely with project stakeholders, business partners, and software development teams.

EDUCATION

- **Bachelor of Science Degree in Digital Media -** East Tennessee State University, Johnson City, TN, 2012
- **Associate of Science Degree, General Studies -** New River Community College, Dublin, VA, 2010

TOM STACK

Senior Data Architect

PROFESSIONAL EXPERIENCE (15 Yrs.)

Summary of Relevant Experience:

- 15 years of experience in systems development
- Involving all aspects of the system development life cycle on large complex information systems
- Specific areas of expertise include CICS/TXSERIES, DB2/UDB, ORACLE, COBOL, SQL, and PERVASIVE DATA INTEGRATOR
- Additional skill sets include PL/SQL, JCL, VSAM, QMF, FILE-AID, EXPIDITOR, ENDEVOR, Platinum Tools, SQL SERVER, VMware.

Data Conversion Specialist
i3 Verticals, March 2012 - Current
Creating application databases, updating data models, creating and testing conversion processes using Pervasive Tools. Assisted with hosting facility setup, infrastructure and networking. Provides application support for the IRP Clearinghouse application.

SPECIFIC EXPERIENCE RELEVANT TO PROJECT

Project Title: New York DMV, Ontario Ministry of Transportation, Kansas Department of Revenue, Pennsylvania Department of Transportation, Georgia Department of Revenue, Alabama Department of Revenue, Wyoming Department of Transportation, West Virginia DMV, Idaho Department of Transportation, District of Columbia DMV, Connecticut DMV

Duration: March 2012 – Continue

Role and Responsibilities: Database Analyst / Conversion Specialist
Lead the conversion requirements review and definition for a particular module. Work closely with clients and internal team to understand and define data conversion requirements. Analyze client data and identify/address problems that may impact the conversion process. Write scripts to convert potentially complex client data for load into staging database. Create a source target mapping, transformation and load design. Facilitate, participate and contribute to Joint Application Design (JAD) sessions and the collection of conversion requirements. Creation and management of requirements traceability matrix. Document and communicate conversion related issues. Run import application to import the scripted data and diagnose/resolve import errors. Participate in product development by providing detailed feedback for bug fixes and enhancements. Combine business/technical knowledge to determine effective approaches in achieving project goals. Execute mock data loads. Perform dry runs and executing production data loads. Participate in application testing and validation processes.

Project Title: Motor Carrier Registration System

Duration: July 2002 - March 2012

Role and Responsibilities: Programmer Analyst
Provided on-going support for the CACI mCarrier IRP (International Registration Plan) applications for the states of Missouri, California, New Jersey, and Rhode Island. Designed and developed conversion processes using Pervasive Data Integrator to move legacy VSAM/ADABAS data into the relational databases (Oracle/DB2) used by the mCarrier vehicle registration application. Develop and modify application program modules as needed to meet the business requirements for each supported IRP jurisdiction.

Project Title: Georgia Registration and Title System (GRATIS)
Duration: December 1998 - November 2001
Role and Responsibilities: Programmer Analyst
Assisted in building the Georgia Registration and Title System. This system was based on the proven North Carolina Title and Registration system and assisted in creating coding and testing of the personalized tag sub-system and title printing modules. Provide front line user support during implementation; worked with users, analysts, and help desk personnel to ensure the overall quality of the system. Assisted with the design and coding of the new IRP sub-system which interfaced with the existing customer modules and DB2 tables of the Georgia Registration and Title System. Coordinating with developer, QA teams, suggesting fixes to complex issues by doing a thorough analysis of root cause and impact of the defect.

Project Title: North Carolina Department of Transportation, State Title and Registration System (STARS)
Duration: September 1994 - November 1998
Role and Responsibilities: Programmer Analyst II
Responsible for coding and testing assigned specifications during the development stage of the project. In the maintenance phase Mr. Stack became the lead analyst for Title, Inquiry, and Special Plates sub-systems. Analyzed change requests, designed, generated program specifications, and was responsible for the assignment of the programming tasks to various team members.

EDUCATION

BS CIS - Phoenix, AZ

CERTIFICATION

Oracle Database Administrator, June 2010
Linux Operating System Administrator, August 2010
Linux Internet / Intranet Server Administration, May 2011

TECHNICAL SKILLS

- **Specific areas of expertise**: CICS/TXSERIES, DB2/UDB, ORACLE, COBOL, SQL, and PERVASIVE DATA INTEGRATOR
- **Additional skill sets**: PL/SQL, JCL, VSAM, QMF, FILE-AID, EXPIDITOR, ENDEVOR, Platinum Tools, SQL SERVER, VMware

Abbreviations and Terms

Glossary of Abbreviations

AAVMA	American Association of Motor Vehicle Administration
AAMVA ACD	AAMVA Code Dictionary -Codes used by AAMVA to identify driver convictions and moving violations across state lines
AI	Artificial Intelligence
API	Application Programming Interface
ART	Agile Release Train
BAE	Business Area Expert
BAIID	Breath Alcohol Ignition Interlock Device
BC	Business Recovery
BDD	Behavior Driven Development
BOB	Book of Business
CAMA	Computer Assisted Mass Appraisal
CCB	Change Control Board
CDL	Commercial Driver License
CDLIS	Commercial Driver's License Information System
COTS	Commercial Off the Shelf
CMS	Content Management System
DDI	Design, Development, and Implementation
DL	Driver License
DMS	Document Management Service
DMV	Department of Motor Vehicles
DOT	Department of Transportation
DR	Disaster Recovery
DRIVE	The Driver's License module within the MVS system
DROOLS	i3 Verticals Business Rules Management System
DTRS	WV Current Title and Registration System
DUI	Driving Under the Influence
DWI	Driving While intoxicated
EIVS	Electronic Insurance Verification System
EQF	Emergency Quick Fix
ERT	Electronic Registration & Titling
ETL	Extract, Transform, Load
EZ Tag	Motor Vehicle Dealer Drive Out EZ Tag Solution
FBOB	Full Book of Business
GDL	Graduated Driver License (Program)
HTTP	Hypertext Transfer Protocol
ICD	Interface Connectivity/Control Document
ID	Identification
IFTA	International Fuel Tax Agreement
IRP	International Registration Plan
IP	Internet Provider
IT	Information Technology
ITS	Incident Tracking System
JSD	Jira Service Desk (i3 Verticals service ticket software)
JOR	Jurisdiction of Record

KPI	Key Performance Indicator
LMS	Learning Management System
MCMIS	Motor Carrier Management Information System
mDL	Mobile Driver's License
MICR	Magnetic Ink Character Recognition
ML	Machine Learning
MSA	Microservices Architecture
MVDS	Motor Vehicle Data Services
NCIC	National Crime Information Center
NMVITS	National Motor Vehicle Title Information System
NTP	Notice To Proceed
OPA	Operating Authority
OLTP	Online Transaction Processing
OOTB	Out Of the Box
OTR	Over The Road
OWASP	Open Web Application Security Project
PARS	Permit and Automated Routing System
PCI-DSS	Payment Card Industry Data Security Standard
PDPS	Problem Driver Pointer System
PM	Project Manager
PMBOK	Project Management Body of Knowledge
PMI	Project Manager Institute
PMO	Project Management Office
PMP	Project Management Professional
PPT	Power Point Presentation
PRISM	Performance and Registration Information Systems Management
PROD	Production
PVD	Product Verification Document
QA	Quality Assurance
QS	Quality Specialist
RACI	Responsible Accountable Consulted Informed
RAD	Rapid Action Development
RBAC	Role Based Access Control
RDBMS	Relational Database Management System
REST API	Representational State Transfer EPI
RFP	Request for Proposal
RTA	Release Train Engineer
RTM	Requirement Traceability Matrix
SaaS	Software as a Service
SDD	System Design Document
SDLC	Software Development Lifecycle
SEI	Software Engineering Institute
SFTP	Secure File Transfer Protocol
SIT	System Integration Testing
SLA	Service Level Agreement
SME	Subject Matter Expert
SOA	Service Oriented Architecture
SOW	Statement of Work
SQL	Structured Query Language
SSN	Social Security Number
SSO	Single Sign On
SSOLV	Social Security Online Verification
TDD	Test Driven Development

T&R	Title & Registration
TOC	Table of Contents
TTT	Train the Trainer
UAT	User Acceptance Testing
UCN	Unique Customer Number
UIC	Universal Interface Controller – a proprietary and powerful integration gateway which allows efficient and easy connection to external systems.
VNET	Virtual Network
VPN	Virtual Private Network
VTRS	Vehicle Title and Registration System
WBS	Work Breakdown Structure
WIP	Work In Progress
WVDLS	West Virginia Driver License System/Solution
WVDMV	West Virginia Department of Motor Vehicles
WVDOT	West Virginia Department of Transportation
WVEA	West Virginia Enterprise Architecture
WVOT	West Virginia Office of Technology

Glossary of Terms

Agile Methodology	Agile methodology is a project management framework that breaks projects down into several dynamic phases, commonly known as sprints.
Agile Release Train	An Agile Release Train (ART) is a key component of the Scaled Agile Framework (SAFe), designed to align multiple teams towards a common goal. It is essentially a team of Agile teams that work together on a long-term plan to deliver value to the customer. The ART organizes all the value streams and executes them collaboratively with the customer to incorporate maximum value in the solutions they build.
Business Area Expert	An area of expertise refers to a specialized knowledge or skill set within a particular domain, in this case, the motor carrier and vehicle industries, where an individual exhibits higher competence than others. It encompasses the specific abilities and knowledge that set professionals apart in their fields, making them valuable in their profession.
Business Recovery	Business Recovery in this instance refers to the strategies and planning which are required in the event of a technology failure.
Behavior Driven Development	is an agile software development methodology that emphasizes collaboration among developers, testers, and non-technical stakeholders to ensure customer-centric outcomes. BDD focuses on defining requirements in terms of desired behaviors and user stories, enabling clearer communication and a focus on delivering business value.
Book of Business	More commonly known as a Full Book of Business, see Full Book of Business for definition.
Cab Card	Cab cards are important for commercial drivers as they serve as proof of the vehicle's IRP registration. The cab card grants the vehicle access to multiple jurisdictions without the need for separate registration in each state or province.
Computer Assisted Mass Appraisal	A software system designed to analyze large volumes of property data, including sales information, property characteristics, and market trends. It employs statistical models and algorithms to estimate the market value of properties based on various factors. CAMA systems can handle diverse property types, from residential homes to commercial buildings and vacant land.
Change Control Board	Otherwise known as a Change Review board. A group of people, usually stakeholders, from the project team that meets regularly to consider changes to a project.
Commercial Off the Shelf	(COTS) Software that is commercially available off-the-shelf products that are not subject to some laws and regulations.
Content Management System	A type of software that facilitates the creation, management, storage, and modification of digital content of a system. It provides a user-friendly interface

	that allows users to manage content without needing extensive technical knowledge or coding skills.
Design, Development, and Implementation	Referring to the phases of a project that involve creating, building, and execution of a system.
Document Management Service	A solution that helps organizations capture, store, organize, and manage electronic documents efficiently.
Disaster Recovery	IT technologies and best practices designed to prevent or minimize data loss and business disruption after catastrophic events.
Emergency Quick Fix	A way of solving a problem that is fast, and/or easy, but temporary.
Extract, Transform, Load	A three-phase computing process where data is extracted from an input source, transformed (including cleaning), and loaded into an output data container. The data can be collected from one or more sources, and it can also be output to one or more destinations.
Full Book of Business	A collection of client accounts and relationships that relate to a company or agency.
Interface Connectivity/Control Document	Commonly referred to as (ICD) used in systems engineering and software engineering, provides a record of all interface information (such as drawings, diagrams, tables, and textual information) generated for a project. The underlying interface documents provide the details and describe the interface or interfaces between subsystems or to a system or subsystem.
International Fuel Tax Agreement	An agreement between the lower 48 states of the US and the Canadian provinces, to simplify the reporting of fuel use by motor carriers that operate in more than one jurisdiction. Alaska, Hawaii, and the Canadian territories are not required to participate, however all of Canada and Alaska do. An operating carrier with IFTA receives an IFTA license and two decals for each qualifying vehicle it operates. The carrier files a quarterly fuel tax report. This report is used to determine the net tax or refund due and to redistribute taxes from collecting states to states that it is due.
International Registration Plan	The International Registration Plan (IRP) is an agreement among 48 U.S. states, the District of Columbia and 10 Canadian provinces which recognizes the registration of commercial motor vehicles issued by other jurisdictions. It provides for payment of apportioned licensing fees based on the total distance operated in each member jurisdiction. Registered motor carriers receive apportioned plates and are able to travel through all IRP member jurisdictions. Motor carriers register with and pay to one jurisdiction. That fee is based on the percentage of distance traveled in each jurisdiction according to that jurisdiction's fee schedule; these fees are then distributed to the relevant jurisdictions. Commercial motor vehicles either alone or used in combination weighing more than 26,000 pounds (11,794 kilograms) and traveling in two or more jurisdictions are likely registered under IRP.
Incident Tracking System	A process of identifying and recording incidents so that you can streamline the process and track progress.

Jira Service Desk	A service management platform that i3 Verticals uses that allows customer service representatives to receive, manage and resolve customer requests efficiently.
Jurisdiction of Record	A court or government agency with the authority to exercise its powers within a specific territory or subject matter.
Motor Carrier Management Information System	A federal database of crashes involving motor carriers with USDOT numbers. The database includes trucks, buses, passenger cars, and light trucks with hazardous materials placard. Data are available for only those crashes resulting in either a tow-away, injury, or fatality. Data are collected from all 50 states, the District of Columbia, and Puerto Rico. The data are transmitted electronically from the States but are maintained and operated by the Federal Motor Carrier Safety Administration (FMCSA). The crash data may contain multiple records for a crash, but due to privacy restrictions, driver data are not included in any crash files released to the public. Managed by the Federal Motor Carrier Safety Administration (FMCSA).
Microservices Architecture	A method of software development where an application is broken down into small, independent, and loosely coupled services. Each service fulfills a specific business need and can be developed, deployed, and maintained independently by a small team of developers.
Motor Vehicle Data Services	Referring to the collection and management of data related to vehicles, including their operation, performance, and usage. Includes such data as vehicle specifications, maintenance records, fuel consumption, and telematics, which are essential for improving vehicle performance and safety. These services often involve high-quality automotive data solutions that empower businesses to make informed decisions.
Operating Authority	A legal certification issued by the Federal Motor Carrier Safety Administration (FMCSA) that grants motor carriers the right to transport goods or passengers for hire across state lines. It is essential for operating as a for-hire carrier and is often referred to as an MC number. This certification ensures that the carrier complies with federal regulations and safety standards while conducting interstate commerce.
Permit and Automated Routing System	An i3 Verticals Transportation solution that streamlines the process of managing permits and efficiently routing vehicles or loads.
PRISM	FMCSA's Performance and Registration Information Systems Management (PRISM) is a Federal partnership with FMCSA, State commercial motor vehicle (CMV) registration offices and law enforcement that improve highway safety by identifying and immobilizing interstate commercial motor carriers that are prohibited from operating due to a Federal Out-of-Service (OOS) order. PRISM processes alert State systems when a CMV carrier with a Federal OOS order attempts to register or renew a vehicle registration. The State registration office

	can then deny, suspend, or revoke the CMV registration. State law enforcement may also use PRISM tools to identify and immobilize OOS vehicles at roadside. PRISM's goal is to immobilize and prohibit carriers with serious safety deficiencies from driving on our roads and potentially prevent crashes, injuries, or fatalities.
Problem Driver Pointer System	(PDPS) Part of the National Driver Register, PDPS is a centralized database that helps jurisdictions identify individuals whose driving privileges have been revoked, suspended, or denied due to serious traffic-related offenses. Maintained by the National Highway Traffic Safety Administration.
Project Management Body of Knowledge	(PMBOK) a globally recognized standard that provides best practices and guidelines for managing projects effectively. Developed by PMI, it serves as a reference for project managers by outlining methodologies, processes and terminologies used across industries.
Project Management Office	A group or department that defines, maintains and ensures project management standards across an organization.
Role Based Access Control	(RBAC) is a security model that regulates access to systems, applications, and data based on predefined roles assigned to users. It simplifies access management by associating permissions with roles rather than individual users, ensuring that users can only access resources necessary for their job functions.
Relational Database Management System	A system that relies on a type of database that organizes data into rows and columns, forming tables where data points are related to each other. This structure allows for efficient data management and retrieval. Data in a relational database is typically structured across multiple tables, which can be joined together via primary keys or foreign keys. These unique identifiers demonstrate the relationships between tables.
Release Train Engineer	is a servant leader and facilitator responsible for managing the Agile Release Train (ART) within the Scaled Agile Framework (SAFe). The RTE ensures smooth coordination, alignment with organizational goals, and adherence to SAFe practices.
Requirement Traceability Matrix	A document that maps and tracks project requirements throughout he project lifecycle, ensuring that all needs are met and aligned with project objectives.
Software as a Service	SaaS is a cloud computing service model where the provider offers access to application software over the Internet on a subscription basis, managing all necessary physical and software resources.
Software Development Lifecycle	A structured process used by software development teams to design, develop, test, and maintain high-quality software. It provides a systematic approach to manage the complexities of software development, ensuring that the final product meets customer expectations and is delivered on time and within budget.

System Integration Testing	A type of software testing conducted in an integrated hardware and software environment to verify the behavior of the complete system, ensuring the interactions between the modules of a software system are functioning correctly and that the system meets its specified requirements.
Service Level Agreement	A contract between i3 Verticals and our clients defining the types and standards of servies to be offered.
Service Oriented Architecture	An architectural style used by i3 Verticals in software engineering that focuses on discrete services instead of a monolithic design. It aims to make software components reusable and interoperable through service interfaces, which use common interface standards and architectural patterns. This approach allows for greater flexibility, scalability, and ease of integration.
Structured Query Language	A standardized programming language specifically designed for managing and manipulating relational databases. It is widely used for tasks such as data definition, data retrieval, data manipulation, and access control.
Test Driven Development	A software development methodology that emphasizes writing tests before writing the actual code. This approach ensures that code is always tested and functional, reducing bugs and improving code quality. TDD involves writing small, focused tests that define the desired functionality, then writing the minimum code necessary to pass these tests and finally refactoring the code to improve structure and performance.
User Acceptance Testing	A crucial phase in software testing is where the software is tested in a real-world scenario by end-users to ensure it meets their requirements and functions as expected. Unlike other forms of testing, UAT focuses on validating the software's user-friendliness, functionality, and performance from the user's perspective.
Universal Interface Controller	i3 Verticals' proprietary and powerful integration gateway which allows efficient and easy connection to external systems.