Response to Request for Proposal

Modernize the DMV Driver System *Technical Proposal*

Solicitation No: CRFP 0802 DMV2600000001

Submitted By: Infosys Public Services, Inc

January 22, 2026

Original Copy

Infosys® Public Services

Response to Request for Proposal

Modernize the DMV Driver System *Technical Proposal*

Solicitation No: CRFP 0802 DMV2600000001

Submitted By: Infosys Public Services, Inc

January 22, 2026

Original Copy

Infosys® Public Services

	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: VS0000011343
Vendor Name : Infosys Public Services Inc
Address :
Street : 700 King farm Blvd, Suit 200,
City : Rockville
State : Maryland **Country :** USA **Zip :** 20850
Principal Contact : +1 6479998924
Vendor Contact Phone: +1 6479998924 **Extension:**

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

Vendor Signature X *Jonah Czerwinski* **FEIN#** 27-1122707 **DATE** 15th January 2026

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

Contact Information

For further information and discussions, please contact	
Name	Kannan Rajagopal
Designation	Head of DMV and Transportation Practice
Address	700 King Farm Blvd, Suite 200, Rockville, Maryland 20850, USA
Phone	+1 6479998924
Email	Kannan.Rajagopal@infosys.com

Confidential Information

This document contains information and data that Infosys considers confidential ("Confidential Information") to Infosys Public Services ("Infosys") and State of West Virginia- Department of Administration.

Confidential Information includes the following:

- Section 1: Cover letter- Names and contact details.
- Section 2: Executive Summary- Names
- Section 10: Qualification and Experience- References and Resumes
- Attachment 6: Resumes

Any disclosure of Confidential Information to, or use of it by a third party (i.e., a party other than State of West Virginia- Department of Administration), will be damaging to Infosys. Ownership of all Confidential Information, no matter in what media it resides, remains with Infosys.

Confidential Information in this document shall not be disclosed outside the buyer's proposal evaluators and shall not be duplicated, used, or disclosed – in whole or in part – for any purpose other than to evaluate this proposal without specific written permission of an authorized representative of Infosys.

Table of Contents

Index of Figures

Index of Tables

Attachments

1. Cover Letter (Solicitation Section 5.3.6.2.1)

5.3.6.2.1 Provide a cover letter of introduction not to exceed two pages which should briefly introduce the prime Vendor, explain any partnerships, joint venture or other teaming arrangement, if applicable, and introduce all major subcontractors/subconsultants who may be involved in the performance of the work and the specific role the subcontractor is proposed to perform. The cover letter should indicate the office location which will be responsible for the delivery of the work under this RFP and clearly state the responsible contact person's title and contact information.

January 22, 2026
John W. Estep
Buyer, West Virginia Purchasing Division
2019 Washington Street East
Charleston, WV 25305

Subject: Response to RFP No. DMV2600000001 – Modernization of WVDMV Driver System

Dear Mr. Estep:

The West Virginia Division of Motor Vehicles (WVDMV) is at a pivotal moment to transform its legacy systems into a modern, secure, and customer-centric platform. Infosys Public Services (IPS, Infosys) is pleased to submit this proposal as the prime vendor, bringing decades of experience in DMV modernization and large-scale government transformations.

Our Team and Strategic Partnerships

To deliver a seamless, modern experience for citizens, Infosys Public Services (IPS) has formed a strategic partnership with Salesforce - an industry leader in customer engagement and public sector solutions forming Team Infosys. As part of our approach, Infosys will implement the Salesforce Public Sector Solution (Salesforce PSS) as the foundational technology for WVDMV's Modernization initiative. This platform will support intuitive, mobile-responsive, and Section 508 compliant portals with strong self-service capabilities.

Leveraging this foundation, Infosys will use the Infosys Driver and Vehicle Services (Salesforce PSS+IDVS) accelerator to quickly configure DMV workflows; deploy pre-built capabilities for driver licensing, vehicle titling and registration, and cashiering; adopt an API-first integration strategy; and securely modernize driver licensing, vehicle services, and back-office operations reducing implementation risk and accelerating time-to-value.

Subcontractors and Roles

Salesforce: Technology partner for citizen-facing portal and DMV Public Service capabilities, ensuring seamless integration and accessibility.

Delivery Location and Contact

This project will be managed by our Rockville, MD Delivery Center, ensuring onshore delivery and close collaboration with WVDMV stakeholders.

Primary Contact
Kannan Rajagopal
Head – DMV / Transportation Practice
Infosys Public Services
Email: kannan.rajagopal@infosys.com | Phone: +1.647.999.8924

Commitment to WVDMV's Vision

Our approach addresses critical modernization drivers, including the AAMVA UNI sunset, mainframe DL system retirement, need for a unified customer-centric operating model, replacing mobile id, cashiering, appointment scheduling & queue management system, and advancing to phase 4 to implement fully integrated vehicle title and registration. Team Infosys will deliver a future-ready solution

that enhances service quality, operational efficiency, and citizen satisfaction - while ensuring compliance with all state and federal standards.

We appreciate the opportunity to partner with WVDMV on this transformative initiative and look forward to collaborating to achieve your modernization goals.

Sincerely,

Kannan Rajagopal
Head of DMV and Transportation Practice
Infosys Public Services

2. Executive Summary (Solicitation Section 5.3.6.2.2)

5.3.6.2.2 Provide an executive summary not to exceed ten (10) pages which provides an overview of the Vendor's proposed solution and how this solution will address WVDMV requirements for modernizing its motor vehicle applications and the Vendor's prior experience implementing its proposed solution. Describe the proposed project organization, the role of each subcontractor/subconsultant and the experience of proposed project team members (prime and subcontractor) to perform their assigned roles on the project. Specifically highlight how the Vendor meets the required and desirable experience requirements.

Solution Overview

Infosys Public Services (IPS) has established a strategic partnership with Salesforce—an industry leader in customer engagement and public sector solutions - forming Team Infosys. As part of our approach, Infosys will implement the Salesforce Public Sector Solution (Salesforce PSS) as the foundational technology for WVDMV's Modernization initiative. This platform will support intuitive, mobile-responsive, and Section 508 compliant portals with strong self-service capabilities.

Leveraging this foundation, Infosys will use the Infosys Driver and Vehicle Services (Salesforce PSS+IDVS) accelerator to quickly configure DMV workflows; deploy pre-built capabilities for driver licensing, vehicle titling and registration, and cashiering; adopt an API-first integration strategy; and securely modernize driver licensing, vehicle services, and back-office operations reducing implementation risk and accelerating time-to-value.

Team Infosys understands the urgency and strategic importance of this modernization initiative, driven by key factors and supported by a disciplined approach to data migration, rigorous testing, defined service levels, onshore delivery, and optimized hardware strategies. This initiative will culminate in Salesforce PSS+IDVS - a unified DMV platform that enhances service quality, resilience, and operational efficiency across the state.

A Modern Foundation for Public Safety and Service Excellence

Salesforce PSS+IDVS is engineered to deliver a comprehensive suite of DMV capabilities, ensuring rapid deployment and full compliance with the WVDMV RFP requirements. Salesforce PSS+IDVS eliminates the need for extensive customization by providing pre-configured modules that address all core functional areas, including:

Table 1. Pre-configured modules that address all core DMV services

Driver Licensing & Credential Management	Supports issuance, renewals, suspensions, Revocation, and required APIs for Mobile ID integration.
Vehicle Titling & Registration	Integrated workflows for title issuance, registration, and renewal (optional Phase 4 enhancements).
Customer-Centric Model	Implements a persistent Unique Customer Number and unified search across driver and vehicle records.
Cashiering & Payments	Integrated cashiering with audit trails, cash drawer, reconciliation, refunds, and office deposits.
Scheduling & Queuing	Advanced appointment and queue management with analytics and real-time updates.
Compliance & Security	Built-in role-based access control, MFA, encryption (FIPS 140-2), and shall adhere to WVOT security policies.
Integration Framework	Pre-built connectors for WV DMV Internal Services, AAMVA programs, law enforcement, and other third-party services.
Reporting & Analytics	Configurable dashboards and BI tools for operational insights and compliance reporting.
Omnichannel Experience	Citizen and business portals, mobile apps, kiosks, and in-office solutions - all WCAG 2.1 AA compliant.

The diagram below depicts the key foundational modules that constitute the core of the Salesforce PSS+IDVS platform:

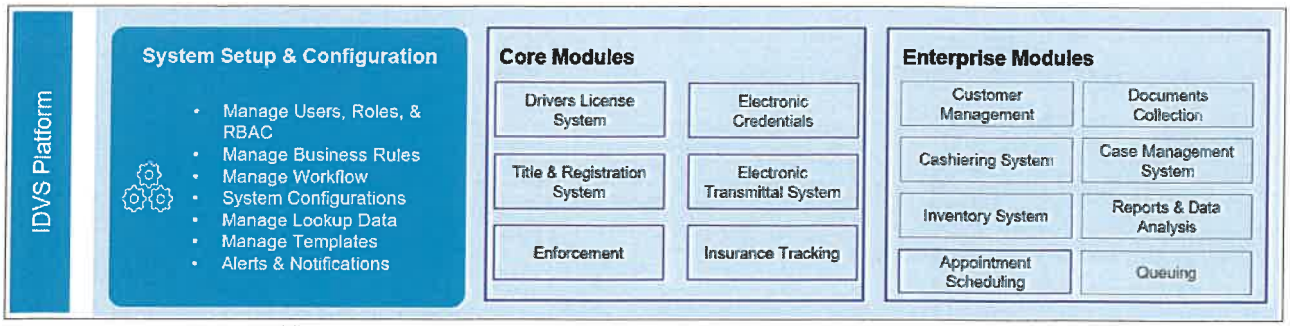


Figure 1. Foundational Modules of Salesforce PSS+IDVS

Enterprise Integration and Interoperability

Salesforce PSS+IDVS pre-built integration framework provides seamless connectivity to the systems and services critical to DMV operations. Unlike proprietary DMV solutions that require costly custom integrations for every connection, our platform includes native or certified connectors for payment processors, AAMVA systems, federal databases (SAVE, SSOLV), state enterprise systems (ERP, HR, GIS), and third-party services. This integration superiority reduces implementation risk, accelerates time-to-value, and ensures West Virginia can leverage best-of-breed services across the entire ecosystem without being constrained by a single vendor's limited partnership network. As shown in the sample diagram below, Salesforce PSS+IDVS incorporates essential connectors that are configurable for seamless integration and data exchange with WVDMV systems and partner services:

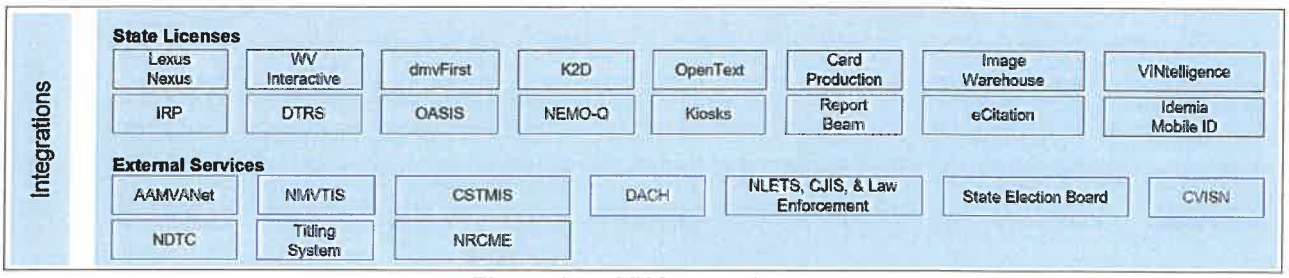


Figure 2. API Integrations

Enterprise Role-Based Security and Access Control Framework

Salesforce PSS+IDVS enables system administrators or other authorized users to assign user-group access—either directly within the solution or through Active Directory integration—to specific system functions, define the permitted access levels (add, change, inquire, retire, delete), and set effective start and end dates for those permissions. The diagram below illustrates the built-in role-based access control and authorization capabilities embedded within the Salesforce PSS+IDVS:

Figure 3. Built-in role-based access control and authorization

Modern User Experience Across All Channels

Salesforce PSS+IDVS delivers a truly mobile-first, responsive experience across all channels - web, mobile app, SMS, and in-person kiosks - built on a unified platform rather than the retrofitted mobile interfaces common among legacy DMV vendors. The following diagram highlights the Salesforce PSS+IDVS platform's ability to deliver services across multiple channels seamlessly:

Figure 4. Salesforce Ability to Deliver Services

Salesforce PSS+IDVS - Value Proposition

A Unified, Customer Oriented Platform:

At the core of our proposed solution is a longitudinal, 360-degree view of the constituent that evolves DMV services from isolated transactions into a unified public service. Unlike traditional "form-centric" systems used by legacy competitors - which often treat a driver's license and a vehicle registration as disconnected records - our Salesforce-based platform establishes a single "Gold Record" for every West Virginian.

This customer-centric architecture ensures that an individual's entire history remains linked to a single, persistent unique identifier. Whether staff are processing license renewal, a title transfer, or a payment, they work from a common source of truth. By moving away from fragmented records, the State ensures that vital enforcement and safety data follow the individual across their entire lifecycle, providing regulators and regional staff with a comprehensive view that anticipates needs and accelerates service with benefits as below.

- **Seamless Customer Experience:** A 508compliant Salesforce-based portal delivers intuitive self-service, enabling faster access to services for citizens and businesses.
- **Improved Operational Efficiency:** Salesforce PSS+IDVS streamlines and automates processes with low-code tools and intelligent workflows, reducing manual effort and boosting staff productivity.
- **Built for Resilience:** Its cloud native, modular architecture on Salesforce Government Cloud provides high availability, strong security, and scalable, uninterrupted service.

Citizens can interact with DMV services on their preferred platforms, enhancing accessibility and satisfaction as depicted in the below diagram.

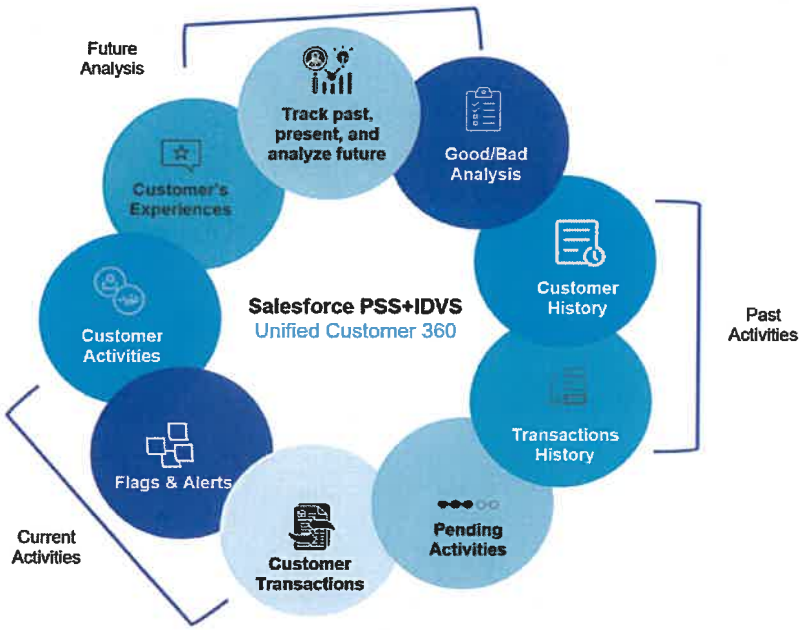


Figure 5. Salesforce PSS+IDVS Unified Customer 360 View

DMV-Specific Use Cases in the Roadmap:

Team Infosys presents the WVDMV with a transformative opportunity to reimagine its operational and technological landscape. The platform design will drive innovation across core DMV functions ranging from customer engagement to service delivery by leveraging AI, automation, and modular architecture.

Salesforce PSS+IDVS rich set of pre-configured components, proven methodologies, and a robust technology stack will accelerate modernization efforts while reducing time-to-value and technical complexity.

The diagram and table below illustrate our accelerated innovations, showcasing pre-built capabilities strategically aligned around the core solution:

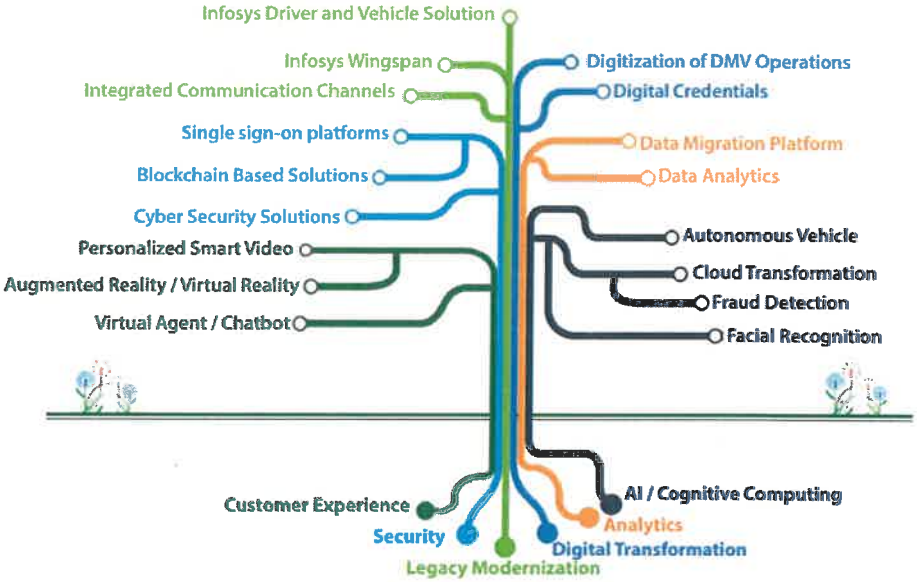


Figure 6. Salesforce+IDVS Accelerated Innovations

The table below provides a list of use cases that Team Infosys has implemented across various public services solutions:

Table 2. Public Services use cases

Virtual Agent / Chatbot: Intelligent agents that automate several processes including scheduling appointments, renewal of registration etc.	**Digital Learning & Development:** IDVS platform accessible anytime, anywhere and on any device for DMV agents to re-skill and for customers to understand DMV processes
Personalized Smart Video: Real-time video platform that creates personalized and contextual videos with dynamic texts, images, and customized call-to-actions.	**Digital Credentials:** Application that delivers electronic versions of the driver's license, vehicle registration etc. enabling customers to perform transactions through their preferred channel and device.
AI-enabled DMV Services: Automated data science platform that turns multi-format, multi-type data into next-best actions, enabling DMVs to deliver proactive customer services.	**Blockchain-based Registration:** Blockchain network that digitizes DMV services like registration of a vehicle, making the exercise more secure and seamless by integrating services and enhancing customer experience

Augmented Reality / Virtual Reality: Application that uses augmented reality to digitize paper forms and enable customers to fill in the forms more quickly and accurately. Virtual Reality can also be used for driver simulations for customers to practice their road test skills.

Living Labs: Creates innovative solutions by contextualizing emerging technologies, leveraging design thinking to discover the right problems, and experimenting to identify the most desirable, feasible and viable solution

Implementation Approach

Our approach aligns with WVDMV's vision for phased modernization while ensuring rapid time-to-value and minimal disruption:

Table 1. Implementation Approach for Phased Modernization

Phase 1	API-led integration using MuleSoft Anypoint Platform for AAMVA UNI service migration to RESTful APIs.
Phase 2	Deployment of core Driver Licensing Capabilities (MVP) and Mobile ID.
Phase 3	Full integration of Driver Services, including Omni-channel Customer Portal, Cashiering, Scheduling & Queuing, and Compliance Reporting.
Phase 4 (Optional)	Replacement of legacy DTRS with Salesforce PSS+IDVS Vehicle Title and Registration System, supporting Electronic Titling (ET) and NMVTIS compliance.

Our implementation methodology follows an Agile framework with sprint-based development cycles, complemented by structured phase gates for System Testing, Integration Testing, and agency-led User Acceptance Testing (UAT) prior to each production release. Below is a summarized Gantt Chart of our implementation plan:

Figure 7. Summarized Gantt Chart of implementation plan

Prior Experience

While organizations around the globe are leveraging Salesforce's leading cloud solutions and experiencing incredible results ranging from more connected customer service to streamlined operations, better performance, and overall cost savings. Below is a list of jurisdictions that have successfully implemented Salesforce PSS:

California Department of Motor Vehicles (CA DMV): CA DMV is the largest identity issuer in the nation, managing identities for over 34 million people through more than 175 field offices and 300 kiosks. The DMV modernized its legacy systems using the FedRAMP-authorized Salesforce Customer 360 for Public Sector, enabling the support of new and existing services across multiple channels. The Digital eXperience Platform (DXP), built on Experience Cloud, Public Sector Solutions, and MuleSoft, allows for agile implementation and iterative deployment. The DMV also introduced a mobile driver's license pilot, allowing customers to verify their presence and driver's license via a mobile wallet app. MuleSoft integrates this data with the DMV's system of record, enabling identity checks and digital credential provisioning.

Nevada Bureau of Motor Vehicles (NV DMV): NV DMV is building a 360-degree case management and complete contact center on Salesforce to lift the entire mainframe system, something that no DMV has done before. The team will use the platform to manage cases, maintain contact center operations,

issue Occupational and Business Licenses, enforce Compliance Enforcement Division investigations against fraud, operate vehicle maintenance inspections in cooperation with other federal agencies, and more. Nevada will embrace a "people-first" approach to empower both customers and staff, leaning in on change management and designing the system from capabilities and user stories to unlock government service needs accordingly.

Texas Department of Public Safety: The Texas Department of Public Safety is modernizing its driver services and regulatory operations through Salesforce PSS, including a Contact Center Modernization integrating AWS Connect and a CJIS-compliant Conviction Reporting Portal. The Regulatory Services Division is also deploying Enterprise Licensing on Salesforce to manage eight statewide regulatory programs, with License to Carry and Capitol Access Pass currently in development.

Massachusetts Department of Transportation (MassDOT): As a part of One Platform, Many Mission - MassDOT utilized Salesforce PSS to create a self-service portal for customers. This portal empowers users to find information, submit service requests, and track the status of their inquiries independently. The self-service option has not only enhanced customer satisfaction by providing immediate access to information but also reduced the workload on MassDOT's customer service representatives.

Connecticut Department of Motor Vehicles (DMV): The State selected Salesforce PSS and MuleSoft as the core platforms for its modernization initiative, leveraging MuleSoft for license-plate lookup, applicant validation, driver-service transactions (renewals, duplicates, address changes, history), and batch processing. Connecticut plans to build reusable APIs to integrate Salesforce with internal systems and is also launching a DMV Self-Service Portal that will deliver a fully digital, anytime-anywhere experience powered by this API layer.

Indiana Bureau of Motor Vehicles (IN BMV): The Indiana BMV uses Salesforce Marketing Cloud to power its customer engagement platform, delivering unified, omnichannel communication across email, SMS, and digital self-service tools. By leveraging Salesforce-driven automation for renewals and reminders, the agency enhances convenience and reduces in-branch demand. This Salesforce-enabled digital strategy has significantly improved customer experience, supporting faster, more secure, and more efficient services statewide.

Proposed Project Organization

Our proposed organizational structure strategically balances resources across onsite and offsite teams, ensuring effective project management, implementation, and technical support. By integrating onsite staff, offsite specialists, partner resources, and the WV DMV team, we leverage diverse expertise and capabilities to meet project objectives while optimizing resource utilization across multiple geographic locations.

- **Infosys Public Services:** As a prime contractor and system integrator, Infosys will be responsible for program management, solution design, configuration, integration, data migration, testing, and deployment.
- **Salesforce (Strategic Alliance Partner):** Provides the underlying Public Sector Cloud platform, ensuring compliance, scalability, and continuous innovation.
- **MuleSoft (Integration Partner):** Delivers API-led connectivity for secure integration with AAMVA systems, NMVTIS, and state data hubs.
- **Carahsoft Technology Corporation (POS Hardware Vendor):** Delivers POS Hardware to all 291 locations that needs to be replaced.

Our comprehensive organizational chart provides a clear and structured view of the staffing plan and role for the project teams. It ensures transparency and effective planning, facilitating seamless project execution and management. The Organization chart is divided into two sections: Team Infosys and WVDMV staff, reflecting staff level, and role for both teams.

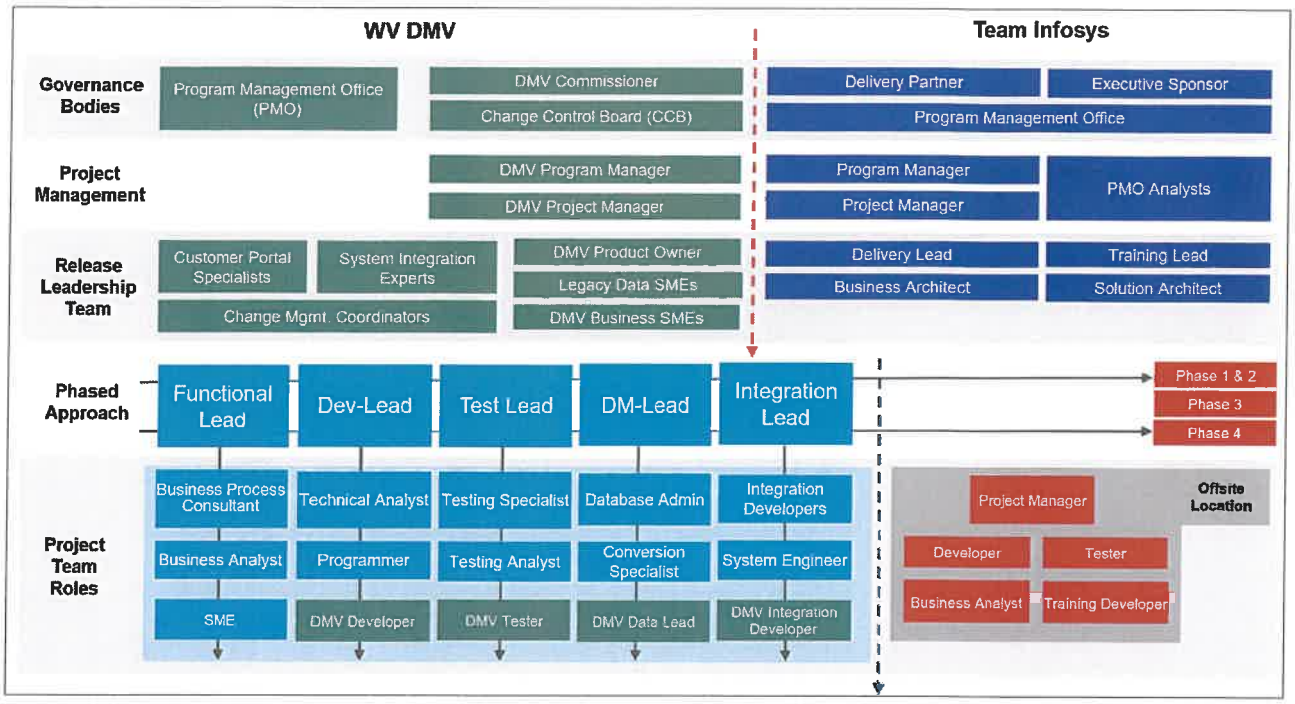


Figure 8. Project Governance Structure

Our project organization structure combines senior onsite leadership with a robust offsite technical team to ensure seamless collaboration with the WVDMV. Onsite executives and project managers work directly with agency stakeholders, while offsite specialists support design, development, and day-to-day execution. This structure is reinforced by clear processes, strong governance, and iterative collaboration—ensuring transparent communication, rapid issue of escalation, and continuous alignment with project goals. Together, these practices drive efficient execution, proactive risk management, and consistent, high-quality delivery.

A balanced distribution of onsite and offsite resources, optimizing cost and efficiency while maintaining a strong focus on client interaction and project success. The strategic fluctuation of onsite presence based on project phases and activities allows the project team to effectively manage resources and deliver high-quality outcomes.

Subcontractor/Subconsultant

Infosys will serve as the Prime Vendor for the WVDMV Modernization Program and will hold full responsibility for all systems integration, delivery, program management, and ongoing support activities associated with this engagement. Team Infosys will provide the core delivery team, solution leadership, and subject-matter expertise required to successfully implement the modernization solution.

At this time, Infosys does not anticipate the use of subcontractors or subconsultants for the scope described in this RFP. However, should specialized expertise or supplemental capacity be required during the course of the program, Infosys will collaborate with WVDMV and follow a formal and transparent process to engage any subcontractor or subconsultant.

Project Team Members and Assigned Roles

Below is a summary of the key personnel proposed for this engagement. Detailed resumes are provided in Attachment 5 – Project Organization and Resumes.

Table 2. Project Team Member Roles and Experience

Team Member	Role	Experience
Kannan Rajagopal	Delivery Partner	Across multiple large-scale transformation programs, Kannan has demonstrated strong PMO leadership, operational governance, and

Team Member	Role	Experience
		strategic program management for public-sector and telecommunications clients. His 25 years of experience managing modernization initiatives-especially in transportation and regulatory environments positions him as a highly qualified Delivery Partner for enterprise transformation programs.
Sheldon Raj Vaz Richard Vaz	Project Manager (PMP)	Mr. Vaz brings over 15 years of Information Technology experience with deep expertise in project management, customer success, quality gates, and large-scale modernization initiatives for Departments of Motor Vehicles across the U.S. and Canada. Mr. Vaz is PMP Certified and SAFe Practitioner certified, with proven experience driving structured project delivery, managing distributed teams, enforcing quality standards, and facilitating Agile ceremonies. His cross-domain expertise includes DMV operations, U.S. healthcare functional systems, and public sector social programs.
Samudra Roy Chowdhury	Program Manager	Mr. Chowdhury is an accomplished IT leader with more than 27 years of experience in software development, solution architecture, and largescale program management. He has overseen multimillion dollar global initiatives and led cross functional teams of over 100 professionals across multiple countries and delivery centers. His background includes significant public-sector modernization work—particularly in DMV, postal, and transit systems—as well as experience in banking, capital markets, HR, and CRM.
Sandeep Contractor	Functional Lead/Business Architect	With 33 years of experience, Mr. Contractor has guided cross functional efforts in enterprise strategy, process reengineering, and technology modernization. He is particularly recognized for his expertise in modernizing systems for vehicle registration, driver licensing, permitting, regulatory licensing, and revenue management, with extensive involvement in DMV modernization programs across numerous U.S. states and Canadian provinces. Mr. Contractor is PMI Member, Microsoft Certified Professional, AAMVA Trained for CDLIS, S2S, AAMVANet, ACD, and NMVTIS.
Shayne Fisher	Solution Architect	Shayne is an experienced Salesforce technical architect who designs modern lead toc ash applications, integrations, and platform solutions for global enterprises. He leads solution initiatives, mentors delivery teams, and resolves complex implementation challenges to create scalable, high performing systems. With over eight years of Salesforce development and integration experience, he has contributed to more than 100 implementations across industries including High Tech, Manufacturing, Healthcare, Education, Travel & Transportation, and Communications. Shayne is a Certified Salesforce Processional.
Franklin A Abraham Christopher	Technical Architect/ Integration Lead	Mr. Franklin is a seasoned Integration Lead with over 15 years of experience delivering enterprise grade middleware and API-Led integration solutions. He has led major modernization initiatives - particularly within the public sector and DMV environments supporting vehicle systems and regulatory platforms. His technical expertise spans AWS API Gateway, MuleSoft, Oracle SOA/OSB, Axway, EDIFECS, DataStage, and Pervasive Data Integrator, and he has a proven record of building scalable, secure, and interoperable integration architectures.
Rupali Sharma	Test Lead	With more than 23 years of experience, Ms. Sharma has built a career leading software testing, project management, and quality assurance initiatives across sectors such as DMV operations, Banking, Insurance, and Media/Publishing. She has successfully delivered mid- to large-scale programs, often spanning several years, while managing globally distributed testing teams and ensuring strong alignment with

Team Member	Role	Experience
		business and technical objectives. She is also certified as a Professional Scrum Master (PSM I) and a SAFe 5 Practitioner.

How Salesforce and Infosys Meets the Required and Desirable Experience Requirements?

Infosys - Experience Delivering Modernization at Scale

With over **43 years of global IT leadership** and a workforce of **323,000+ professionals across 110+ delivery centers**, Infosys - through Infosys Public Services - brings unmatched experience in delivering scalable, efficient, and cost-optimized digital solutions. Serving **1,876+ clients worldwide**, Infosys has a proven track record of executing complex transformations with precision and agility. Our deep experience of modernization agencies across U.S. states and Canadian provinces, coupled with DMV modernizations and active knowledge gathering through AAMVA membership, ensures a smooth transition with minimal operational disruption.

In partnership with Salesforce - one of the world's leading platforms, we combine advanced technology, regulatory expertise, and deep domain knowledge. Our experience in large-scale government implementations and compliance programs complements Infosys's technical leadership. Together, Team Infosys offers a comprehensive, future-ready solution that delivers measurable operational improvements and long-term value for WVDMV.

Salesforce Public Sector **Solution & Low-Code Platform Delivery**

Salesforce brings extensive experience implementing its Public Sector Solution - including Customer 360, licensing, vehicle registration, permitting, inspections, and unified case management across multiple government agencies.

Table 3. Experience Mapping to RFP Criteria

RFP Experience Requirement	How We Meet It?
Experience modernizing DMV systems	Team Infosys brings multi-year, multijurisdictional experience modernizing motor vehicle administration systems, including full lifecycle transformation for driver licensing, vehicle title and registration, and regulatory programs. Salesforce PSS are already being used to modernize DMV operations. Infosys IDVS accelerates this modernization with prebuilt DMV workflows, domain models, compliance logic, and integration patterns tailored for licensing, titling, permitting, and revenue operations.
Salesforce Public Sector Cloud implementations	We offer certified Salesforce Public Sector Cloud practitioners with deep experience across Customer 360, Experience Cloud, Public Sector Solutions, and UCN. Salesforce's FedRAMP-authorized Public Sector platform supports evergreen releases and continuous improvement at scale, demonstrated in large DMV programs implementation. IDVS complements this with configurable DMV components that accelerate delivery.
AAMVA/NMVTIS & federal integrations	Team Infosys bring knowledge of AAMVA systems including CDLIS, S2S, SPEXS, NMVTIS, and ACD. Salesforce's Public Sector Platform supports these integrations within reusable integration connectors and patterns aligned with AAMVA guidelines.
MuleSoft / API-first integration	Salesforce's MuleSoft Anypoint Platform supports API first modernization and is used in multiple DMV transformation programs. Team Infosys supplements this with proven API led patterns (System, Process, and Experience APIs), contract testing, and a structured developer portal.
Security & compliance	Salesforce PSS is compliant with NIST 80053, FedRAMP, and supports enforcement of policies aligned with state cybersecurity standards. Team

RFP Experience Requirement	How We Meet It?
	Infosys will complement this with identity/access controls, CJIS/IRS 1075aligned patterns, and WV OT grade security controls.
Accessibility & omnichannel	Salesforce PSS provides responsive, mobile ready, and WCAG compliant digital experiences, demonstrated in multiple DMV modernization programs. Team Infosys will extend this with prebuilt, configurable workflows for portals, mobile, and back-office environments to deliver unified case management across channels.
Data migration	Team Infosys brings a proven DMV data migration framework - mock conversions, data profiling, quality uplift, cleansing, and audit ready reconciliation dashboards. Salesforce PSS+IDVS Customer 360's data model reduces transformation complexity through canonical DMV entities.
Testing & cutover	End-to-end QA services include performance testing, security testing, AAMVA interface validation, and UAT execution playbooks. Our structured cutover model ensures a smooth transition from legacy to Salesforce PSS+IDVS.
OCM / training	We deliver role-based curriculum, train-the-trainer models, stakeholder adoption plans, and readiness assessments. Salesforce PSS+IDVS intuitive UI, DMV-specific workflows accelerate onboarding and adoption.
Onshore delivery & SLAs	Team Infosys provides U.S. based leadership, DMV SMEs, and program governance with transparent KPIs, SLA tracking, and executive dashboards. Salesforce's cloud telemetry and platform monitoring further enhance SLA management.

Team Infosys is committed to West Virginia's success not just during implementation, but throughout the entire lifecycle of this partnership. By choosing a Salesforce PSS+IDVS built for agility, transparency, and continuous innovation, the West Virginia DMV positions itself to lead rather than follow - delivering the modern, efficient, constituent-centered services that West Virginians deserve.

3. Detailed Narrative Description (Solicitation Section 5.3.6.2.3)

3.1 Mandatory Requirements (Solicitation Section 4.2.2.1 to 4.2.2.2)

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.

Team Infosys understands and will comply with the requirements of this section.

Infosys Public Services (IPS) has established a strategic partnership with Salesforce - an industry leader in customer engagement and public sector solutions - forming Team Infosys. As part of our approach, Infosys will implement the Salesforce Public Sector Solution (Salesforce PSS) as the foundational technology for WVDMV's Modernization initiative. This platform will support intuitive, mobile-responsive, and Section 508 compliant portals with strong self-service capabilities.

Leveraging this foundation, Infosys will use the Infosys Driver and Vehicle Services (Salesforce PSS+IDVS) accelerator to quickly configure DMV workflows; deploy pre-built capabilities for driver licensing, vehicle titling and registration, and cashiering; adopt an API-first integration strategy; and securely modernize driver licensing, vehicle services, and back-office operations reducing implementation risk and accelerating time-to-value.

Unlike traditional monolithic systems, Salesforce PSS+IDVS is designed for agility, scalability, and continuous innovation. It provides a single, unified salesforce platform that eliminates fragmented processes and delivers seamless experience for customers, DMV staff, law enforcement, and business partners.

The diagram below illustrates how Salesforce PSS+IDVS brings together its comprehensive, integrated service capabilities.

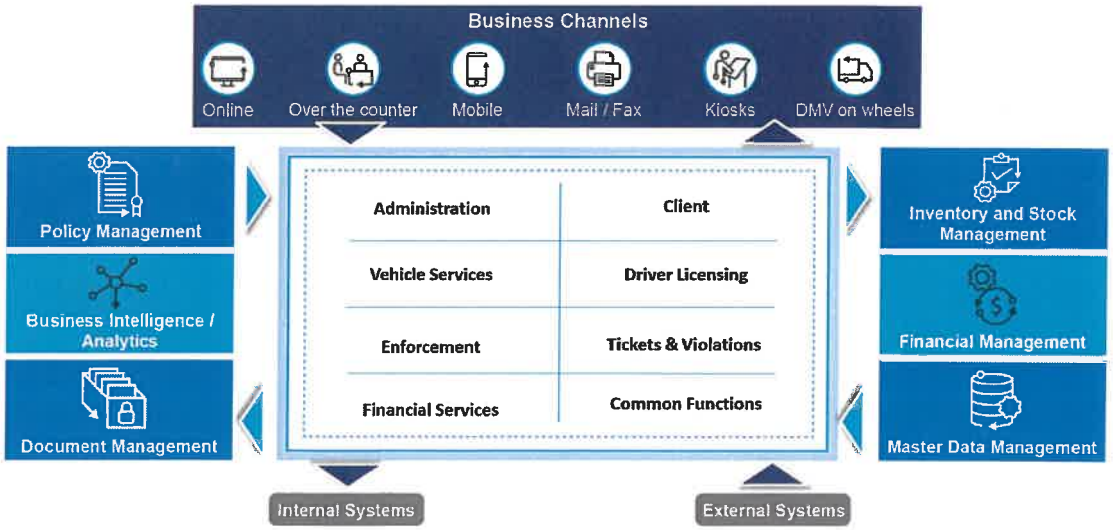


Figure 9. Unified service capabilities of the Salesforce PSS+IDVS

Comprehensive Driver Licensing Capabilities

Salesforce PSS+IDVS offers end-to-end lifecycle management for all credential types, including standard licenses, REAL ID, commercial driver licenses (CDL), permits, and identification cards. Key features include:

- **Identity Verification & Compliance:** Integrated workflows ensure compliance with the REAL ID Act, FMCSA Drug & Alcohol Clearinghouse, and NHTSA guidelines. Salesforce PSS+IDVS connects securely to AAMVA systems (SPEXS, CDLIS, PDPS), SSOLV, SAVE, and U.S. Passport Verification for real-time identity validation including advanced fraud prevention tools leverage biometric and facial recognition integrations, configurable business rules, and audit trails.
- **Knowledge & Skills Testing:** Configurable exam management supports scheduling,

administration, and scoring of tests - both online and in-office with multilingual support and integration with third-party testing systems.

- **Mobile Driver License (mDL):** Salesforce PSS+IDVS natively supports issuance and management of secure digital credentials in compliance with AAMVA and ISO standards, integrated with Apple Wallet and Google Wallet for future-ready identity solutions.

Digital Vehicle Titling and Registration

Salesforce PSS+IDVS delivers a comprehensive, modernized approach to vehicle title and registration services by replacing fragmented, paper-based processes with a fully digital, secure, and automated workflow. This capability ensures compliance with state statutes, federal regulations, and AAMVA standards, while providing a seamless experience for customers, dealerships, lienholders, and authorized partners.

- **End-to-End Electronic Titling and Registration:** Salesforce PSS+IDVS supports the complete lifecycle of vehicle title and registration transactions, including initial title issuance, renewals, transfers, duplicate titles, and registration updates. The solution is designed to meet AAMVA Electronic Titling (ET) standards, enabling interoperability with other jurisdictions and ensuring compliance with national guidelines for electronic title exchange.
- **Electronic Lien and Title (ELT):** Salesforce PSS+IDVS provides robust functionality for managing lienholder transactions electronically, eliminating the need for physical title handling. The system ensures compliance with NMVTIS (National Motor Vehicle Title Information System) requirements for title data reporting and validation, reducing fraud risk and improving data integrity across state and federal systems.
- **Dealer and Partner Portals:** To streamline interactions with external stakeholders, Salesforce PSS+IDVS offers secure, role-based portals for dealerships, financial institutions, and authorized third parties. These portals allow partners to initiate title and registration transactions, upload supporting documentation, and track status in real time. This capability accelerates processing times, enhances transparency, and reduces administrative overhead for both the DMV and its partners.
- **Document Imaging and e-Signature:** Salesforce PSS+IDVS incorporates advanced document management features, including electronic imaging, indexing, and retrieval of all forms, images, and supporting documentation. Integrated e-signature functionality ensures that transactions are completed securely and in compliance with legal and regulatory standards, enabling a truly paperless workflow. This approach improves operational efficiency, strengthens auditability, and supports long-term digital record retention.
- **Compliance and Security:** Every aspect of Salesforce PSS+IDVS vehicle services is designed to meet state and federal compliance requirements, including AAMVA standards for electronic titling, NMVTIS reporting, and secure data exchange protocols. The solution enforces configurable business rules to ensure adherence to West Virginia Code, privacy regulations, and industry best practices. Security measures include encryption of data at rest and in transit, multi-factor authentication, and comprehensive audit trails for all transactions.
- **Integration and Interoperability:** Team Infosys will leverage MuleSoft Anypoint Platform to provide API-led connectivity for real-time and batch integration with NMVTIS, AAMVA systems, and other state or federal platforms. This ensures accurate, timely data exchange and supports future enhancements such as interstate electronic title transfers and digital plate issuance.

Customer-Centric Experience

Salesforce PSS+IDVS delivers a truly modern, customer-first experience by providing a built-in unified Customer 360 view across all driver and vehicle services. Every interaction - whether online, in-person, or through partner channels - is tied to a single Unified Customer Number (UCN), ensuring that DMV staff and customers have a complete, accurate, and real-time view of all credentials, transactions, and communications.

- **Unified Customer Experience:** Salesforce PSS+IDVS offers responsive web and mobile portals that enable customers to perform self-service transactions such as license renewals, vehicle

registration, fee payments, and appointment scheduling. Customers can track real-time status updates and receive proactive notifications through multiple channels, including SMS, email, secure messaging, and AI-powered chatbots.

- **Personalized and Accessible Services:** Leveraging Salesforce's Customer 360 capabilities, Salesforce PSS+IDVS personalizes interactions based on customer history, preferences, and eligibility, creating a seamless experience across all touchpoints. Accessibility is guaranteed through compliance with ADA and WCAG 2.1 standards, ensuring that all customers, including those with disabilities, can easily navigate and complete transactions.

Integrated Communication and Case Management: Customers can interact with DMV representatives through secure messaging, chatbots, and virtual assistants, while staff can manage inquiries and service requests through a unified case management interface. This integration reduces response times, improves transparency, and enhances overall customer satisfaction.

The following diagram illustrates the unified Customer 360 of the Salesforce PSS+IDVS:

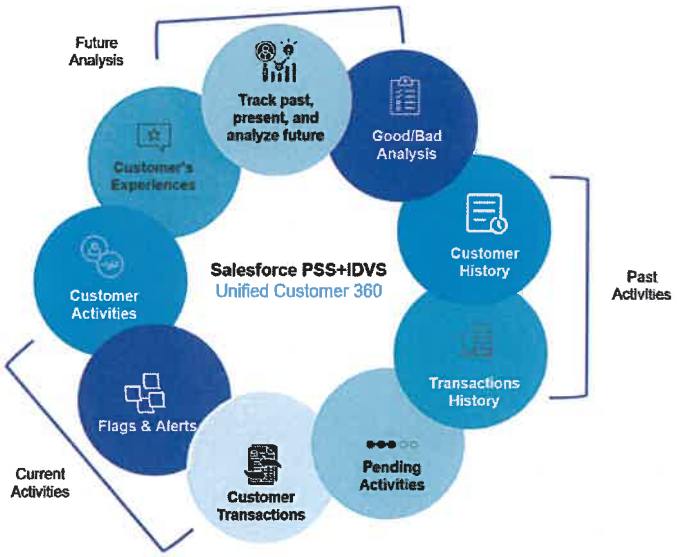


Figure 10. Salesforce PSS+IDVS Unified Customer 360 View

Salesforce PSS+IDVS transforms customer engagement from a transactional model to a relationship-driven experience, ensuring convenience, transparency, and trust.

Operational Excellence & Analytics

Our integrated solution combines fiscal precision with administrative agility. By integrating Cashiering, automating complex workflows, and leveraging real-time analytics, agencies can eliminate manual bottlenecks, ensure rapid compliance with new legislation, and transform raw data into proactive strategic insights.

- **Integrated Financial Management:** Supports cashiering, refunds, reconciliation, and multiple payment methods.
- **Workflow Automation:** Configurable workflows and business rules engine streamline processes, reduce manual intervention, and enable rapid adaptation to legislative changes.
- **Advanced Reporting & Analytics:** Real-time dashboards and predictive analytics for compliance monitoring, fraud detection, and performance optimization.

Enterprise Integration & Future-Readiness

- **API-First Architecture:** MuleSoft Anypoint Platform provides secure RESTful APIs for integration with AAMVA systems, state data hubs, law enforcement, and third-party partners.
- **Scalability & Continuous Innovation:** Built on Salesforce Government Cloud, Salesforce PSS+IDVS ensures perpetual modernization through automatic upgrades, eliminating costly

migrations and downtime.

Salesforce PSS+IDVS is a transformative platform that empowers WVDMV to deliver secure, compliant, and future-ready services while dramatically improving operational efficiency and customer satisfaction.

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

Security, Privacy & Regulatory Compliance

Salesforce PSS is engineered to meet and exceed the most stringent security, privacy, and compliance standards required for government operations. The platform provides a secure, resilient, and compliant environment that protects sensitive data while ensuring regulatory adherence across all layers of the solution.

Key Compliance Frameworks and Standards:

- Full alignment with NIST 800-53 Moderate Baseline, IRS Publication 1075, and West Virginia Office of Technology (WVOT) security policies.
- Compliance with CJIS requirements for law enforcement data and SSOLV standards for Social Security Online Verification.

Advanced Security Features:

- **Encryption at Rest and In Transit** - All data is encrypted using industry-leading AES-256 encryption for storage and TLS 1.2+ for transmission.
- **Multi-Factor Authentication (MFA)** - Salesforce enforces MFA for all privileged accounts and supports adaptive authentication policies.
- **Role-Based Access Control (RBAC)** - Granular permissions ensure users only access data and functions relevant to their roles, reducing risk and maintaining compliance.
- **Comprehensive Audit Trails** - Every transaction and system activity is logged and monitored, enabling full traceability for audits and investigations.

Salesforce Public Sector Cloud Advantages:

- **FedRAMP Authorized Environment** - Ensures adherence to federal security standards for cloud services.
- **Continuous Monitoring and Automated Compliance** - Built-in tools for vulnerability scanning, patch management, and compliance reporting.
- **Data Residency and Sovereignty Controls** - Supports hosting in state-owned or approved cloud environments to meet jurisdictional requirements.
- **Integrated Identity Management** - Supports Single Sign-On (SSO) and integration with Active Directory/LDAP for centralized authentication.

Secure Data Exchange:

- Team Infosys will leverage MuleSoft Anypoint Platform for secure API-led integration with AAMVA systems, NMVTIS, SSOLV, and other federal and state partners, ensuring encrypted, authenticated, and standards-based data exchange.

The diagram below depicts our security and privacy compliance framework:

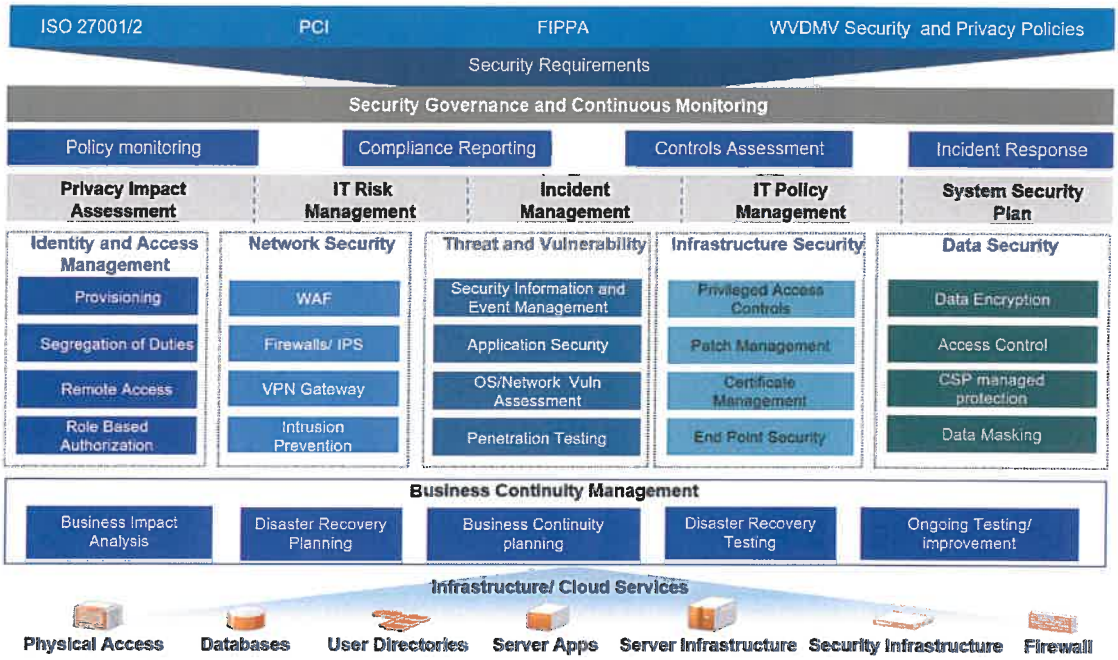


Figure 11. Salesforce PSS+IDVS Security & Privacy Compliance Framework

By combining Salesforce's enterprise-grade security architecture with Infosys' proven implementation methodology, Salesforce PSS+IDVS provides West Virginia DMV with a solution that is not only compliant but also future-ready, resilient, and capable of adapting to evolving regulatory requirements.

3.1.1 Phase 1: REST Services (Solicitation Section 4.2.2.3)

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.

Team Infosys understands and will comply with the requirements of this section.

Objectives Addressed

Team Infosys will implement a modern API mediation layer to replace the legacy AAMVA UNI connection, enabling secure, standards-based communication with the AAMVA Exchange Subsystem over AAMVAnet. This architecture will also integrate with Microsoft Entra ID (Active Directory) for centralized identity and access management, while maintaining the mainframe DL system as the system of record during the interim period.

Proposed Approach

- **Deploy Salesforce PSS+IDVS Integration Services:** Team Infosys will implement an API mediation layer that acts as a bridge between WVDMV's mainframe DL system and AAMVAnet. This layer will:
  - Replace the legacy AAMVA UNI connection with RESTful APIs and integrate with Microsoft Entra ID.
  - Ensure seamless communication for all required AAMVA transactions including:
    - Problem Driver Pointer System (PDPS)
    - Social Security Number Online Verification (SSOLV)
    - Commercial Driver License Information System (CDLIS)
    - Driver License Data Verification (DLDV)
    - State to State Verification Service (S2S)
    - Drug and Alcohol Clearinghouse (DACH)
    - Exclusive Electronic Exchange
    - Driver History Record (DHR)
    - National Registry for Certified Medical Examiners (NRCME)

- **Expose each AAMVA Transaction as a Versioned REST Endpoint:** Every transaction (e.g., PDPS, SSOLV, CDLIS, and more) will be:
  - Published as a version-controlled REST API for maintainability, backward compatibility, and future upgrades.
  - Designed for high availability and scalability to meet WVDMV's performance SLAs.
- **Standards-Based API Documentation and Security:** To deliver a secure and dependable solution, we focus on clear documentation and strong security practices as follows:
  - **OpenAPI 3.0 Specification**: All endpoints will be fully documented for easy integration and governance.
  - **OAuth 2.0 Client Credentials**: Secure authentication and authorization for system-to-system communication.
  - **Idempotent Patterns**: Ensures repeated requests produce consistent results without unintended side effects—critical for reliability.
- **Transaction Parity and Validation:** To deliver a smooth migration, we focus on maintaining complete consistency between the new services and the current UNI transactions.
  - Upgraded services shall maintain functional parity with existing UNI transactions by implementing comparison harnesses to confirm identical business outcomes for all critical AAMVA transactions.
  - The system guarantees zero-defect cutovers before retiring UNI.
- **Data Mapping & Validation:** To assure accurate and secure data exchange, we focus on clear mapping and strong validation practices as follows:
  - Mapping Library: JSON ↔ COBOL copybook mapping tables maintained under version control; unit tests ensure field/length/format integrity.
  - Code Tables: AAMVA codes ↔ WVDL codes (e.g., class codes, restriction codes, status codes).
  - PII Rules: Masking in non-prod logs; tokenization where applicable.
  - Error Handling: Standardized error model (e.g., WV-ERR- codes) with actionable messages.

API Catalog (Representative)

While exact endpoints will be finalized during technical discussions, below image is a sample Swagger UI for Salesforce PSS+IDVS Integration Services:

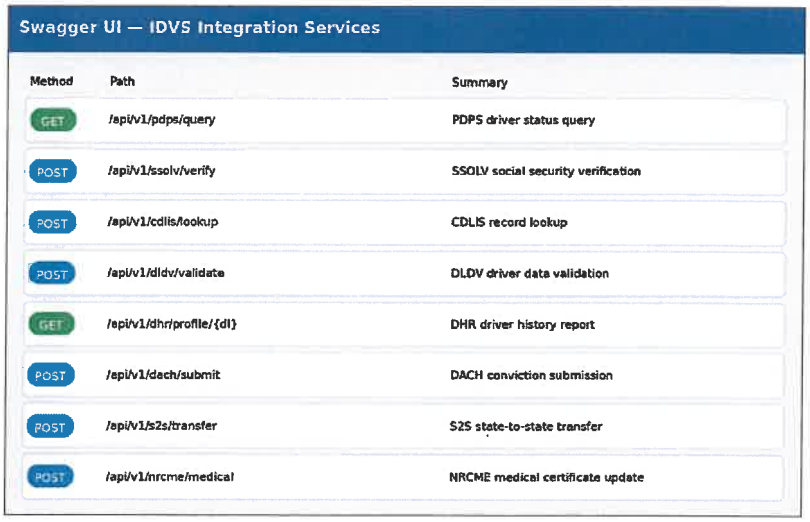


Figure 12. 1 Sample Swagger UI for Salesforce PSS+IDVS Integration Services

Each endpoint will include request validation (schema, identity), AAMVA transformation (message code translations), policy enforcement (purpose codes, access constraints), and audit logging (transaction IDs, timestamps, outcome).

Assumptions

- WVDMV provides access to AAMVAnet and relevant interface specs, test endpoints, and certification criteria.
- Mainframe exposes callable entry points (e.g., CICS programs, MQ queues, or APIs) and reference data tables for mapping.
- UNI can run parallel until AAMVA certification and production readiness gates are met.
- Network and firewall changes for DMZ ingress/egress can be scheduled early.

Implementation Plan

Our implementation plan is structured into clearly defined sprints to ensure a smooth transition. Each sprint focuses on incremental deliverables starting with foundational setup, followed by core integration, transaction buildout, certification, and final cutover. Our implementation approach balances speed with quality, incorporating rigorous testing, security hardening, and operational readiness at every stage.

Initiation & Foundations

- Kickoff & Governance: RACI, sprint cadence, risk register, comms plan.
- Requirements & Traceability: Confirm required AAMVA DL transactions, certification steps, data sensitivity.
- Environment Readiness: Network routes, firewall rules, TLS certs, secrets store.
- API Standards: OpenAPI specs, error model, correlation IDs.

Deliverables: Project plan, architecture document, OpenAPI baseline, environment runbooks.

Initiation & Foundations

- API Gateway & Orchestration stood up with baseline security.
- Mainframe Adapters aligned to selected integration mechanisms (CICS/MQ).
- AAMVA Connector skeletons for target services; mock endpoints.
- Canonical Model & Mapping Library finalized, unit tests.

Deliverables: Running DEV environment; initial end-to-end (mock) demos; mapping registry.

AAMVA Services Buildout & Testing

- Implement priority transactions (e.g., DLDV, status checks, notifications).
- Functional Tests with simulators; error paths, retries, timeout strategies.
- Performance & Resilience tests (load, failover, back-pressure).
- Security Hardening (SAST/DAST, pen-test remediation).

Deliverables: SIT complete; UAT starts; test results.

A detailed phase 1 testing plan is provided in section 3.1.7 – Structured Testing.

Training & Change Management

To ensure smooth adoption and operational readiness, Team Infosys will implement a comprehensive training and support program using a Train-the-Trainer model. A detailed training plan is provided in section 9 - Knowledge Transfer and Technical Training Plan.

AAMVA Certification & Parallel Operations

- AAMVA Test Cycles: Conformance, negative tests, message-level validation.
- Parallel Run with UNI is still active, reconciling outputs and latencies.
- Operational Readiness: Runbooks, SLAs, telemetry dashboards, on-call rotations.

Deliverables: AAMVA certification sign-off; production change approvals.

Cutover & UNI Retirement

- Phased Cutover: Route select transactions to REST integration; monitor KPIs.
- Full Cutover post-stability window; decommission UNI connectivity.
- Post-Cutover Review and stabilization.

Deliverables: UNI retirement completion; lessons learned; Phase 1 hyper care, operations and support, Phase 2 backlog.

Below diagram illustrates the transition from the Current State, where the WV Driver License System communicates with AAMVA UNI Programs, to the Future Restful APIs:

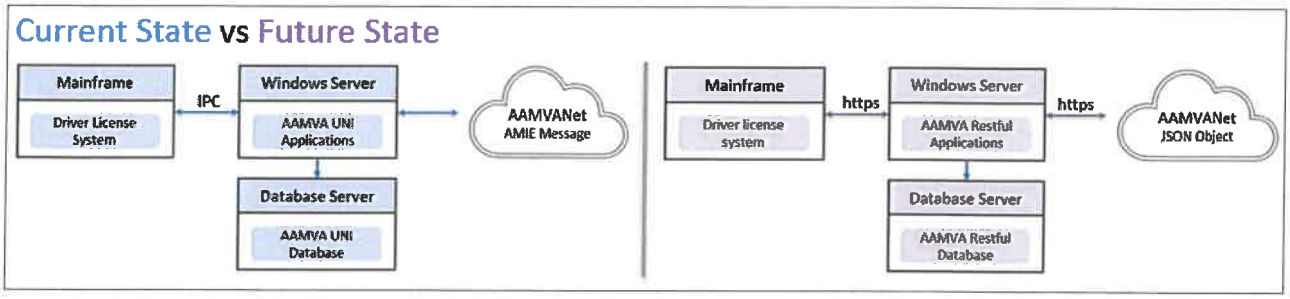


Figure 13. Current State vs Future State after Phase 1

3.1.2 Phase 2: MVP Version of a Modernized Driver License System (Solicitation Section 4.2.2.4)

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

Team Infosys understands and will comply with the requirements of this section.

Objectives Addressed

- As a part of our Salesforce PSS+IDVS offering, Team Infosys will deliver a production-ready MVP Driver's License System of record with a customer-centric model (Unique Customer Number), provision for unified search and interface with AAMVA Restful APIs.
- Enable Mobile ID (mDL) capabilities with HSM-backed keys, selective disclosure, and ISO/IEC 18013-5 adherence; integrate medical review, notifications, insurance compliance, portals, and required partner systems.
- Retire WV DMV mainframe-based driver license system and Idemia Mobile ID.

Proposed Approach:

Salesforce PSS+IDVS Driver's License System eliminates the need for extensive customization by providing pre-configured modules that address all core functional areas to support issuance, renewals, suspensions, revocation, and required integrations. Our approach emphasizes:

- Fast mobilization and governance tailored for a DMV program.
- Config-first, code-last approach on Salesforce PSS+IDVS (Workflow, Data Model, Permissions).
- Interface with systems and services identified in RFP Attachment B of phase 2 using MuleSoft/Integration APIs.
- Data conversion and coexistence to ensure a clean cutover and mainframe retirement.
- Zero-downtime rollout with controlled pilots, statewide release, and parallel run safeguards.
- Security, compliance, and audit aligned with government requirements (Shield, Platform Encryption, full-field audit trails).

Implementation Plan

Initiation & Mobilization: In the first sprint, Team Infosys will collaborate with WVDMV to establish the foundation for successful implementation. Our focus will be on setting up governance, delivery teams, technical environments, and defining the MVP scope. Our key activities include:

- **Program Governance:** Establishing a structured governance model comprising the Executive Steering Committee, Product Owners, Enterprise Architect, and Change Control Board to ensure clear decision-making and accountability.
- **Delivery Teams:** Form cross-functional teams responsible for customization and configuration of the Driver License System, integrations, data migration, and security/compliance.

- **Environments & DevOps:** Provision Government Cloud environments (Dev, SIT, UAT, Training, Pre-Prod, Prod) and configure CI/CD pipelines using Salesforce DX for automated deployments and quality assurance.
- **Backlog Framing:** Define the MVP scope and acceptance criteria to ensure the solution is "mainframe retirement ready."

Deliverables: Program charter, RACI matrix, Release calendar, Definition of done, Quality gates, Initial product backlog, and Environment map.

Discovery & Target Architecture: In this sprint, Team Infosys will work to transform existing business processes into a future-ready operating model on Salesforce and finalize the MVP scope. Our efforts will focus on defining the target architecture, security framework, and integration strategy. Key activities include:

- **Process Mapping:** Analyze and map current processes to future workflows for driver license application, renewal, replacement, testing, restrictions, suspensions/reinstatements, specialty credentials, adjudication, and replacement of the current Mobile ID solution.
- **Customer-Centric Data Model:** Adopt a customer-focused approach by introducing a Unique Customer Number (UCN) during this phase, which will serve as the foundation for customer-centric enhancements in Phase 3.
- **Security & Compliance:** Implement robust security measures including role-based access for clerks, supervisors, examiners, service providers, customers, and auditors; apply field-level security and permission sets; enable event-driven logging and monitoring; configure platform encryption; and establish comprehensive audit trails.
- **Integration Blueprint:** Develop a detailed catalog of AAMVA services, state and external systems to be integrated, configure rule engines, define reporting tools, and outline the data conversion approach to ensure seamless interoperability.

Deliverables: Target architecture diagrams, Integration catalog and sequencing plan, Security profile matrix, Migration runbooks, and MVP acceptance criteria.

Build & Configuration: In this sprint, Team Infosys will focus on configuring the core components of the Salesforce PSS+IDVS Driver License System. Our approach emphasizes configuration-first development, optimized service center design, and robust integrations. Key activities will include:

- **Approach:** Team Infosys will prioritize Salesforce PSS configuration using OmniStudio, Salesforce Flow, Dynamic Forms, and declarative rules, relying on Apex only for integration orchestration or complex logic. We will design high-performance counter screens with keyboard-first navigation, SLA timers, queues, and escalation tools to ensure fast and efficient customer service.
- **Workstreams:** Team Infosys will Configure DL workflows; credential object model; restrictions and endorsements; print job creation and tracking. Our key activities include:
- **Configuration:** Configure business rules; document checklist; document capture and storage.
- **Security & Audit:** Implement Event Driven Logging & Monitoring; Platform Encryption; audit trail on critical objects; field history.
- **Reporting:** Develop and Configure operational reports and data analytics.
- **Integrations (MuleSoft/API):** Build reusable API-led connectivity: System APIs for each external system; Process APIs for business orchestration; Experience APIs for future channels. Implement idempotent patterns, failed messages/events, correlation IDs, and observability (logs/metrics).
- **Data Migration:** Perform ETL (Extract, Transform, Load) for legacy data from DB2 mainframe to Salesforce. Validate migrated data through reconciliation reports and exception handling workflows. Define survivorship rules and load sequencing.
- **Quality Gates**: To ensure the highest standards of delivery, Team Infosys will implement rigorous quality checks throughout the building phase. This includes achieving at least 75%-unit test coverage on all custom code, validating integrations through a dedicated test harness, performing comprehensive security scans, and conducting performance benchmarking to guarantee optimal response times for service center counter operations.

- **Testing & Readiness:** In this phase, Team Infosys will ensure the solution is fully validated, secure, and operationally ready for statewide deployment. Our testing strategy will cover functional, performance, and security aspects, along with readiness for day-to-day operations. A detailed phase 2 testing plan is provided in section 3.1.7 – Structured Testing.
- **Training & Change Management:** To ensure smooth adoption and operational readiness, Team Infosys will implement a comprehensive training and support program using a Train-the-Trainer model. A detailed training plan is provided in section 9 – Knowledge Transfer and Technical Training Plan.
- **Cutover & Mainframe Retirement:** In this phase, Team Infosys will execute a structured cutover strategy to transition from the legacy mainframe to Salesforce as the system of record, ensuring business continuity and data integrity. Key activities include:
  - **Pilot Deployment:** Begin with 2-3 service centers operating in a parallel run with the mainframe, supported by dual data reconciliation to validate accuracy.
  - **Statewide Rollout:** Gradually expand to all service centers, performing nightly delta cutovers until stability is achieved, and progressively decommission mainframe write paths.
  - **Final Cutover:** Freeze mainframe operations, certify data completeness, validate integration endpoint, and officially switch Salesforce to serve as the system of record with final data migration.
- **Rollback Planning:** Maintain documented rollback procedures, data export snapshots, and contingency manual processes to mitigate any unforeseen risks.

Deliverables: MVP Driver's License and Mobile ID Go-Live; lessons learned; Phase 2 hyper care, operations and support, Phase 3 backlog.

The diagram below depicts the business functional architecture for Phase 2, with completed components shown in purple and retrieved components shown in grey.

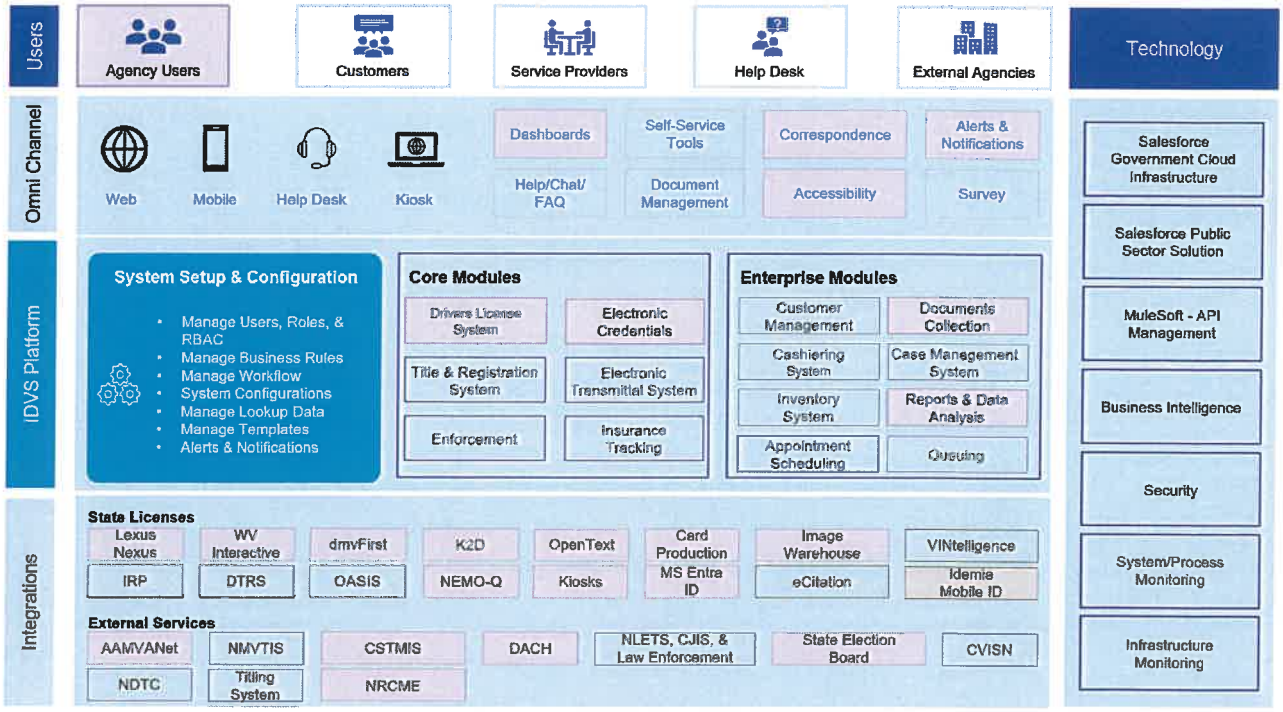


Figure 14. Salesforce+IDVS Business Functional Architecture Overview - Post Phase 2

3.1.3 Phase 3: Extension of MVP Version of a Modernized Driver License System (Solicitation Section 4.2.2.5)

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

Team Infosys understands and will comply with the requirements of this section.

Objectives Addressed

Team Infosys will enable WVDMV's customer-centric operating model - a persistent Unique Customer Number (UCN), unified cross-record search, and omnichannel services that simplify staff workflows and improve citizen experience by implementation of Salesforce PSS+IDVS Customer Portal. We will enhance Driver License System with inclusion of Fictitious Credentials Features.

Phase 3 significantly reduces integration points by consolidating functions from multiple legacy applications including Appointment and Queue Management System, and Cashiering System in Salesforce PSS+IDVS under a unified UX.

Solution Narrative

- **UCN & Unified Search**: Team Infosys will implement a single customer identity that anchors DL and related records (service history, payments, enforcement actions), enabling one-search access and faster resolution.
- **Unified Customer Portals**: Release our build-in Salesforce PSS+IDVS citizen/partner portals for business services, inquiries, medical submissions, court suspension workflows, with WCAG 2.1 AA compliance and Section 508 support.
- **Scheduling & Queuing with Analytics**: Replace NEMO-Q with Salesforce PSS+IDVS appointment scheduling and queuing integrated with analytics to optimize throughput; configurable SLAs and dashboards.
- **Automated Testing**: Integration with knowledge and skills testing automation (kiosk/PC) with credential issuance rules.
- **Interlock Tracking & Enforcement**: Integrate with Lifecycle management for ignition-interlock devices; compliance monitoring, notifications, and case management.
- **Cashiering Takeover**: Replace dmvFIRST with unified Salesforce PSS+IDVS cashiering system, with audit and reconciliation.
- **Reporting & Auditing**: Operational and compliance reports with role-based access, securing PII, and execution audits; and support BI.

Security & Identity

- **Role-Based Access Control (RBAC):** Salesforce PSS+IDVS enforces granular RBAC policies to ensure that users only access functions and data relevant to their roles. This minimizes risk and supports compliance with DMV security standards.
- **Single Sign-On (SSO):** Salesforce PSS+IDVS will be configured to integrate with enterprise identity providers to enable SSO for internal users, reducing password fatigue and improving security posture. Public users can leverage secure authentication mechanisms for portal access.
- **Multi-Factor Authentication (MFA):** MFA will be implemented for external users, adding an extra layer of protection beyond passwords. Supported factors include OTP, authenticator apps, and device-based verification.
- **Encryption Standards:** All data will be encrypted in transit and at rest using FIPS 140-2 validated cryptographic modules, ensuring compliance with federal and state security requirements.
- **Audit Trails and Logging:** Salesforce PSS+IDVS maintains comprehensive audit trails by recording all user activities from login to logout, including data changes such as create, update, and delete actions. These logs are immutable and securely stored to ensure compliance and support forensic investigations.
- **Identity Federation and Compliance:** Salesforce PSS+IDVS supports integration with identity services, ensuring adherence to FedRAMP and CJIS security standards.

Performance & Accessibility

- Salesforce PSS+IDVS will be configured to meet response time targets and concurrency thresholds

with load balancing as per SLA and isolation of heavy jobs.
- Salesforce PSS+IDVS will be WCAG 2.1 AA/Section 508 compliance across portals; and will be tested during UAT.

Data migration & Readiness

- During implementation phase, team Infosys will execute mock conversions as per the Migration Plan.
- We will maintain data lineage, validation scripts, and reconciliation for authoritative data, and clear acceptance criteria.

Cutover Activities

In this phase, Team Infosys will execute a structured cutover strategy to implement fully integrated Driver's License System and other sub-systems to Salesforce as the system of record, ensuring business continuity and data integrity. Key activities include:

- **Pilot Deployment:** Begin with 2-3 service centers operating in a parallel run with phase 2 system, supported by dual data reconciliation to validate accuracy.
- **Statewide Rollout:** Gradually expand to all service centers, performing nightly delta cutovers until stability is achieved, and progressively decommission mainframe write paths.
- **Final Cutover:** Freeze phase 2 operations, certify data completeness, integration points, and officially switch Salesforce to serve as the system of record with final data migration.
- **Rollback Planning:** Maintain documented rollback procedures, data export snapshots, and contingency manual processes to mitigate any unforeseen risks.

Deliverables: Fully Integrated Driver's License, Cashiering, and Appointment Scheduling & Queue Management Go-Live; lessons learned; Phase 3 hyper care, operations and support, Phase 4 readiness.

The diagram below depicts the business functional architecture for Phase 3, with completed components shown in purple and retrieved components shown in grey.

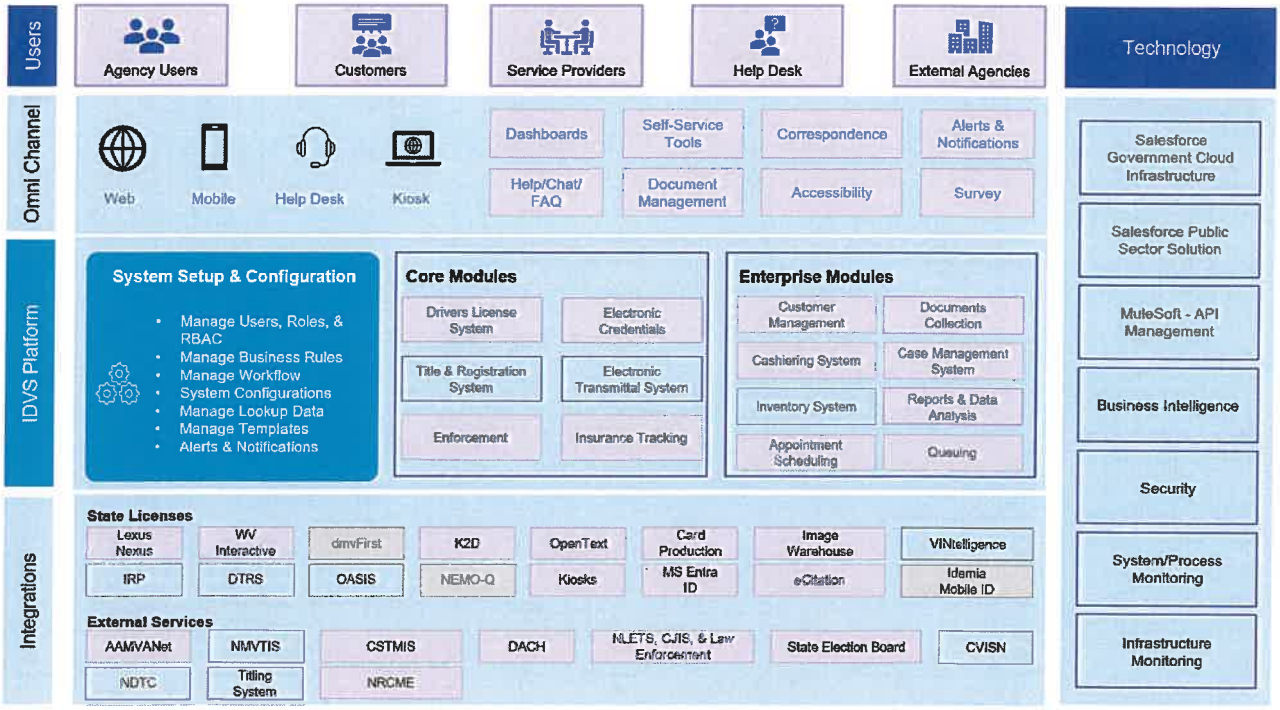


Figure 15. Salesforce+IDVS Business Functional Architecture Overview - Post Phase 3

3.1.4 Phase 4: Digital Title & Vehicle Registration System (Solicitation Section 4.2.2.6)

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.

Team Infosys understands and will comply with the requirements of this section.

Objectives Addressed

Phase 4 consolidates Driver Licensing (DL) and Vehicle Registration (VR) into a single, integrated Salesforce PSS+IDVS platform. This phase introduces electronic titling and registration, digital credentials, and seamless integration with state and national programs to enhance WVDMV, dealer, and citizen interactions. As part of this phase, the existing WVDMV DTRS system will be fully replaced.

Proposed Approach

For the delivery of Phase 4, Team Infosys will leverage shared services, including Single Sign-On (SSO), security patterns, DevOps pipelines, integration frameworks, and standardized user experience components implemented during Phase 1 to 3.

Team Infosys will deliver Phase 4 through a structured, proven methodology that ensures a seamless transition to IDVS as the state's system of record (SOR) for vehicle titling and registration as mentioned below.

- Establish governance and environments leveraging lessons learned from Phases 1–3.
- Configure Salesforce domain models for titling & registration, digital services, and workflows.
- Integrate with state and national networks (e.g., AAMVA/NMVTIS), payments, print/fulfillment, and imaging.
- Migrate historical DTRS data to the new SOR and decommission legacy components safely.
- Roll out unified UX to WVDMV staff and external partners via Experience Cloud.
- Ensure compliance, security, observability, and operational readiness.
- Transition to managed services for support and continuous improvement.

Outcomes: A modern, secure, scalable, and user-friendly SOR with electronic titling and vehicle registration capabilities, end-to-end automation, and analytics to improve policy outcomes, revenue assurance, and citizen satisfaction.

Implementation Plan

Initiation & Mobilization

In the first sprint, Team Infosys will collaborate with WVDMV to establish the foundation for successful implementation. Our focus will be on setting up governance, delivery teams, technical environments, and defining the Phase 4 scope. Our key activities include:

- **Program Governance:** Establishing a structured governance model comprising the Executive Steering Committee, Product Owners, Enterprise Architect, and Change Control Board to ensure clear decision-making and accountability.
- **Delivery Teams:** Form cross-functional teams responsible for customization and configuration of the Driver License System, integrations, data migration, and security/compliance.
- **Environments & DevOps:** Provision Government Cloud environments (Dev, SIT, UAT, Training, Pre-Prod, Prod) and configure CI/CD pipelines using Salesforce DX for automated deployments and quality assurance.
- **Backlog Framing:** Define the project scope and acceptance criteria to ensure the solution is "DTRS retirement ready".

Deliverables: Program charter, RACI matrix, Release calendar, Definition of done, Quality gates, Initial product backlog, and Environment map.

Discovery & Target Architecture: In this sprint, Team Infosys will work to transform existing business processes into a future-ready operating model on Salesforce and finalize the scope. Our efforts will focus on defining the target architecture, security framework, and integration strategy. Key activities include:

- **Process Mapping:** Analyze and map current processes to future workflows for vehicle title and registration services.
- **Customer-Centric Data Model:** Adopt a customer-focused approach that aligns with customer-centric enhancements in Phase 3.
- **Security & Compliance:** Leverage security measures implemented in Phase 1 to 3, including role-based access for clerks, supervisors, examiners, service providers, customers, and auditors; apply field-level security and permission sets; enable event-driven logging and monitoring; configure platform encryption; and establish comprehensive audit trails.
- **Integration Blueprint:** Develop a detailed catalog of services and systems to be integrated, configure rule engines, define reporting tools, and outline the data conversion approach to ensure seamless interoperability.

Deliverables: Target architecture diagrams, Integration catalog and sequencing plan, Security profile matrix, Migration runbooks, and phase 4 acceptance criteria.

Build & Configuration: In this sprint, Team Infosys will focus on configuring the core components of the Salesforce PSS+IDVS Vehicle Title and Registration System. Our approach emphasizes configuration-first development, optimized service center design, and robust integrations. Key activities will include:

- **Approach:** Team Infosys will prioritize Salesforce PSS configuration using OmniStudio, Salesforce Flow, Dynamic Forms, and declarative rules, relying on Apex only for integration orchestration or complex logic. We will design high-performance counter screens with keyboard-first navigation, SLA timers, queues, and escalation tools to ensure fast and efficient customer service.
    - **Workflows:** Configure Vehicle Title & Registration workflows; credential object model; inspections, suspension and revocation; print job creation and tracking.
    - **Configuration:** Configure business rules; document checklist; document capture and storage.
    - **Security & Audit:** Implement Event Driven Logging & Monitoring; Platform Encryption; audit trail on critical objects; field history.
    - **Reporting:** Develop and Configure operational reports and data analytics.
    - **Integrations (MuleSoft/API):** Build reusable API-led connectivity: System APIs for each external system; Process APIs for business orchestration; Experience APIs for future channels. Implement idempotent patterns, failed messages/events, correlation IDs, and observability (logs/metrics).
    - **Data Migration:** Perform ETL (Extract, Transform, Load) from WVDMV DTRS to Salesforce. Validate migrated data through reconciliation reports and exception handling workflows. Define survivorship rules and load sequencing.
- **Quality Gates**: To ensure the highest standards of delivery, Team Infosys will implement rigorous quality checks throughout the building phase. This includes achieving at least 75%-unit test coverage on all custom code, validating integrations through a dedicated test harness, performing comprehensive security scans, and conducting performance benchmarking to guarantee optimal response times for service center counter operations.
- **Testing & Readiness:** In this phase, Team Infosys will ensure the solution is fully validated, secure, and operationally ready for statewide deployment. Our testing strategy will cover functional, performance, and security aspects, along with readiness for day-to-day operations. A detailed phase 3 testing plan is provided in section 3.1.7 – Structured Testing.
- **Training & Change Management:** To ensure smooth adoption and operational readiness, Team Infosys will implement a comprehensive training and support program using a Train-the-Trainer model. A detailed training plan is provided in section 9 – Knowledge Transfer and Technical Training Plan.

- **Cutover & Mainframe Retirement:** In this final phase, Team Infosys will execute a structured cutover strategy to transition from WVDMV DTRS to Salesforce as the system of record, ensuring business continuity and data integrity. Key activities include:
  - **Pilot Deployment:** Begin with 2-3 service centers operating in a parallel run with the DTRS, supported by dual data reconciliation to validate accuracy.
  - **Statewide Rollout:** Go-live in all service centers, perform nightly delta cutovers until stability is achieved, and progressively decommission mainframe write paths.
  - **Final Cutover:** Freeze DTRS operations, certify data completeness, validate integration endpoint, and officially switch Salesforce to serve as the system of record with final data migration.
  - **Rollback Planning:** Maintain documented rollback procedures, data export snapshots, and contingency manual processes to mitigate any unforeseen risks.

Deliverables: Integrated Digital Title and Vehicle Registration System Go-Live; lessons learned; Phase 4 hyper care, operations and support.

The diagram below depicts the business functional architecture for Phase 4, with completed components shown in purple and retrieved components shown in grey.

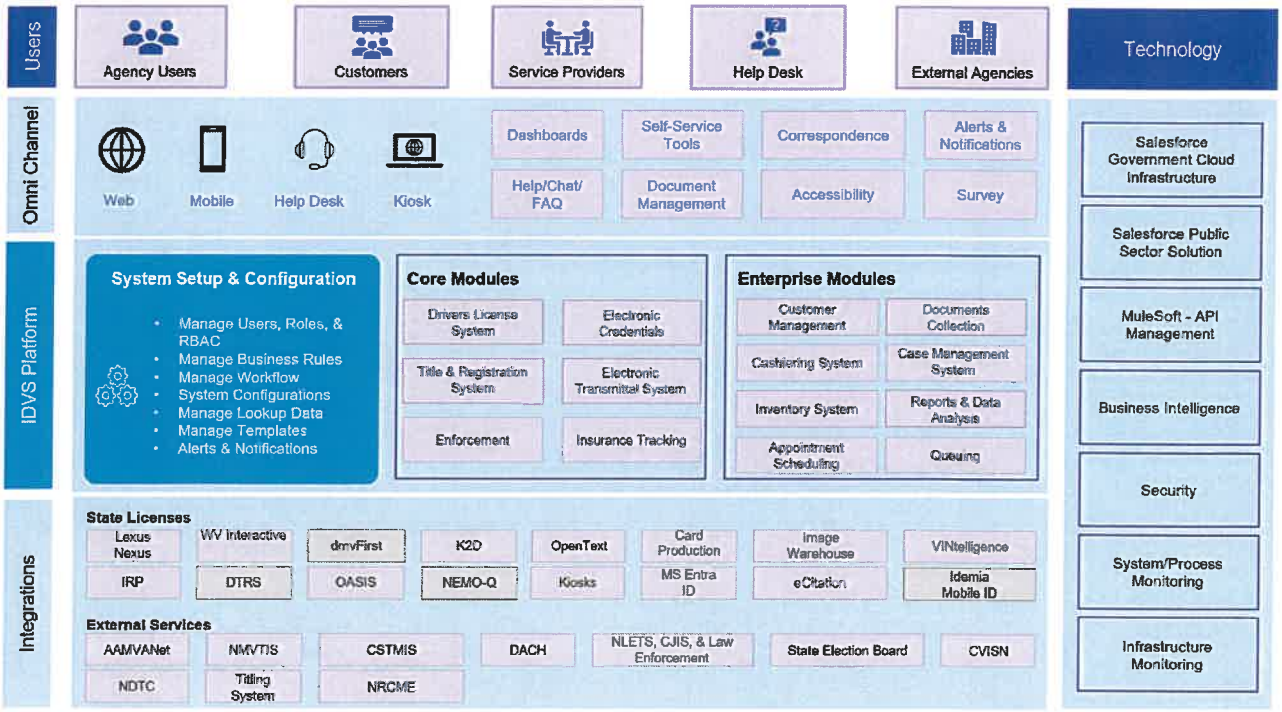


Figure 16. Salesforce+IDVS Business Functional Architecture Overview - Post Phase 4

3.1.5 System Integration Services (Solicitation Section 4.2.2.7)

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

Team Infosys understands and will comply with the requirements of this section.

Team Infosys will implement API-led connectivity (System, Process, Experience APIs) on MuleSoft Anypoint Platform (GovCloud) to integrate WVDMV's legacy, new, and partner systems (AAMVA REST services, IDEMIA, DTRS, AppEnhancer, wvOASIS/Treasury, CSTIMS/ITI). The approach is Agile, sprint-based, with phase gates for System Test, Integration Test, and Agency-led UAT before every production release.

Methodology, Environments, and Training:

- **Agile implementation -** 2–3-week sprints producing incremental APIs and capabilities; formal phase-end consolidated testing (System/Integration/UAT) prior to Go-Live.
- **Hands-on start-up enablement (Phases 2–4) -** Up to 20 WVDMV/WVDOT/WVOT/consultant team members trained on: Anypoint Platform GovCloud, API-led patterns, CI/CD, MUnit, operations, observability.
- **Vendor-managed environments -** DEV, SIT, UAT, PROD (+ geographically distant DR region). If Agency hosts production in its cloud, we still host DEV→UAT to protect schedule, and hand over hardened artifacts (RAML/OAS, deploy bundles, IaC manifests).

Requirements, Fit-Gap, and Design:

- **RTM & traceability -** Each requirement linked to user stories, API specs, test cases, defects, and Go-Live evidence; maintained in a shared repository.
- **Fit-Gap & Steering governance -** *Preferred*: business process reengineering within legal/regulatory constraints. *Fallback*: configuration/extension; least-preferred: custom Add-Ons (approved by Steering Committee; executive escalation when warranted).
- **Process & technical designs -** BPMN as-is/to-be with integration swim lanes; API sequence diagrams; payload schemas; logical/physical data models; FRICEW designs (forms, reports, interfaces, conversions, extensions, workflows).
- **System Blueprint (SDDD) per phase -** Network & system architecture (GovCloud VPCs, DLBs, TLS/mTLS, IP allow-lists), business/application/technical requirements, hardware/software sizing, database architecture & dictionary, integrations catalogue, UI specs (ADA/WCAG 2.1 AA), reporting, use cases, outputs.

Security & Compliance:

- **Security Plan (≤60 days from NTP; updated each phase) -** RBAC, Active Directory SSO (SAML/OIDC), MFA for public users, OAuth 2.0 + mTLS, FIPS-aligned encryption at rest/in transit, secrets management, audit logging, WAF policies, vulnerability scanning, incident response (24h initial, 72h detailed), on/off-boarding controls, facility security for Vendor/subs.
- **Policy alignment -** WV OT Information Security Policy, StateRAMP accommodation on GovCloud, privacy (PII/FTI/SSOLV), data minimization, report masking, secure distribution.

Build, Test, and Cut-Over

Configuration & build

- System APIs: AAMVA REST (UNI retirement), SSOLV, CDLIS, DLDV, S2S, DACH, NRCME, DIAE prep; IDEMIA printing/mobile, AppEnhancer, wvOASIS/Treasury, DTRS, kiosks, CSTIMS/ITI.
- Process APIs: Customer-centric orchestration (UCN), driver record lifecycle, medical review, insurance compliance (driver ↔ vehicle correlation), appointment & queuing, testing, cash drawer.
- Experience APIs: portals/kiosks/staff consoles/law enforcement queries with RBAC/data minimization.
- Policies: client-ID enforcement, OAuth 2.0, JSON/XML threat protection, rate limiting/spike control, IP allow-lists, CORS, mutual TLS.

Testing

- Unit (MUnit) coverage targets; System end-to-end functional tests; Integration tests across partner systems; Security (authN/Z, policy hardening, secrets scanning); Performance (500 agency, 800 public concurrencies; ≤1s/≤5s SLA); Regression suites run pre-release and post-patch.
- Defect management: S1/S2/S3, remediation, retest, RTM updates.

Data conversion & mock runs

- Dual mock conversions per phase; ≥99.99% reconciliation; deduplication, UCN assignment, exception queues, validation scripts/dashboards; rollback options documented.

Cut-over & contingency

- Sequenced steps, verification points, blue/green or canary deployment for APIs, defined halt criteria and rollback runbooks, command center staffing and communications cadence.

Training, Documentation, and Support:

- **Materials & manuals** - Role-based staff guides (with integration hand-offs), runbooks (operations/deploy/DR/incidents), public how-to videos (captioned), ADA/WCAG-compliant content.
- **Pilot & Train-the-Trainer; End-User rollout** - Pilot per phase for 20 trainers/UAT leads; full Train-the-Trainer program; end-user training for ~500 staff per phase; managed training environment for ≥90 days post Go-Live (DB refreshes included).
- **Production support & knowledge transfer** - Original project team supports ≥90 days post Go-Live (on-site/off-site); structured KT Plan for WVDMV/WVDOT IT/OT on platform administration, API ops, release management, policy/secrets rotation, DR drills.
- **On-site collaboration & reviews** - Onsite in Charleston and statewide for CRPs, UAT, training, cut-over, stabilization, remote engineering as approved. 10 business days for Agency review of deliverables; tracking log maintained.

The proposed Salesforce PSS+IDVS GovCloud solution meets or exceeds all RFP security requirements:

Table 4. Requirements Compliance Summary

Requirement	Compliance Summary
WV Code §5A-6B	Fully aligned; documented security plan
WVOT Security Policy	Full compliance with FedRAMP/StateRAMP controls
PII/FTI/SSOLV	Encryption, masking, logging, restricted access
StateRAMP Hosting	Salesforce GovCloud + MuleSoft GovCloud
WV Cloud Addendum	Ownership, residency, breach SLAs, secure deletion
AD SSO	Full SAML/OIDC integration
Public Accounts & 2FA	Supported, with secure password reset
RBAC	Granular, workflow-aware, AD-driven
Secure Comms	TLS 1.2+, mTLS, FIPS 140-2
Logging & Session Controls	Violation tracking, inactivity logout, admin dashboards
User/Group Lifecycle	Effective-dated, AD sync, SoD enforced
DR/BCP	Multi-region failover, 24-hour restoration

3.1.6 Project Management Services (Solicitation Section 4.2.2.8)

4.2.2.8 Provide project management services throughout system implementation and operations and maintenance

Team Infosys understands and will comply with the requirements of this section.

Team Infosys will be trusted partner of the WVDMV throughout the entire lifecycle of the project. Team Infosys comes with proven expertise, industry best practices, readily configurable tools and templates, and finally highly experienced professionals in every domain including project management services.

From the very beginning Project Management Office (PMO) that will be set up specifically for WVDMV will work in tandem with DMV management. The following table describes the activities and deliverables Team Infosys will provide for each phase of the project management lifecycle.

Table 5. Activities and Deliverables by Team Infosys

Project Phases	Activities	Deliverables
Project Initiation and Planning	• Conduct kick-off meeting (s) • Define Objectives & Confirm Scope • Define Project Success Criteria • Define Overall Project Approach	• Governance Plan • Project Plan • Communication Plan • Risk Management Plan

Project Phases	Activities	Deliverables
	• Review and Finalize Project Methodology • Identify Change, Risk, Mitigation & Configuration Management Plans • Finalize Organization Structure & Processes • Define Project Team Organization & Identify roles and responsibilities • Identify Communication, reporting and escalation needs • Estimate Effort and prepare detailed project plan • Set Quality Goals and define strategies to meet those goals • Identify Defect Prevention Team and set targets	• Configuration Management Plan • Project management tools and templates
Project execution and control	• Execute and Maintain Project Plan • Manage Requirements, Scope and Staffing needs • Manage Issues and Risks • Prepare various status reports • Prepare milestone analysis reports • Manage communication within the team, within Infosys and with Client's stakeholders • Perform causal analysis at periodic intervals for defect prevention • Track the project with respect to: o Effort at component level o Risks and mitigation steps o Defects at component level o Cost and Timelines o Quality o Statistical Analysis on key Project metrics o Prepare transitioning after Go-Live	• Project dashboard with key metrics • Steering committee reports • Status reports • Project Change tracker • Issue Tracker • Risk Register • Quality Audit Reports
Project Closure	• Perform Closure analysis • Capture learning through Body of Knowledge (BOKs) • Submit project artifacts to the Process Assets System • Conduct debrief meeting to analyze project • Update process database with the Project's metrics	• Closure Report • Project Artifacts
Operations & Maintenance	• Operations initiation • Run command center during hypercare period • Define RACI, governance cadence, escalation paths • Prepare Capacity/Workload & On-call plans • Run regular operational scrum • Drive Root Cause Analysis and Problem Management	• Incident and Problem Management Plans • Release/maintenance calendar • Operational dashboard • Status reports • Risk register • Incident/Problem/Change Register • Audit reports • Access review reports • Security incident reports

Project Phases	Activities	Deliverables
	• Drive change management sessions • Regular review of security, compliance and data governance • Financial tracking • Maintain Continuous Service Improvement Register with quantified benefits • Conduct trend analysis, shift-left, and automation strategies to improve operational efficiency • Transition planning and executing 3-phases transition of WVDMV at the end of support period	• Transition plan

3.1.7 Structured Testing (Solicitation Section 4.2.2.9)

4.2.2.9 Plan and conduct structured testing during each project phase

Team Infosys understands and will comply with the requirements of this section.

Team Infosys brings extensive experience in DMV modernization and testing, leveraging proven methodologies, domain expertise, and advanced automation to deliver quality, efficiency, and speed for the West Virginia DMV transformation. Our approach integrates pre-built accelerators, AI-driven testing, and industry best practices to ensure robust coverage and compliance across all phases of the program

Key Differentiators:

- For the West Virginia DMV functional testing, Team Infosys will strategically leverage the existing accelerators (pre-built Infosys+Salesforce Test Accelerator, reusable test cases, reusable automation scripts) to accelerate test efforts, ensure comprehensive coverage, and maintain consistency with previously established quality benchmarks.
- Our AI - driven and intent-based testing using Agent Force for Test scenarios drafting and converting them to Automation scripts, resulting in better test coverage early in sprint and reduction in test execution time
- Team with DMV and Public Sector specialists with deep knowledge of AAMVA standards, REAL ID compliance, CDLIS, and state-specific regulations, Certified QE Professionals skilled in accessibility (WCAG/Section 508), security (OWASP), and performance testing, AI-Enabled Workforce, trained in AI-first testing practices, capable of leveraging gen AI/agentic AI tools
- Robust Processes like Shift left and Continuous Testing, Risk-Based Testing Strategy (Prioritizes critical DMV workflows (license issuance, titling, compliance) for optimized testing ensuring coverage.
- Robust test governance with dashboards, KPIs, aligned with WVOT standards

We will perform a thorough feasibility analysis in collaboration with WV before we leverage any of our accelerators.

Our Solution in depth:

Team Infosys will build a comprehensive master test plan during the discovery phase for testing WVDMV phases. The master test plan will describe the approach, scope, schedule, tools, environments, test data management, and defect management process for all the functional and non-functional testing types in scope for the WVDMV phases. The master test plan shall be a road map for accomplishing the tests, including phase wise testing. All test phases, aligned to the overall implementation plan, 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 and timelines for issues and anomalies. The master test plan shall include proposed test acceptance criteria. Team Infosys may also include the leverage of AI as required in the master plan.

Below are the types of testing to be conducted for across phases:

Table 6. Testing Across Phases

Phase	Tests Type	Validation focus Areas
Phase 1: REST API Integration	API Testing; Report Testing	Migration of integration services through API will be developed and validated by the development team. API endpoint validation for the AAMVA and active directory (non-AAMVA) integrations Report Testing will also be done by the development team for this phase
Phase 2: MVP Driver License System (Replace mainframe with modern web-based system)	System Testing; Integration Testing; Regression Testing/Automation; Data Migration & Report Testing	**System Testing (by sprint):** Driver's License System; Electronic Transmittal; Insurance Tracking & Enforcement; Customer Management; Document Management; Case Management; Roles & User Management; Notifications; Workflow; Rules; Finance. **Integration Testing (E2E):** AAMVA integrations; Non-AAMVA: CDL, WV Interactive (NIC), LexisNexis Monitoring, Kiosks, Voter Registration, Driver License/Card Production, Web Enrollment, DMV Electronic Image Warehouse. **Regression:** Manual + automated suite for identified cases. **Data Migration (DL data):** • **Cluster 1:** Customer, Location, Appointment, Test, Document • **Cluster 2:** License, Transfer, Amendment • **Cluster 3:** Conviction, History, Medical, Compliance • **Cluster 4:** Service Request, Communication **Reports:** Standard and Analytics.
Phase 3: Customer Centric Enhancements (Add customer-centric features, integrate DTRS, new modules)	System Testing; Integration Testing; Regression Testing/Test Automation; Report Testing	**System Testing (by sprint):** Appointment Scheduling & Queuing (NEMO-Q replacement); Fictitious Credentials; Enforcement; Cashiering; Customer 360 Portal; Insurance Verification; Inventory System **Regression Testing:** Maintain & execute existing regression cases; Automate newly identified regression scenarios **Integration Testing:** • **AAMVA:** Digital Image Access & Exchange (DIAE) • **Non-AAMVA:** Finance (OASIS); Customer Number (DTRS, IRP); Safety & Treatment; DUI Interlock; Medical Review; Law Enforcement (NLETS/CJIS/FBI; Fusion Center DHS/FBI + State WAN); eCitation; Crash Reporting; Real ID Head Start; Court-Ordered Suspension **Report Testing:** Standard Reports; Analytics Reports
Phase 4: Digital Title & Registration (Optional)	System Testing; Integration Testing; Regression Testing/Test Automation; Data Migration and Report Testing	**System Testing (scope):** End-to-end titling/registration, card production, and document management. **Integration Testing:** AAMVA, NMVTIS, Electronic Lien Interface / ELT (electronic documentation, title number, registration fees), FHWA **Data Migration Testing (validation focus):** • Cluster 1: Vehicle, Location, Owner, Dealer • Cluster 2: Title, Registration • Cluster 3: Insurance, Lien • Cluster 4: Conviction, Compliance **Report Testing:** Standard Reports, Analytics

Apart from the above-mentioned functional test types, Team Infosys will also perform the test types below:

Table 7. Additional Testing

Testing Type	Phases/ Frequency	Focus Areas
Security Testing	Phase1, 2, 3,4	• API security testing • Dynamic Application Security Testing • Mobile Application Security testing Note: Only API security testing will be done in Phase 1
Performance Testing	Phase1, 2, 3,4	Stress, volume, load and endurance testing and transaction response Note: Only API performance testing will be done in Phase 1
Accessibility Testing	Phase 2, 3,4	Ensure all public-facing and staff portals comply with WCAG 2.2 AA and Section 508 accessibility standards, as required by federal and state mandates across n and n-1 devices and following browsers: 1. Windows Laptop: Chrome Browser 2. Mac Laptop: Safari Browser 3. Android Mobile: Chrome Browser 4. iOS Mobile: Safari Browser
Mobility Testing (Responsive Testing)	Phase 2, 3,4	Multi-Device Coverage: Validate that all DMV web applications and portals render and function correctly across a range of devices (desktop, tablet, mobile) and screen sizes, including both landscape and portrait orientations. Cross-Browser Testing: Ensure consistent layout, navigation, and interactive elements on all major browsers (Chrome, Edge, Firefox, Safari) and their latest versions.
User Acceptance Testing	Phase1, 2, 3,4	UAT will be performed by WV DMV UAT team before each release. Team Infosys will provide required support for UAT. UAT team will validate and provide Go-No Go to production.

Unit Testing

- Perform by dev teams in the dev environment during user-story implementation.
- Validate each unit/component against requirements and design; includes limited component-level integration.
- Promote to the functional test environment for sprint functional testing.

System Testing (within each sprint)

- Validate each Salesforce + IDVS module and inter-module integrations in a non-integrated → integrated path.
- Cover user stories planned for the sprint: test planning, entry/exit criteria, roles, and environment needs.
- Design positive/negative test cases for core/enterprise/foundational/peripheral functions; leverages Infosys+Salesforce accelerators and intent-based testing (Agent Force).
- Prepare privacy-safe test data (typical DMV, edge cases, exceptions).
- Execute tests across modules, APIs/batches/data exchanges, and end-to-end flows (agency users, customers, service providers, help desk, external agencies).
- Manage defects, maintains test logs in test-management tools, and publishes automated test dashboards.

Integration Testing

- Validate end-to-end interactions and data integrity for Salesforce PSS + IDVS with all external interfaces in an integrated environment.
- Leverage proven DMV test assets to accelerate coverage.
- **Approach**
  - Identify in-scope interfaces; create E2E test cases (process flows, rules, UI/field validations).
  - Group cases by functional module and execute sequentially; set up greenfield and migrated data.
  - Execute sprint-wise, manage defects, maintain/publish logs and summary dashboards.

Regression Testing (automation-led)

- Use Selenium for automation; explore AI-assisted test automation with WV DMV.
- Define a risk-based regression suite (smoke vs. full runs) and version in Git.
- Build the automation framework; create privacy-safe data with WV DMV.
- Script cross-browser runs (Edge/Chrome/Firefox/Safari) with parallel execution for portals.
- Execute and report; manage defects in Azure DevOps; maintain automated logs and update suites via impact analysis.
- Assess intent-based/agentic AI options (e.g., Agent Force, Playwright MCP) and implement approved recommendations.

Data Migration Testing (Mainframe DB2 → Salesforce)

- Ensures data quality, integrity, completeness, and analytics readiness; uses IDQE (script-less automation, multi-source comparison, scheduling, CI/CD APIs, dashboards).
- **Approach**
  - Define mapping & transformation rules (Mainframe → Salesforce PSS + IDVS).
  - Validate migrated data for:
  - Completeness & reconciliation: table/record coverage, record counts, duplicate detection, no loss/truncation, schema/constraint checks, source-target comparisons, null/mandatory fields profiling (via IDQE).
  - Ingestion & integrity checks:
  - Null→blank normalization, precision/rounding, special-character/encoding (EBCDIC→UTF-8), truncation, whitespace, datatype/domain mismatches, date-format conformance.
  - Transformation checks: aggregation rules, business rules (positive/negative), outliers/patterns/thresholds, audit fields, error handling.

Defect & governance: Log in Azure DevOps; maintain end-to-end traceability (requirements→tests→defects→resolution); publish reports & dashboards.

The below diagram provides a visual representation of our data migration testing approach.

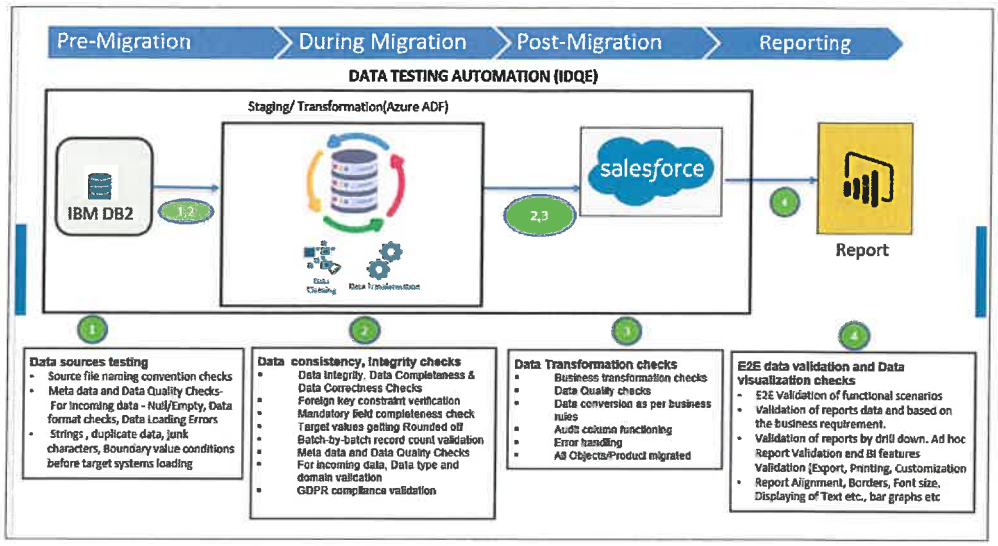


Figure 17. Data Migration Testing Approach

- **Security Testing:** Our Security test approach for Salesforce PSS+IDVS will include the following security tests, which will ensure a comprehensive assessment of security risks, aligning with industry standards such as OWASP (Open Web Application Security Project) and internal guidelines for application security.
  - **Dynamic Application Security Testing**
    - Perform runtime security testing on the Salesforce PSS+IDVS to identify vulnerabilities during execution.
    - Use automated tools to scan for common issues like XSS, SQL Injection, and insecure configurations.
    - Conduct manual validation for business logic flaws and complex attack vectors.
    - Validate authentication, session management, and access control mechanisms.
    - Provide detailed reports with findings, mitigation steps, and retesting after fixes.

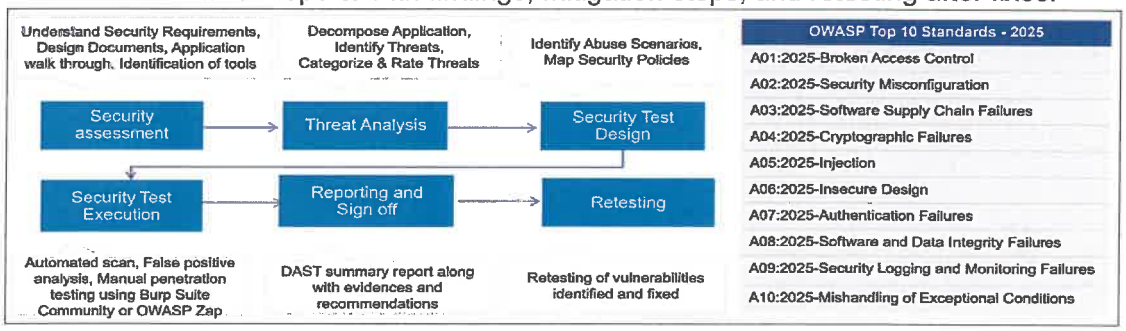


Figure 18. Dynamic Application Security Testing Approach

  - **API Security Testing:**
    - Test Salesforce PSS+IDVS APIs against vulnerabilities such as API key leakage, broken authentication, and mass assignment following OWASP API Top 10 standards.
    - Perform the following validations:
    - API Discovery & Enumeration, Automated API Security Scanning using Soap IU, Burp Suite, OWASP ZAP, and Manual API Penetration Testing for rate limiting, parameter tampering, and authentication bypass.
    - Authentication & Token Security tests to validate OAuth, JWT, and API key protections.
    - Injection Testing for SQLi, NoSQLi, and Command Injection vulnerabilities.
    - Data Exposure & Access Control Testing to ensure sensitive data is not leaked.
    - Provide detailed reporting & Remediation with PoC and mitigation strategies.

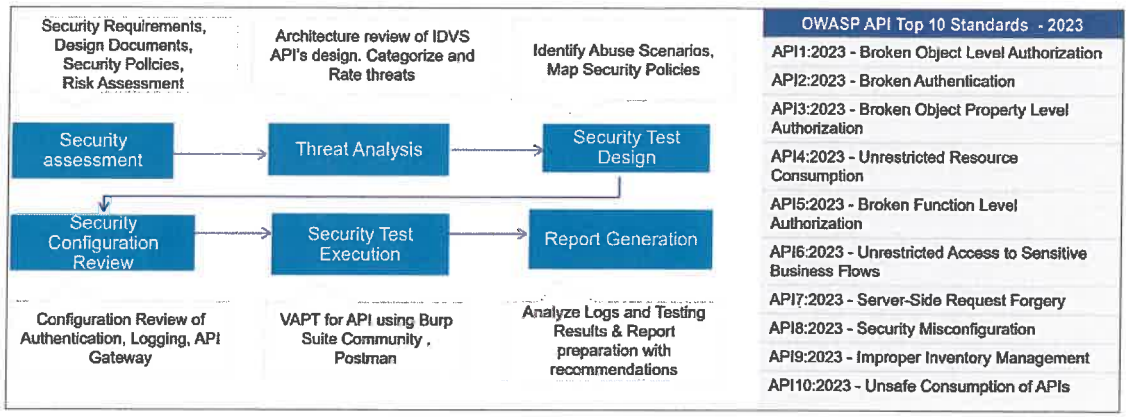


Figure 19. API Security Testing Approach

- **Mobile Application Security Testing:**
  - Perform Security testing for Salesforce PSS+IDVS Android and iOS apps to identify vulnerabilities, aligned with OWASP Mobile Top 10 standards.
  - Automated Vulnerability Scanning using MobSF for insecure data storage and SSL validation issues,
  - Manual Penetration Testing for business logic flaws and reverse engineering
  - Authentication & Authorization Testing for password policies and session management.
  - Reporting & Retesting will document vulnerabilities, provide fixes, and verify remediation.

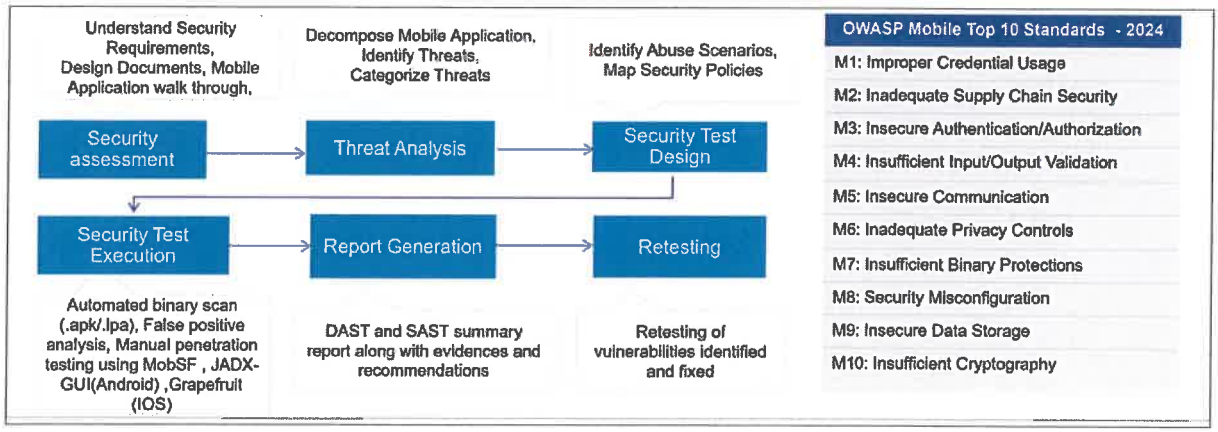


Figure 20. Mobile Application Security Testing Approach

- **Tools:** Burp Suite Professional, Soap UI, Grapefruit, JADXGUI, mobsf, Frida, objection,
- **Performance Testing:** Performance testing will involve the following steps:
  - Requirement gathering/Analysis
  - Test Strategy preparation and Workload modelling activities for the multiple systems such as PDPS, SPEXS, CDLIS, DLDV, SOLV, CSTIMS, DACH, NDR, NRCME etc interfaced with Salesforce PSS+IDVS.
  - Review critical scenarios with West Virginia DoT and identify respective SLA's, load requirements, historical data with the help of business and development team.
  - identified Complex scenarios and APIs/UI for West Virginia DoT and create performance scripts using JMeter/Neoload, based on the performance testing environment readiness,
  - Coordinate and conduct test executions. For the given release of application, all created scripts (UI) will be re-validated with the changes/config changes fixed and then planned test executions will be performed.
  - Raise PT Defects in the defect management tool for any bottlenecks identified and re-execute post tuning for each release/cycle.
  - Provide test logs and High level and Final Test reports after Analysis.
  - Provide test summary and closure reports

The below picture illustrates the end-to-end performance testing approach adopted by Team Infosys.

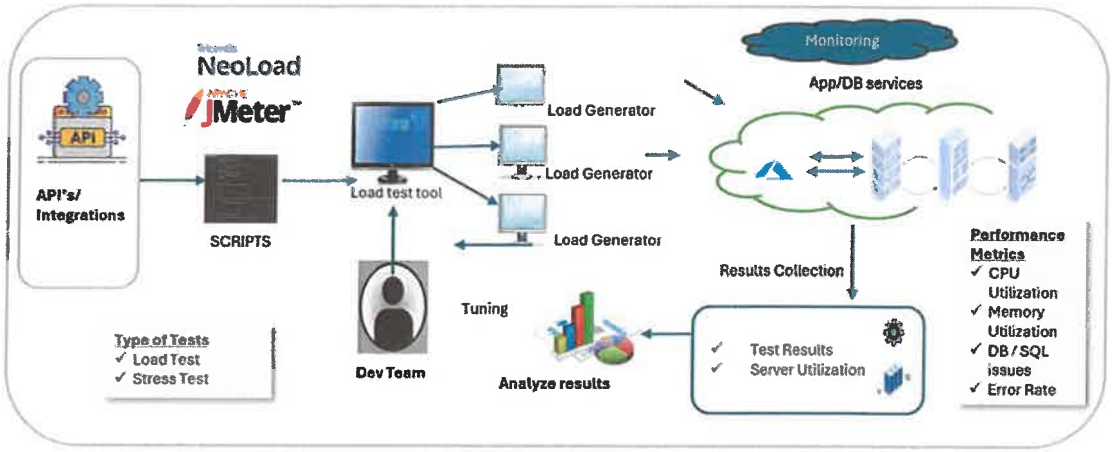


Figure 21. Performance Testing Approach

- **Accessibility Testing:** Accessibility Testing objective is to guarantee that the solution accommodates users with physical impairments and delivers inclusive user experience. The scope of work shall include, but is not limited to:
  - Assistive Technology Compatibility: Validate interoperability with assistive technologies such as screen readers and voice input systems.
  - Keyboard Navigation and Focus Management: Ensure complete functionality of keyboard navigation and proper visibility of focus indicators throughout the application.
  - Visual Accessibility: Confirm adherence to color contrast requirements and provide appropriate text alternatives for all non-text content, including images.
  - Content Clarity and Error Handling: Review all content and error messages to ensure they are clear, concise, and easily understandable by all users.

  Team Infosys provides an extensive range of accessibility testing services for web and mobile applications, utilizing its skilled testing team and advanced automation tools. The following approach will be adopted:

  - End To End Accessibility Testing for WV DMV Web, Mobile, Tab and iPad browser applications to ensure compliance to prescribed Web Accessibility Standards.
  - Optimized test approach that includes right mix of Manual testing + assistive technology tools and Automation tools to render quality output with increased efficiency
  - Testing for Accessibility (WCAG 2.2) Ease of use, Consistency and logic based on Design standards and Compatibility
  - Inclusion of Mature Tool for Web and Mobile app automation for Accessibility.

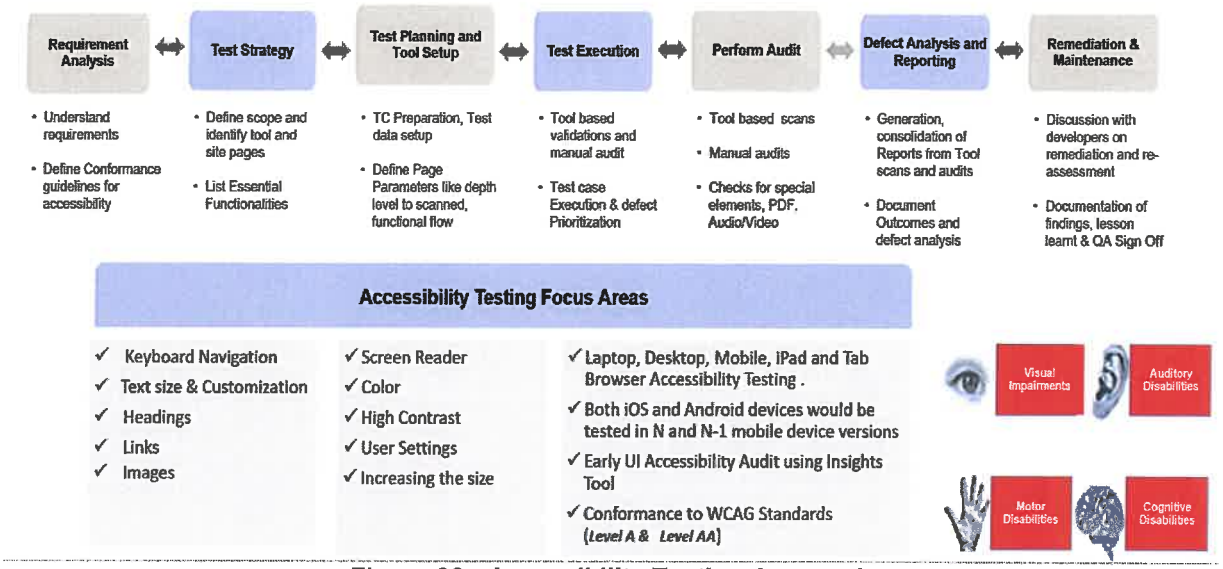


Figure 22. Accessibility Testing Approach

The above diagram outlines our Accessibility Testing Approach is a structured, standards-driven method designed to achieve WCAG 2.2 Level A and AA compliance through a balanced mix of manual validation and assistive technology tools across web and mobile. We begin with Requirement Analysis, clarifying accessibility objectives and applicable conformance criteria. Building on this foundation, the Test Strategy defines scope, prioritizes critical user journeys, and selects tools—including NVDA for web, AXE/WAVE for automated checks, and VoiceOver (iOS) / TalkBack (Android) for mobile screen-reader validation. During Test Planning and Tool Setup, we prepare test cases and data, identify page parameters (such as navigation depth and functional flows), and configure scanners/inspectors to streamline execution. Test Execution then combines tool-based validations with thorough manual audits to evaluate semantics, interactions, and content, while systematically capturing and prioritizing defects. We follow with a formal Audit that consolidates automated scan outputs and targeted manual checks for specialized assets (e.g., PDFs, audio/video). In Defect Analysis and Reporting, findings from tools and audits are synthesized into actionable reports with root-cause insights and remediation guidance. Finally, Remediation & Maintenance involves collaborating with developers on fixes, re-assessing corrected areas, documenting lessons learned, and obtaining QA sign-off to sustain accessibility over time.

This approach focuses on real-world usability for diverse user needs, covering keyboard navigation, text resizing and customization, headings/links/images semantics, screen-reader compatibility, color and high-contrast modes, and user settings (including zoom and content scaling). Testing is performed across laptops, desktops, tablets, and mobile devices, validating both current and N-1 OS/browser versions, and leveraging early UI accessibility insights to catch issues sooner. The program explicitly addresses visual, auditory, motor, and cognitive disabilities, ensuring inclusive experiences from interaction design through content presentation. The result is a comprehensive, repeatable, and tool-assisted accessibility practice that reduces risk, accelerates remediation, and delivers measurable conformance suitable for enterprise-scale delivery.

- **Responsive/Mobility Testing:** While the Salesforce platform is inherently compatible with industry standards for responsive design, Team Infosys will conduct dedicated responsive design testing of the Salesforce PSS+IDVS to ensure compliance with WV requirements. The scope of this testing will include a selected set of sample scenarios, derived from the existing SIT regression test suite. Test cases will be executed using browser simulators configured with various device resolutions to validate the application's responsiveness across different screen sizes and devices (iOS and Android phones and tablets)
- **Cross Browser Testing:** Cross-browser testing ensures that the application is compatible and performs consistently across multiple web browsers. During the testing phase, relevant test cases

will be identified from the existing test suite, validated for coverage, and executed accordingly. To optimize testing efforts, sprint-level functional testing and System Integration Testing (SIT) will be conducted across commonly used browsers such as Microsoft Edge, Google Chrome, Mozilla Firefox, and Safari.

- **User Acceptance Testing:** Team Infosys will provide comprehensive support to WV DMV acceptance testers during the User Acceptance Testing (UAT) phase. This includes assistance with UAT test data setup, management of testing tools, defect tracking, and documentation. Training manuals will be utilized to guide users through the core system functionalities and relevant testing tools.

  The UAT process will be executed in the following high-level phases:

  - Finalize of UAT strategy, including risk identification, prioritization, and development of a Risk-Based Testing approach
  - Create UAT test plan, including definition of acceptance criteria
  - Support in creating business scenarios, use cases, and test scripts across all testing areas in scope
  - UAT environment setup
  - Test data preparation, including validation of migrated data availability prior to testing
  - Test execution and defect reporting
  - Monitor and report of test execution progress
  - Summarize of test results and share with WV DMV team

AI first QE:

Team Infosys will also work collaboratively with WV to implement AI first QE for DMV modernization post thorough feasibility analysis. We propose a Quality Engineering (QE) strategy to accelerate, optimize, and future-proof DMV modernization testing. This approach leverages advanced AI agents, automation platforms, and data-driven analytics to deliver faster cycles, higher coverage, and improved defect detection across all phases of the DMV program.

Key Pillars:

- **AI-Driven Test Design:** Use agentic AI tools to automatically generate test scenarios and scripts from requirements, user stories, and API specifications, ensuring comprehensive coverage and rapid onboarding of new features.
- **Self-Healing Automation:** Implement AI-powered self-healing for Selenium and Playwright scripts, enabling automatic locator updates and reducing maintenance effort when UI or API changes occur.
- **Intelligent Test Data Management:** Employ AI to synthesize, mask, and parameterize test data, supporting robust scenario coverage while maintaining data privacy and compliance.
- **Predictive Analytics & Optimization:** Apply machine learning to analyze historical test results, prioritize high-risk areas, and recommend suite slimming, focusing resources on critical DMV workflows.
- **Automated Failure Triage:** Integrate AI in CI/CD pipelines to auto-label test failures, suggest root causes, and route issues to the right owners, accelerating defect resolution and feedback loops.
- **Continuous Enablement:** Upskill QE teams with AI-centric learning paths, prompt engineering, and responsible AI practices, ensuring sustainable adoption and governance.

Defects tracking and management

Defect tracking is a critical aspect of any application testing and overall software quality management. It involves identifying, recording, and managing defects or bugs discovered during the testing process. With effective defect tracking, Team Infosys ensures that issues are systematically addressed and resolved, leading to higher quality software. Our strong defect tracking process aids the team by improving:

- Systematic issue management
- Improved communication between all the stakeholders

- Enhanced quality assurance
- Effective resource management
- Metrics and reporting
- Risk management
- Continuous improvement
- Customer satisfaction

Our Test Manager and Lead ensure that defects are triaged and prioritized for timely resolution. The required co-ordination and collaboration are established for an effective defect management process.

The WV DMV project team will use **Azure DevOps** as a test and defect management tool. The system will log and track the defects to closure for all test levels starting from Sprint Testing.

The defect management process must be agreed and understood by Project teams to efficiently raise, review, manage, track, and close the defects identified during the project.

WV DMV project team will define the guidelines for defect severity and priority. Also, the various defect statuses to be used in defect life cycle.

Agreement will also be required at WV DMV program level for any integration defects lying with other vendors/parties. WV DMV will help to expedite/track the defect fixes from other parties for integration testing.

Our testing team will follow the Defect Severity and Priority Guidelines, for all the defects raised during test execution across sprints, Program Increments, and releases.

Our test team will assign each defect a severity and priority based on the business criticality/ impact on the test execution continuity.

If the decision is not to fix the defect, it may be moved to be part of another user story in the next sprint or any other sprint in the same or other program increments or to another release or Defect may be converted into new user story requirement in the next sprint or any other sprint in the same or other program increments or to another release.

The DMV project team will decide when the defects will be fixed (next sprint/next program increment/etc.). The defect severity/priority will be jointly determined by the project team (WV DMV PO/BA and Team Infosys).

Below figure depicts the high-level defect lifecycle process flow the team will follow during test execution:

Defect Management within a sprint

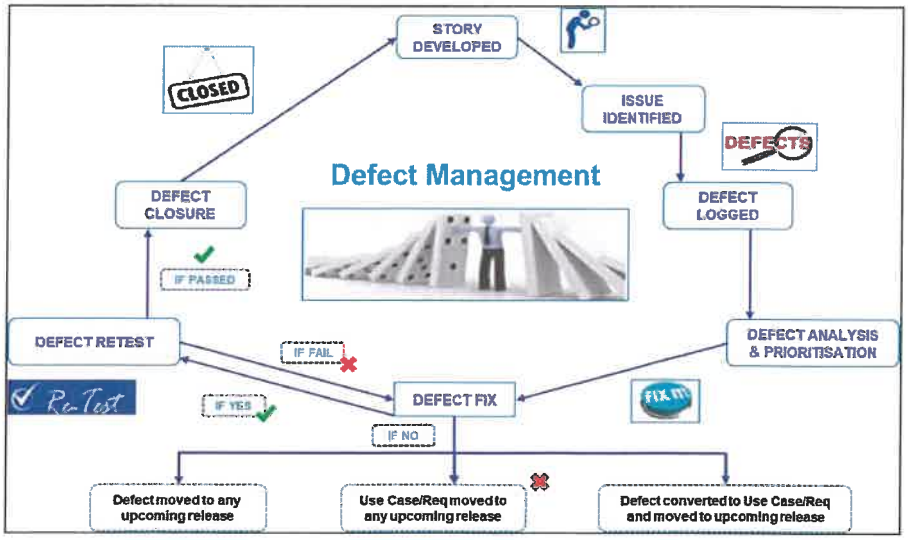


Figure 23. Defect Management Process

3.1.8 System Integrations (Solicitation Section 4.2.2.10)

4.2.2.10 Design, develop, test, deploy and support required system integrations

Team Infosys understands and will comply with the requirements of this section.

Team Infosys will implement all interfaces and integrations identified in RFP Attachment B and intra-solution integrations required for end-to-end business process integrity using the Salesforce PSS+IDVS as the core application layer and MuleSoft Anypoint Platform as the enterprise integration fabric. Our approach is purpose built to be safer, faster, and more resilient, leveraging API-led connectivity, event-aware patterns, automated quality gates, and best industry practices.

Platform-Led Integration Architecture & Governance

- **Salesforce + Infosys:** Salesforce + Infosys will anchor Salesforce PSS+IDVS - Driver's License, Mobile ID, Appointment and Queuing, Case Management, Cashiering, Vehicle Titling and Registration, and stakeholder engagement, providing a Unified Data Schema and OmniStudio tooling (Integration Procedures, DataRaptors) to streamline data orchestration and UI-driven processes across channels.
- **MuleSoft API-led Fabric:** Team Infosys will implement System APIs (wrapping legacy/external systems), Process APIs (orchestrating DMV flows), and Experience APIs (channel-specific consumption) on MuleSoft Anypoint Platform, determining the appropriate integration pattern for each interface - whether synchronous (using REST or real-time request-response interactions) or asynchronous (leveraging publish/subscribe messaging for event-driven communication) based on daily transaction volumes, payload sizes, latency requirements, and business criticality.
- **Security:** Team Infosys adopts a comprehensive zero-trust security posture that enforces strict identity and access controls through OAuth 2.0 and OpenID Connect, ensures secure communication using mutual TLS (mTLS), and applies granular role-based access policies. All data exchanges will be encrypted both in transit and at rest, with full auditability and traceability enabled via Salesforce Event Monitoring and MuleSoft Anypoint Monitoring to provide real-time visibility into authentication, authorization, and transaction flows.
- **Interface Design Documents (IDDs):** Team Infosys will establish a governance framework that enforces integration standards, maintains comprehensive IDDs, and manages versioning and backward compatibility across all APIs and data exchanges. This governance will include structured change control processes to ensure that any modifications are reviewed, approved, and implemented without introducing breaking changes, thereby preserving stability and interoperability throughout all project phases.

Delivery (Design → Build → Test → Deploy → Support)

- **Design:** For every interface, Team Infosys will maintain comprehensive documentation (IDDs) that specify the integration pattern (synchronous or asynchronous) and processing mode (real-time or batch), along with clearly defined Service Level Objectives (SLOs). These IDDs will include estimated daily transaction volumes, average payload sizes, and performance benchmarks. Additionally, we will outline retry and back-off strategies for transient failures, ensure idempotency for safe reprocessing, and define a structured error taxonomy to categorize and handle exceptions consistently across all integration points.

  Next, we will define comprehensive field-level extract, transform, and load (ETL) rules leveraging the Salesforce PSS+IDVS data model and MuleSoft's transformation engine. This will include validation logic, enrichment steps, and rigorous data quality checkpoints to ensure completeness, consistency, and referential integrity across all integrated systems.

  IDDs for each integration shall include endpoint specifications, data schemas, and sequencing logic to ensure accurate and reliable data exchange. IDDs will also include correlation identifiers for transaction traceability, clearly defined failure handling and recovery procedures, and explicit guidelines for versioning and backward compatibility.

- **Build:** During the build phase, Team Infosys will use IDDs to implement a scalable integration layer using MuleSoft Anypoint Platform and Salesforce PSS+IDVS.
  We will design and develop API specifications within Anypoint Design Center, leveraging reusable connectors for common protocols and systems such as SFTP, databases, and payment gateways. All configurations will follow a configuration-as-code approach for consistency and version control. We will develop comprehensive test suites with at least 80% coverage, validating functionality and resilience early in the lifecycle.

  On the Salesforce PSS+IDVS, we will utilize OmniStudio tools including Integration Procedures and DataRaptors to orchestrate UI-driven flows and streamline data exchange. All integration endpoints will be secured and managed through API Gateway policies, ensuring compliance with security standards.

  Team Infosys will adopt a shift-left testing strategy. This includes contract testing to validate API agreements and service virtualization using MUnit mocks and WireMock, allowing independent testing even before partner systems are fully available. This approach ensures early defect detection, reduces rework, and improves overall integration reliability.

- **Testing:** In the testing phase, Team Infosys will execute a comprehensive quality assurance strategy to validate functionality, performance, security, and resilience across all integrations before production deployment.
  We will conduct rigorous functional and negative testing to confirm that all interfaces behave as expected under normal and exceptional conditions. Our approach includes fault injection to simulate real-world failure scenarios, data reconciliation to ensure accuracy across systems, and performance and soak testing under realistic concurrency levels to validate throughput and stability. Resiliency testing will cover timeouts, circuit breaker behavior, and retry storm scenarios to confirm that integrations degrade gracefully under stress.

  Team Infosys will perform vulnerability scanning on all exposed endpoints to identify and remediate potential risks. We will verify audit logging for traceability and ensure strict compliance with data protection standards. We will apply a structured root cause analysis process to prevent recurrence and implement corrective actions across all vendor-developed components.

- **Deployment:** In the deployment phase, Team Infosys will ensure a seamless transition from lower to production using secure, and controlled processes that minimize risk and maximize reliability.
  We will leverage MuleSoft Anypoint Runtime Manager for automated build, scan, and deployment of integration components across environments. Our deployment strategy will incorporate advanced release patterns such as blue/green deployments, progressive deployment strategy, and rollback mechanisms to ensure zero-downtime transitions and quick recovery in case of anomalies. For Salesforce PSS+IDVS, we will utilize Salesforce DevOps pipelines to manage sandbox-to-production promotions, ensuring version control, compliance, and traceability throughout the deployment lifecycle.

  Team Infosys will execute a cut-over plan that includes parallel runs for critical interfaces, enabling validation of data flows and business processes before full switchover. We will conduct performance baseline to confirm that production Service Level Objectives (SLOs) are met. Post-deployment, our team will provide hypercare support, closely monitoring system behavior and addressing any issues proactively to ensure a stable and optimized production environment.

- **Support**: During support phase, Team Infosys will ensure uninterrupted operations and continuous optimization of the integration through proactive monitoring, incident response, and structured improvement processes.
  We will leverage MuleSoft Anypoint Monitoring for API performance tracking, Distributed Tracing for end-to-end transaction visibility, and Salesforce Event Monitoring for security and compliance oversight. A solution runbook will guide incident resolution and dedicated on-call rotations will ensure immediate response to Severity 1 issues, minimizing downtime and safeguarding critical WVDMV operations.

Beyond reactive support, Team Infosys will drive ongoing enhancements through root cause analysis for every incident, maintaining a hardening backlog to address systemic vulnerabilities. We will implement proactive optimizations and prevent recurrence making integration landscape more efficient over time.

Coordination with WVDMV & External Partners

Team Infosys will provide functional/technical details and project-management advisory support to coordinate WVDMV internal teams and third parties:

- Partner workshops, integration test readiness, and timeline alignment per project work plan.
- Joint migration plan, RAID log, and action trackers with weekly status and blocker resolution.
- Assist remediation for third-party components to protect end-to-end schedules and quality.

Capacity for Growth — Reserve Interfaces

We have included five (5) medium complexity interfaces per phase for Phases 2–4 in our effort estimates and cost proposal.

Team Infosys will work collaboratively with WVDMV to define and size "medium complexity" interfaces, characterized by moderate data transformation, limited orchestration, a single external partner, and standard security patterns. Activation of these reserved interfaces will follow a structured intake process governed by the Integration Review Board and formal change control, ensuring that additional work is prioritized without impacting the critical path. Progress will be tracked through burn-down reports and early alerts on consumption, providing WVDMV full visibility and control over reserve capacity utilization.

3.1.9 Management Reports (Solicitation Section 4.2.2.11)

4.2.2.11 Design, develop, test, deploy and support management reports

Team Infosys understands and will comply with the requirements of this section.

To deliver rich insights without impacting day-to-day DMV operations, Team Infosys proposes a Hybrid Reporting Architecture that cleanly separates Operational reporting from Analytical reporting within Salesforce PSS + IDVS. Operational reports serve real-time, in-workflow needs; analytical reports handle trends, cross-domain joins, and oversight—without adding load to transactional processing. The design aligns to the State's performance and availability objectives (for example, ≤1s/≤5s response targets, 99.9% uptime, and ≤24-hour disaster recovery).

Hybrid Reporting Architecture — Overview

Operational / Transactional (Salesforce Reports & Dashboards):

Designed for frontline staff who need immediate clarity (e.g., cash drawer reconciliation, pending case queues, examiner throughput). These reports are embedded in apps, home pages, and record pages; governed by permission sets and row-level security; and optimized for low latency with no external tools required.

Analytical / Management (Salesforce CRM Analytics):

Built for historical analysis, cross-system joins, and complex aggregations. Dataflows/recipes curate datasets, apply RLS policies, and power interactive dashboards that render inside Salesforce. Heavy workloads are offloaded to an analytics repository, protecting production performance while enabling 40+ medium-complexity insights.

Phase-Wise Execution

Phase 1 — Integration & Parity (≈10 reports)

The legacy mainframe remains the system of record. MuleSoft implements an asynchronous "wire-tap" at the integration layer to capture transaction metadata into a Unified Data Hub without slowing core processing. This enables modern analytics and parity checks while preserving mainframe performance.

Phase 2 — Data Migration Quality (≈5 reports)

Azure Data Factory (ADF) orchestrates extraction, cleansing, and transformation into Azure SQL; dbt provides modular, version-controlled SQL transformations and data-quality checks. Reports surface migration readiness and exceptions (e.g., duplicate SSNs, invalid addresses) so WVDMV can resolve issues prior to cutover. Power BI/Excel dashboards may be used for migration oversight as needed.

Phase 3 — Salesforce CRM Analytics at Scale (≈30 reports)

With Salesforce PSS + IDVS established as the core system of record, operational dashboards and business intelligence are delivered natively in Salesforce for live insights, while curated legacy history augments long-horizon analysis. Users consume embedded analytics without leaving their workflows.

Phase 4 — Financial & Regulatory Reporting

Expand analytics to tax distribution, revenue attribution, and fee collection summaries across participating agencies. Historical and operational data curated in the Unified Data Hub supports financial compliance and audit needs; Salesforce dashboards provide granular visibility for oversight bodies.

Representative Report Categories

- **Migration Quality (Phase 2):** Exception detection for "dirty data" that must be corrected prior to go-live (e.g., duplicate SSNs, invalid addresses).
- **Customer Centricity (Phase 3):** "Golden Record" validation demonstrating the consolidation of Driver and Vehicle records under the Unique Customer Number (UCN).
- **Operational Efficiency (Phase 3):** Wait-time trends, service-duration averages, and staff productivity by region/office.
- **Financial & Regulatory (Phase 4):** Revenue attribution, fee collection summaries, and IRP/IFTA distribution across agencies.

Report Development Lifecycle (RDLC)

Our RDLC ensures every deliverable is actionable, secure, performant, and accessible—while never degrading transaction processing. Operational needs are addressed via Salesforce Standard Reports & Dashboards; analytical/management needs via Salesforce CRM Analytics. Key steps:

- **Requirements Discovery:** "Question-First" workshops focus on the decisions each report must enable (e.g., REST parity with UNI, cashiering reconciliation tolerance, statewide wait-time trends). For each report we define KPIs/thresholds, audience & access (roles/RLS), phase alignment, and acceptance criteria/test evidence.
- **Mockup & Approval:** Wireframes and low-fidelity prototypes preview layout, filters, drill-downs, and KPIs. Scope, navigation, and thresholds are approved where users work: embedded Lightning apps for staff, Experience Cloud for public/partner (as applicable), and executive oversight dashboards.
- **Development:** Operational reports leverage Salesforce Report Builder for real-time lists/queues/KPIs with subscriptions and highlights. Analytical dashboards use CRM Analytics recipes/dataflows, lenses, and dashboard JSON to surface parity outcomes, latency distributions, UCN de-dup exceptions, scheduling wait-times, reconciliation variances, and IRP/IFTA distributions. Alerts/subscriptions push proactive notifications to responsible roles.
- **Testing & Validation:** Data integrity: row-count parity, referential checks, field-level reconciliation, tolerance thresholds, normalization, boundary cases, survivorship rules. Performance: dashboard render ≤5s for agreed scenarios and filters; confirm operational reports do not impair service-center response times. Security/privacy: RBAC, RLS, masking/redaction, least-privilege, execution audit via Event Monitoring, encryption for sensitive fields. Accessibility: WCAG 2.1 AA (contrast, keyboard, ARIA, screen-reader order). UAT: agency scenarios on realistic data, with triage/remediation and formal acceptance.
- **Deployment & Security: s**Publish within Salesforce PSS + IDVS and embed in user workflows; enforce RBAC and row-level visibility; align with StateRAMP/WVOT standards. Operational and executive users receive the right views at the right time without leaving the platform.

By decoupling heavy analytics from transactional workloads, WVDMV gains fast, in-context operational visibility and rich, historical analysis—without compromising performance or availability. The approach is repeatable, governed, and evidence-driven, giving stakeholders confidence in accuracy, security, accessibility, and long-term maintainability.

3.1.10 Data Migration (Solicitation Section 4.2.2.12)

4.2.2.12 Plan and execute data migration

Team Infosys understands and will comply with the requirements of this section.

We understand that data migration is the key phase of the West Virginia Department of Motor Vehicles (WVDMV) modernization program. It is the process by which mission-critical legacy datasets, spanning millions of driver records, vehicle registrations, and identity documents, are transformed, validated, and seamlessly transitioned into a modern, cloud-native architecture that will enable next-generation DMV services for West Virginia residents.

Team Infosys' approach to data migration is grounded in three foundational principles - collaboration, automation, and governance. We combine deep domain expertise with industry-leading frameworks and advanced tooling to ensure zero business disruption, uncompromised data quality, and full regulatory compliance throughout the migration lifecycle.

To ensure complete alignment with the WVDMV data migration requirements, we have organized the stated requirements into three high-level themes and mapped them to our approach. This structure demonstrates how our methodology addresses each expectation in a clear and integrated manner.

Table 8. Theme Mapping

Theme	Activities	Team Infosys Approach
Planning and Governance	• Confirm WVDMV data migration requirements • Develop a comprehensive Data Migration Plan • Collaborate with WVDMV to plan and track execution • Define roles, responsibilities, and timing requirements	• **Workshop-Driven Strategy:** We will conduct deep-dive assessment workshops with WVDMV stakeholders to finalize migration blueprints for each phase. • **Structured Framework:** Our proprietary Infosys Data Migration Framework (IDMF) ensures rigorous planning, with governance enforced through a strict RACI matrix, formal sign-off gates, and real-time dashboards built on Azure. The migration architecture is designed for end-to-end traceability, leveraging Azure Data Factory (ADF) for orchestration and Azure SQL for governance and auditability.
Data Preparation and Transformation	• Discovery and profiling of legacy D82 data • Define cleansing rules, de-duplication logic, reconciliation procedures • Identify data requiring WVDMV intervention • Document mapping and transformation requirements	• **Automated Extraction & Staging**: Data is securely extracted from legacy systems using ADF and staged in ADLS/Azure SQL Database (Hyperscale). • **dbt Transforms**: All transformation, cleansing, and mapping logic are implemented in dbt, ensuring modular, version-controlled, and testable SQL transformations. • **Golden Record**: Deterministic cleansing rules and unique customer number (UCN) assignments are applied to create a single source of truth.

Theme	Activities	Team Infosys Approach
		Exception management is automated, with Azure-based dashboards surfacing anomalies for WVDMV review prior to final load.
Execution and Validation	• Develop and test automated conversion programs • Conduct mock conversions • Execute conversion programs and assist WVDMV in verification • Establish rollback strategy and conversion dependencies	• **Orchestrated Loads & Validation:** ADF orchestrates the movement of Golden Records into Salesforce, ensuring high-speed, parallel loads that meet cutover window requirements. • **Mock Migrations:** Two full mock migrations per phase are performed, with field-level reconciliation reports generated in Azure SQL to demonstrate 99.99% accuracy. • **Rollback & Risk Mitigation:** Rollback capability is ensured through Azure SQL Snapshots, and all data is validated against Phase 3 UCN requirements before go-live.

Our methodology leverages the **Infosys Data Migration Framework (IDMF)**, a structured, risk-aware blueprint that covers assessment, design, development, testing, and production cutover. This framework is further enhanced by Infosys' proprietary accelerators and best practices, ensuring predictable outcomes and faster time-to-value.

To utilize this framework, we will deploy a robust technology stack:

- **Azure Data Factory (ADF):** The primary orchestration engine for end-to-end process management. ADF extracts data from the legacy mainframe (IBM z/OS), triggers validation scripts, logs migration events, and sends success/failure notifications, ensuring a complete migration audit trail.
- **Azure SQL Database (Hyperscale):** Serves as the centralized "Unified Data Hub." It is the landing zone for all incoming mainframe data and the staging and transformation area before data is loaded into Salesforce. Azure SQL provides a scalable, cost-effective repository for all cleansing, transformation, and reporting operations.
- **dbt (data build tool):** Used for modular, version-controlled SQL transformations in Azure SQL. DBT ensures that mapping logic (e.g., legacy codes to Salesforce values) is testable, well-documented, and repeatable, supporting robust data quality and lineage.
- **Azure Security & Compliance Controls:** All data at rest and in transit are encrypted. Azure's built-in audit trails and compliance features ensure adherence to StateRAMP, WVOT, and other regulatory requirements.
- **Salesforce PSS+IDVS:** The unified operational platform. Once data is cleansed and transformed into Azure SQL, it is loaded into Salesforce, which serves as the single source of truth for DMV operations and customer engagement. Salesforce's native analytics and reporting capabilities are used for business intelligence and operational insights.
- **Power BI/Excel Reports (as applicable as needed):** For interim or advanced analytics and visualization, Power BI can connect directly to Azure SQL Database, providing dashboards and migration progress insights without impacting Salesforce performance.

By embedding automated cleansing, deterministic UCN assignment, and iterative mock migrations into every phase, we minimize risk, protect system performance, and provide rollback capability as needed. Our approach ensures that WVDMV stakeholders remain fully informed and in control through real-time dashboards, a strict RACI framework, and formal sign-off checkpoints.

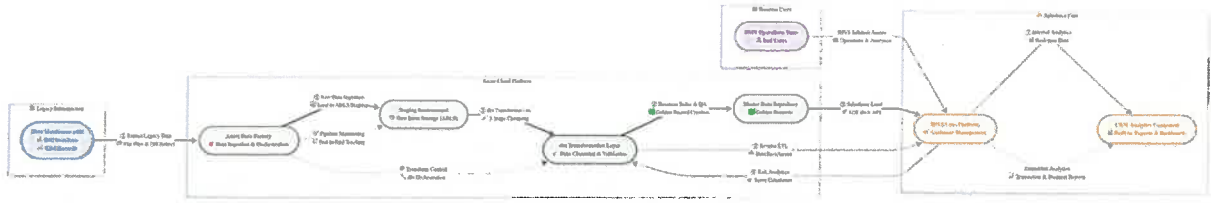


Figure 24. Data Migration Flow

All DMV data will be migrated and unified on the Salesforce PSS+IDVS Core Platform, which is built on Salesforce and serves as the single, authoritative platform for operational processing and analytics. Salesforce's native reporting and analytics capabilities will fully meet the RFP's requirements for business intelligence, ad hoc queries, and centralized data access. This approach eliminates the need for a separate enterprise data warehouse, as Salesforce will provide a customer-centric, integrated, and scalable solution for all DMV data and reporting needs.

Three-Layer Data Migration Architecture

Our main objective is to consolidate all legacy transactional data into a single "system of record" and manage it within the Salesforce PSS+IDVS. This system will enable rapid application development, support self-service workflows, and facilitate open API integration for state and local agencies.

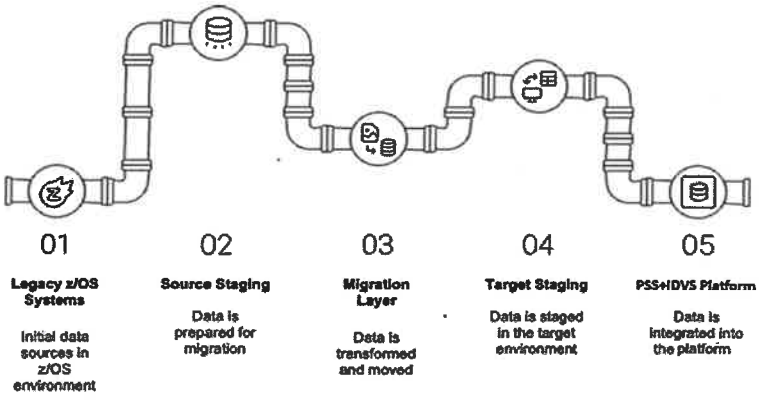


Figure 25. Data Migration Process

During the migration phase, Azure Data Factory orchestrates and monitors all data movement. Migration status, data quality, and reconciliation reports will be delivered via simple dashboards and Excel/PDF exports, ensuring full transparency and traceability. Once Salesforce is operational, all ongoing and historical migration reports will be available in Salesforce's analytics environment and retained for audit history.

Sourcing Layer

This layer comprises WVDMV's legacy and mainframe sources, including the IBM z/OS-based driver license system, associated applications, and data stores (such as Db2 tables, CICS datasets, and other mainframe files), along with ancillary systems that collectively hold the agency's mission-critical data.

We will configure and operate Azure Data Factory connectors to enable automated, secure, and incremental extraction (full loads and change data *capture,* where applicable). We will enforce end-to-end encryption, manage scheduling and retry, and preserve source schema and lineage. Raw extracts are delivered to the Azure SQL Database (Hyperscale) Raw Zone, preserving file fidelity (CSV, fixed-width, JSON, or Parquet) and exact column mappings from the source schemas.

As raw data is received, we apply foundational validations (row counts, checksums, and file manifests) and log the results in reconciliation logs to establish a trustworthy baseline for downstream processing.

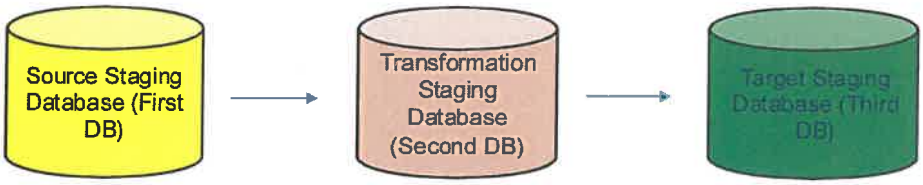


Figure 26. Three distinct database schemas

Migration Layer

This layer performs validation, reconciliation, cleansing, mapping, transformation, and consolidation before loading into the WVDMV production environment. It is implemented entirely on Azure.

- **Source Landing (Raw Zone in Azure SQL Database):** The delivered raw files and snapshots are stored in the Raw container, with immutable manifests for audit. Basic completeness and integrity checks are performed here.
- **Transformation & Preparation (Curated Zone in Azure SQL Database + Azure SQL Database Target Staging):** Azure Data Factory (ADF) orchestrates ETL/ELT pipelines that progress data from raw to curated, and as needed, into target staging tables in Azure SQL Database. Where declarative modeling is preferred, dbt expresses modular SQL transformations and business rules; ADF remains the orchestration control plane for scheduling, dependencies, retry, and telemetry. Transformation activities include:
- **Data Cleansing (WVDMV SMEs with Infosys guidance):** Correcting typographical errors; standardizing formats (dates, codes, numeric); resolving missing values; rationalizing legacy code sets.
- **Data Mapping (Infosys Data Architects + WVDMV SMEs):** Field-by-field mapping from source to the WVDMV target data model; creation and governance of crosswalk tables (code translations, entity alignments) and deterministic UCN assignment rules.
- **Transformation Logic (Infosys Data Team):** Type conversions, business-rule enforcement, de-duplication and survivorship, calculations (e.g., currency normalization), and referential alignment across entities.
- **Data Enrichment (Infosys Data Team):** Integrating auxiliary attributes (e.g., geolocation, standardized address components) to strengthen downstream validation and analytics.
- **Consolidation (Azure SQL Database Target Staging):** Data from multiple legacy systems is consolidated into target-staging structures in Azure SQL Database that mirror the production schema. This step harmonizes entity relationships, ensures referential integrity, and prepares subject areas for the final load sequence.

At each step, ADF emits conversion metrics, exception registers, and difference reports; the artifacts are stored in Azure SQL Database reconciliation tables.

Target Layer

The WVDMV production environment (the modernized DMV core platforms) becomes the system of record for all licensing, credentialing, vehicle registration, and enforcement processes. The final loads comply with strict foreign-key and referential constraints and follow approved sequencing.

We employ a rigid 3-Stage ETL Pipeline to ensure that data is not only moved but also refined, validated, and mastered before it ever touches the Salesforce production environment. Each stage serves as a quality gate, preventing "garbage in" from becoming "garbage out."

ETL Process Overview

- **ETL-1:** Automated Extraction & Initial Landing (Azure Data Factory → Azure SQL Database Raw)
  - The migration begins with Azure Data Factory (ADF) managed extraction from each legacy system. Full snapshots and, where supported, CDC streams are delivered into the Raw Zone of Azure SQL Database in their native file formats (CSV, fixed-width, JSON, parquet) with preserved schemas.

- **Validation:** We run row count and checksum audits, verify file manifests, and log source-to-landing variances. Exceptions are routed to remediation queues for Data Quality Analysts and WVDMV data stewards.

- **ETL-2:** Mapping Workshops, Cleansing & Transformation (ADF + dbt → Curated + Azure SQL Database Target Staging)
  - Infosys facilitates mapping workshops with WVDMV SMEs and data architects to finalize the source-to-target mapping matrix, survivorship rules, UCN assignment, and crosswalk specifications.
  - **Execution:** ADF orchestrates transformations from Raw to Curated Data and into Azure SQL Database target staging tables. dbt modularizes SQL logic and dependencies while ADF manages pipeline runs and telemetry.
    Validation: Transformation-level integrity checks (type conformity, referential closure, code set compliance, and deduplication outcomes) and reconciliation summaries have persisted in Azure SQL Database and visualized through dashboards.

- **ETL-3:** Production Load & Final Reconciliation (Azure SQL Database → WVDMV Core OLTP)
  - Phase-approved subject areas are loaded into the WVDMV core production stores, following load order dependencies and transactional integrity constraints. We utilize ADF for high-speed Bulk Migration of the 12 million driver records into Salesforce.
  - **Validation & Certification:** We perform 100% reconciliations across source snapshots, staging layers, and the final production stores (e.g., active license counts, fee/balance totals, sanction flags, duplicate counts). Any violations or variances are logged, triaged, corrected, and revalidated.
  - **Sign-off:** When reconciliation thresholds are met, WVDMV data owners and the Team Infosys migration lead approve completion. Results and artifacts are retained for audit purposes. Rollback is available per plan (partition reverts or scoped re-runs) without impacting operations.

Controls: Security, Audit, and Compliance (Azure-Native)

Team Infosys will deliver a secure, auditable, and future-ready data foundation that preserves the integrity of WVDMV's core datasets, enabling a resilient, scalable, and citizen-centric DMV platform for years to come.

- Security: Encryption at rest (Azure SQL Database) and in transit; Azure RBAC, managed identities, key-vault-backed secrets, private endpoints and firewall rules, and policy enforcement.
- Data in Motion (Encryption in Transit)
- All data transmitted between the IBM Mainframe, the Azure Cloud, and Salesforce is protected using FIPS 140-2 validated cryptographic modules.
- Data at Rest (Encryption in Storage)
- All data stored within the staging and intermediate layers is rendered unreadable to unauthorized users through transparent, always-on encryption.
- Azure Key Vault: We utilize a centralized, FIPS 140-2 Level 2 compliant Hardware Security Module (HSM) to store all cryptographic keys, connection strings, and API secrets.
- Role-Based Access Control (RBAC): Access to the migration environment is governed by Azure Entra ID (formerly Active Directory).
- Auditability: ADF pipeline telemetry, connector logs, reconciliation tables in Azure SQL Database, and immutable landing manifests provide end-to-end lineage from source to certified load.
- Transparency: Salesforce CRM Analytics dashboards provide WVDMV stakeholders with real-time visibility into ingestion status, exception queues, quality scores, and phase readiness.

Team Infosys' approach ensures every aspect of the WVDMV data migration is executed with precision, transparency, and accountability. By combining robust Azure-native controls, industry-leading methodologies, and a collaborative partnership model, we deliver not only a secure, compliant migration but also a future-ready data foundation. This enables WVDMV to retire legacy systems with confidence

and embrace a modern, scalable platform that will serve the agency and the citizens of West Virginia for years to come.

3.1.11 Overall Solution (Solicitation Section 4.2.2.13 to 4.2.2.19)

4.2.2.13 Implement Vendor solution in conformance with state and federal security regulations, policies and requirements

Team Infosys understands and will comply with the requirements of this section.

Our proposed Salesforce PSS+IDVS platform, hosted on Salesforce Government Cloud and integrated through MuleSoft Anypoint Platform GovCloud-is designed, developed, implemented, and operated to fully conform with the security requirements outlined in the RFP. Our approach combines platform level FedRAMP-/StateRAMP aligned controls, granular role-based access, Active Directory integration, and strict privacy protections for all WVDMV driver and vehicle data.

Compliance with West Virginia Statutes & Security Policies:

WV Code §5A-6B Compliance

Our security and data-protection framework conform to WV Code §5A-6B requirements on system security planning, access management, cybersecurity oversight, and audit logging. Policy documentation, including a detailed Security Plan, will be submitted within **60 days of NTP**, as required.

WV Office of Technology Information Security Policy

Salesforce GovCloud and MuleSoft GovCloud support WVOT's security policies governing authentication, authorization, system hardening, patch management, encryption, and data lifecycle controls. Our solution aligns with WVOT's expectations for secure development practices, change management, and incident handling.

PII, FTI, SSOLV & State Privacy Requirements

All PII, FTI, and SSOLV data are processed in strict compliance with federal and state privacy rules:

- FIPS 140-2 validated encryption mechanisms
- Field-level masking for sensitive attributes
- End-to-end audit logging
- SSOLV processing in segregated, policy-restricted MuleSoft System APIs
- Limited data retention based on regulatory mandates

Salesforce PSS+IDVS ensures that all data access follows the **principle of least privilege**, with user actions logged and reviewed regularly.

Cloud Hosting, StateRAMP & WV Cloud Addendum:

StateRAMP-Authorized Cloud Environment

Both Salesforce Government Cloud and MuleSoft Anypoint GovCloud operate within **U.S. Government-compliant, FedRAMP High / Moderate** environments capable of meeting StateRAMP requirements. Continuous monitoring evidence, authorization packages, and control mappings will be made available to WVDMV/WVOT.

Compliance With WV Cloud Addendum

Our solution adheres to all key addendum provisions:

- State retains *full ownership* of all data
- All data stored/transmitted within **U.S.-based regions**
- Mandatory **24-hour breach notification** and **72-hour detailed report**
- Secure deletion aligned with NIST standards upon contract termination
- Data export in non-proprietary formats on request
- Recovery capabilities within required RTO/RPO windows

Salesforce and MuleSoft both provide the required audit evidence (SOC, vulnerability scans, access logs) under standard GovCloud compliance frameworks.

Identity & Access Management (IAM):

Active Directory (AD) Single Sign-On for Agency Staff

Salesforce PSS+IDVS integrates with the State's **Active Directory** using **SAML/OIDC SSO**. This provides:

- Enterprise-grade authentication for WVDMV/WVDOT/WVOT employees
- Automatic provisioning/de-provisioning based on AD group membership
- Multi-factor authentication aligned with State policies
- Elimination of standalone credentials for internal users

MuleSoft honors the same identity federation, ensuring consistent access control across API layers.

Public User Identity & Authentication

Public-facing portal users may create accounts with:

- Username + strong password
- Secure email verification
- Optional security questions
- Password reset via emailed secure link

The system supports **optional two-factor authentication (2FA)** for public users based on OTP or authenticator apps.

Role-Based Access Control & Authorization:

Granular RBAC Across All Components

Salesforce PSS+IDVS implements fine-grained role-based access using Salesforce Permission Sets, Profiles, Sharing Rules, and Field-Level Security. MuleSoft enforces RBAC across Business Groups, environments, API Manager scopes, and roles.

The solution supports:

- Position-based access
- Business unit/section scoping
- Granular privileges (view/add/change/inactivate/update/approve/query)
- Separation of duties through AD-driven group assignment
- Administrative oversight of workflow steps and updates

Unauthorized menu items and actions are hidden from users and blocked by backend APIs.

Workflow-Level Security

Automated workflows (e.g., medical review, suspensions, reinstatements) enforce step-specific RBAC rules. Only users with permitted roles can advance, view, or modify workflow items.

Security Logging, Monitoring & Reporting:

Audit Logging & Violation Tracking

The system logs:

- Unauthorized access attempts
- Invalid password attempts
- Changes to records and security settings
- User identity, timestamp, and action taken

Logs are available in real time to security administrators for review.

Report & Query Access Controls

Reports and ad-hoc queries inherit the **same RBAC and field masking** as the transactional system, preventing data leakage through reporting interfaces.

Session Management & Auto-Logout

Administrators may configure:

- Session timeout durations
- Mandatory auto-logout after inactivity
- Warning banners before automatic disconnection

This protects unattended workstations across offices and kiosks.

Secure Communications, Encryption & Data Integrity:

Transport Layer Security

All communications use TLS 1.2+:

- Salesforce GovCloud → browser connections
- MuleSoft Gateway → client applications
- MuleSoft → AAMVA REST services, IDEMIA, AppEnhancer, Treasury, DTRS

Mutual TLS, certificate pinning, and IP allow-listing are used where required.

FIPS 140-2 Encryption at Rest & In Transit

Salesforce Shield Encryption and MuleSoft's encrypted keystores ensure all regulated data, including PII, SSN, and driver history, cryptographically protected. Data integrity is verified using platform hashing and message-level controls.

User & Group Management (Direct or AD-Driven):

Administrators can manage users:

- Directly in Salesforce PSS+IDVS or via AD synchronization
- With attributes including name, business unit, email, access dates
- With effective-dated role assignments and scheduled access revocation

Group definitions can be created within Salesforce/MuleSoft or mapped directly from AD, ensuring clean separation of duties.

Incident Response, Monitoring & DR:

Incident Response

Our IR plan meets WV requirements for:

- Immediate detection and triage
- 24-hour initial reporting to the State
- 72-hour full breach documentation
- Root cause analysis & required remediation
- Coordination with WVOT and the Cybersecurity Center of Excellence

Disaster Recovery & Continuity

GovCloud regions provide:

- Geographically separated DR sites
- Automatic failover for MuleSoft runtimes
- Salesforce native multi-AZ redundancy
- Recovery and restart within the RFP's required 24-hour window

4.2.2.14 Provide a high performing solution

Our solution architecture provides high scalability, low-latency transaction performance, isolation between batch and online workloads, and efficient access to reporting and analytics without affecting operational throughput.

Concurrency & Transaction Performance

Support for 500 Agency and 800 Public Concurrent Users

Salesforce PSS+IDVS leverages Salesforce GovCloud's **multi-AZ elastic architecture**, which automatically scales at the application and database layers. The solution is designed to:

- Support **500 concurrent internal (Agency) users** across Regional Offices, Driver Services, Vehicle Services, and administrative units.
- Support 800 concurrent public users accessing online portals for renewals, record access, testing, appointments, and mobile-first services.

Salesforce GovCloud provides horizontally scalable web, application, and cache tiers, while MuleSoft GovCloud scales API workers horizontally to handle high-volume inbound/outbound integrations.

Transaction Response Times ≤ 1s / ≤ 5s

To meet the requirement that **75% of transactions complete ≤1 second** and **100% complete ≤5 seconds**, our architecture includes:

- Optimized Salesforce PSS+IDVS data model using **indexed SOQL queries**, caching, and selective encryption to minimize latency.
- MuleSoft API-led design with **non-blocking I/O**, thread optimization, and minimized API hop counts.
- Asynchronous processing patterns for interactions with external systems where response times vary (e.g., AAMVA REST, SSOLV).
- Connection pooling, circuit breakers, and retry/backoff mechanisms to maintain consistent response times.

End-to-end performance budgets are defined and validated through load testing, ensuring both internal and public workloads meet RFP SLAs.

Best-Practice Load Balancing Architecture

Salesforce GovCloud and MuleSoft GovCloud include built-in enterprise-grade load-balancing capabilities:

Salesforce GovCloud

- Native multi-AZ traffic distribution across Experience Cloud (public portal) and core Platform (staff user interfaces).
- Static resource caching and page optimization to reduce rendering time.
- HTTP/2 and CDN-based caching for static/semi static assets.

MuleSoft GovCloud

- Dedicated Load Balancers (DLB) with automatic routing across active workers.
- Health checks, weighted routing, and failover tuning.
- Stateless API execution enabling efficient distribution under high load.
- Blue/green or canary deployments ensure performance continuity during releases.

This architecture ensures smooth scaling and predictable throughput during peak periods such as year-end renewals or statewide compliance events.

Isolation of Batch Processing from Online Workloads

Salesforce GovCloud

- Batch Apex and Queueable run under **controlled concurrency**, throttled to avoid impact on online SOQL/DML operations.

- Long-running jobs (e.g., license migration, nightly reconciliations) are scheduled during off-peak windows.
- Platform Events and CDC are used for near-real-time updates, reducing reliance on heavy nightly batch jobs.

MuleSoft GovCloud

- Separate **batch worker pools** ensure that file-based or scheduled integrations never affect transactional APIs.
- Back-pressure handling and queue-based buffering prevent saturation of online traffic threads.
- Online API traffic is always prioritized over background workflows.

This ensures that batch loads—including AAMVA updates, financial roll-ups, or large data ingestion—do not degrade UI or API responsiveness.

Reporting, BI, and Ad-Hoc Query Performance Without OLTP Impact

The architecture ensures that reporting and analytics do not affect online transaction performance:

Operational Reporting (Salesforce)

- Predefined dashboards and reports use **selective filters**, **indexed fields**, and **row-level security**, ensuring efficient execution.
- Ad-hoc queries are restricted with filters and query-governance guardrails to prevent full-table scans.

Analytics Offload

- Salesforce PSS+IDVS uses **Change Data Capture (CDC)** or scheduled exports to replicate operational data to a separate analytics data store.
- Heavy analytics, historical reporting, and BI workloads run against this **read-optimized environment**, not the transactional database.

MuleSoft-Managed Data Access

- Data services enforce **limit-based queries**, payload-size restrictions, and caching to support high-volume report pulls without harming transactional throughput.

Performance Engineering, Monitoring & Validation

Prior to Go-Live for each phase, we perform end-to-end Non-Functional Testing (NFT) that includes:

- Workload modeling for 500 agency and 800 public users.
- Load, stress, and soak testing for Salesforce + MuleSoft layers.
- Latency benchmarks ensuring compliance with the ≤1s/≤5s transaction targets.
- Scalability testing for API throughput, external integrations, and system failover.
- Regression testing to compare performance trends release-over-release.

Observability & Proactive Monitoring

- Real-time dashboards track p95/p99 latencies, CPU/memory saturation, queue depth, and external system response performance.
- Synthetic monitoring ensures AAMVA REST, SSOLV, IDEMIA, DTRS, and financial integrations remain performant.
- Auto-alerts notify the operations team of anomalies to allow proactive scaling or throttling.

4.2.2.15 Provide a solution designed for high availability and reliability

Our architecture leverages highly resilient, multi-zone U.S. Government cloud infrastructure with built-in redundancy, automated failover, and guaranteed service continuity for mission-critical DMV operations.

99.9% Uptime Commitment (24/7/365)

Our solution is designed to support **99.9% uptime**, 24 hours a day, 7 days a week, excluding mutually agreed-upon maintenance windows. Both Salesforce GovCloud and MuleSoft GovCloud operate across **multiple Availability Zones (AZs)**, ensuring continuous service even during infrastructure disruptions.

Key Capabilities

- **Multi-AZ Redundancy:** Application, data, and integration tiers are distributed across multiple fault-isolated zones to ensure no single hardware or datacenter failure impacts availability.
- **Stateless Service Architecture:** Salesforce PSS+IDVS interfaces and business logic are built using Salesforce Platform services that automatically distribute sessions across available nodes.
- **High-availability API Runtime Environment:** MuleSoft GovCloud uses multi-worker, horizontally scalable runtimes that continue operating even if individual workers fail.
- **24/7 monitoring:** Automated health checks, uptime monitoring, and alerting ensure rapid detection and escalation of performance or service issues.

Downtime Definition Compliance

We adhere fully to the RFP's definition of downtime. If at any point the Agency notifies our designated help desk or support representative of a service-impacting condition, the downtime timer begins immediately and only ends once full operational service is restored or an Agency-approved workaround is in place.

Geographically Distant Backup Data Center

To ensure resiliency and continuity even in the event of a regional catastrophe, both Salesforce and MuleSoft operate **geographically separate primary and disaster-recovery (DR) regions**.

Primary–DR Region Strategy

- **Salesforce Government Cloud:** All Salesforce PSS+IDVS operations are hosted in a FedRAMP-authorized U.S. Government cloud region with a fully independent second region designated as the DR site.
- **MuleSoft Anypoint GovCloud:** Integration runtimes and gateways are mirrored in a separate GovCloud region that is isolated from production, ensuring full continuity.

These geographically distant regions eliminate shared local infrastructure risks such as natural disasters, regional power failures, and network outages.

Disaster Recovery (DR) and 24-Hour Recovery Time Objective (RTO)

To meet the requirement that full recovery must occur within **24 hours of a catastrophic failure**, our DR architecture includes:

Data Backup & Restoration Capabilities

- Continuous and incremental backups of all transactional and configuration data.
- Point-in-**time restore** capabilities for application state, metadata, and integration configurations.
- Encrypted backup storage compliant with federal and State of West Virginia security requirements.

System Recovery Process

In the event of a catastrophic failure involving the entire production region:

- **Failover Decision Trigger:** Automatic or manual invocation of DR protocols depending on the nature of the outage.
- **Platform Restoration:** Salesforce PSS+IDVS is restored in the designated DR region using Salesforce's platform-managed failover capabilities.
- **API Layer Recreation:** MuleSoft GovCloud replicates its API runtimes, policies, keys, and DLB configurations in the DR region.
- **End-to-End Validation:** Smoke tests validate core customer and staff functions to confirm operational integrity.

- **Service Resumption:** Full service is restored and brought online for Agency users and the public.

This ensures WVDMV is fully operational again **within 24 hours**, meeting the RFP requirement.

Automatic Failover Across All Servers: The solution includes **automated failover mechanisms** at every tier:

Salesforce GovCloud:

- Redundant application servers are distributed across multiple availability zones.
- Automated health monitoring, with unhealthy nodes automatically removed from rotation.
- Replicated metadata and configuration for seamless fallback.

MuleSoft GovCloud:

- Multiple application workers run concurrently; if one fails, other workers automatically continue processing.
- Redundant Dedicated Load Balancers (DLBs) ensure constant entry point availability.
- API Gateway and Runtime Manager ensure transaction failover without interrupting user sessions.

Database & Storage Tier:

- Continuous replication and multi-node architecture ensure strong consistency and immediate failover without loss of data.
- Transaction and event queuing mechanisms prevent message loss during failover transitions.

Automatic failover minimizes visible downtime to end-users and supports uninterrupted public service delivery.

Maintenance Windows & Advance Notification

We comply fully with the RFP's requirement for coordinated maintenance scheduling:

Maintenance Window Policy

- Maintenance windows are **mutually agreed upon** with the Agency.
- Notification of the Vendor's intent to use a maintenance window will be provided **at least one week in advance**.
- All routine maintenance is performed during **low-traffic periods** to minimize service impact.
- Urgent security patches follow an expedited communication protocol agreed upon with WVOT and WVDMV.

Zero-Downtime Deployment (Where Possible)

Thanks to the underlying platform capabilities, many updates can be performed using Blue/green deployment, Canary releases, and Rolling worker upgrades. This allows the solution to maintain continuous uptime even during maintenance activities.

4.2.2.16 Provide a solution with a consistent and intuitive user interface that fully complies with relevant useability standards

Our modern, cloud-native architecture fully satisfies and exceeds the RFP's mandatory **application architecture standards** while providing accessibility, configurability, usability, security, and operational consistency across all WVDMV functions.

Accessibility & Compliance with ADA Section 508 and WCAG 2.1 AA

Salesforce PSS+IDVS's public-facing components—Customer Portal, Online Testing, Mobile-First Portal, and all citizen-facing forms—are built on Salesforce Experience Cloud GovCloud, which natively supports modern accessibility frameworks. Salesforce PSS+IDVS ensures:

WCAG 2.1 Level AA Certification Before UAT

- All public-facing components are **tested, certified, and documented** as WCAG 2.1 AA compliant **before WVDMV UAT begins**.
- Accessibility testing includes automated scans, manual reviews, and validation against the Web Content Accessibility Guidelines.

ADA Section 508 & Rehabilitation Act Compliance

Salesforce PSS+IDVS adheres to federal accessibility standards, ensuring all users—including individuals with disabilities—can fully access services such as renewals, records, payments, scheduling, digital ID verification, and testing.

Assistive Technology Compatibility

Salesforce PSS+IDVS works seamlessly with industry-leading assistive tools, including JAWS, NVDA, Apple VoiceOver, Android TalkBack, Screen magnifiers, and Speech-to-text tools.

Salesforce Lightning Web Components (LWCs) provide semantic HTML, ARIA attributes, and keyboard navigability by default. Salesforce PSS+IDVS extends these capabilities with custom LWCs designed to maintain accessibility across every page and workflow.

User-Controlled Configuration of Business Rules & System Values

Salesforce PSS+IDVS incorporates a robust **Administration Console** built on Salesforce GovCloud that enables WVDMV authorized users to manage system behavior **without programming changes**.

Configurable Items Include:

- Fees, taxes, penalties, and surcharge values
- Renewal cycles, grace periods, and date rules
- Suspensions, revocations, and reinstatement conditions
- Document checklists and identity proofing rules
- Insurance compliance rules
- License class and endorsement logic
- Digital credential (Mobile ID) eligibility triggers

These configurations are stored as **metadata**—leveraging Salesforce's metadata-driven architecture—allowing WVDMV to implement policy changes rapidly and without code deployments.

Persistent and Consistent Field Labels

Salesforce PSS+IDVS uses Salesforce's **Custom Labels**, **Field Metadata**, and **Translation Workbench** to ensure consistency of terminology across:

- Staff-facing Salesforce PSS+IDVS screens
- Citizen-facing portal
- Public forms and confirmation pages
- Email/SMS notifications
- PDF outputs
- Reports and dashboards
- MuleSoft API schemas and documentation

By defining the label once centrally, Salesforce PSS+IDVS ensures consistent terminology across all components of the system.

Real-Time Transaction Processing Across Salesforce PSS+IDVS + MuleSoft

Salesforce PSS+IDVS is designed for **real-time processing** of all transactions, ensuring the latest information is always available across internal and external systems. Updates made within Salesforce PSS+IDVS:

- Are written directly to Salesforce GovCloud in real-time
- Are immediately reflected on all subsequent screens

- Trigger **real-time REST APIs** via MuleSoft to propagate changes to partner systems (e.g., AAMVA S2S, DLDV, CDLIS, SSOLV, DTRS)

The combined Salesforce + MuleSoft GovCloud architecture supports interactive transaction accuracy, minimizes data latency, and ensures that all users operate on the most current data state.

Input Validation Using User-Defined Business Rules

Salesforce PSS+IDVS applies validation at multiple layers:

Salesforce Layer

- Required fields
- Conditional logic
- Data type and pattern validation
- Picklist restrictions
- Cross-field consistency checks
- Duplicate prevention rules

MuleSoft Layer

- Schema validation (JSON/XML)
- Domain rules (state codes, VIN structure, SSN patterns)
- API security policies
- Integration-specific rules for AAMVA, SSOLV, IDEMIA, etc.

Batch transactions, such as file updates from third-party agencies, are validated in MuleSoft using the same logic applied during online entry, ensuring consistency across all channels.

Field Encryption, Masking & Role-Based Access

Salesforce PSS+IDVS meets the highest security standards through **Salesforce Shield Platform Encryption**, **Field-Level Security (FLS)**, and **MuleSoft API policies**.

Capabilities Include:

- Full **field-level encryption** for PII, FTI, SSN, medical review info, DUI/treatment data
- Role-based masking (e.g., showing "***-XX-1234") for unauthorized users
- FLS-driven access based on division (Driver Services, Vehicle Services, Enforcement, Help Desk)
- Audit logging of access to sensitive information

This ensures that only appropriately authorized WVDMV staff members may view or modify sensitive data.

Centralized System-Wide Help

The solution includes a **central Help Center**, available for both internal staff and public users:

Internal Help

- Role-based searchable knowledge base
- How-to procedures
- Error code explanations
- Step-by-step operational guidance

Public-Facing Help

- FAQs integrated into Experience Cloud
- "What you'll need" checklists
- Document explanations
- Tooltip-based guidance for forms and workflows

Salesforce PSS+IDVS Knowledge supports versioning, multilingual content, and dynamic presentation based on context.

Context-Sensitive, Field-Level Help

Salesforce PSS+IDVS features interactive, context-aware help:

- Hover/click tooltips on all fields
- In-line validation messages
- Error messages with remediation steps
- Context-specific FAQs
- Page-level help icons that open tailored guidance

This reduces training requirements and increases user self-sufficiency.

Clear, Comprehensive User Documentation

The Vendor will deliver complete, easy-to-navigate documentation for all user roles, including:

- Staff user guides
- Portal user guides for the public
- Step-by-step processes for core functions (issuance, reinstatement, testing, renewals, titles, registration)
- All screen descriptions with annotated screenshots
- Report and ad-hoc query instructions
- Batch procedure documentation
- Error/resolution catalog
- Integration interface guide (AAMVA, DTRS, SSOLV, IDEMIA, Treasury)

Documentation is updated with each release and provided in searchable digital formats.

4.2.2.17 Provide both document management capability within the Vendor solution and the ability to integrate with the WVDMV document management system

Team Infosys will implement the DMV Modernization - Salesforce PSS+IDVS, which includes robust document management capabilities and supports integration with external systems such as the WVDMV Document Management System (OpenText AppEnhancer).

Salesforce provides secure document storage through Files, Content Management, and Attachment capabilities. Documents can be uploaded, stored, and linked directly to the relevant master record or transaction (for example, driver license application, vehicle registration, or inspection record). Authorized users can view documents within the application interface without leaving the workflow, ensuring efficiency and compliance.

- **Security and Access Control:** Document access is governed by role-based permissions, object-level security, and field-level security. Sensitive documents can be encrypted using Salesforce Shield Platform Encryption, ensuring compliance with federal and state security standards.
- **Audit and Monitoring:** All document actions (upload, view, download) are tracked through Event Monitoring and Field Audit Trail, providing full visibility for compliance and operational audits.

Integration with WVDMV Document Management System (OpenText AppEnhancer)

- **Standards-Based Integration:** Salesforce supports integration through Native Connector, REST and SOAP APIs, MuleSoft Anypoint Platform, and External Services. Team Infosys will configure a secure integration with OpenText AppEnhancer to enable:
    - Linking external documents to Salesforce records.
    - Viewing documents stored in OpenText directly from the Salesforce interface.
    - Maintaining metadata synchronization for document references.

- **User Experience:** Users will see a unified interface where documents stored internally or in OpenText are accessible from the same record view. This eliminates the need to switch systems and improves operational efficiency.

The Salesforce PSS+IDVS will run on Salesforce Government Cloud, which meets stringent compliance requirements including Federal Risk and Authorization Management Program High, SOC 2 Type II, and ISO 27001 certifications. These assurances extend to document storage, encryption, and security integration.

4.2.2.18 Provide audit trail functionality

Team Infosys will implement comprehensive audit trail capabilities using Salesforce's native features-Event Monitoring, Field Audit Trail, metadata fields, and governed notifications—on Salesforce Platform, which provides public sector compliance assurances documented on the Salesforce Trust and Compliance site.

- **Full Coverage of User Actions:** Event Monitoring tracks granular activity across user interfaces, application programming interfaces, reports, logins, and exports, capturing who did what, when, and from where.
- **Timestamps and User Identifiers:** Standard Salesforce metadata fields record created and modified details for every record; Event Monitoring adds operational context for inserts and updates.
- **Program Identifiers and Data Changes:** Integration activities are logged with program identifiers; Field Audit Trail stores old and new values for up to sixty fields per object with long-term retention.
- **Notifications for Auditable Events:** Real-time policies and platform workflows trigger email alerts for critical events based on DMV business rules.
- **Report Execution Tracking:** Event Monitoring logs report requests and exports, enabling dashboards and trend analysis.
- **Retention and Archiving:** Field Audit Trail supports retention up to ten years; Event Monitoring provides configurable retention and secure archival strategies aligned with agency requirements.

By leveraging Salesforce's audited, native capabilities, Team Infosys delivers a secure, compliant, and fully traceable audit solution without custom development—ensuring transparency, accountability, and alignment with West Virginia DMV requirements.

4.2.2.19 Operate and maintain Vendor solution in production per service levels as negotiated and mutually agreed to in the Contact

Team Infosys will operate and maintain the DMV Modernization solution in production in accordance with mutually agreed SLAs, using a managed-services model, ITIL-aligned processes, and platform-native controls to ensure security, performance, availability, usability, and auditability.

Service Delivery Approach

Our approach to meeting the service requirements is outlined below:

- **Operating Model & SLAs:** 24x7 support with defined RACI, escalation paths, and scheduled maintenance windows; weekly/monthly SLA reporting and QBRs.
- **Compliance & Hosting:** Solution delivered on Salesforce Government Cloud Plus (FedRAMP High/StateRAMP inheritance) with continuous monitoring and official artifacts via the Salesforce Public Sector Compliance Portal to streamline approvals and audits.
- **Security Plan & Controls:** Security Plan (submitted within 60 days of NTP, updated each phase) mapping WV statutes and WVOT policies to platform controls (e.g., Shield Event Monitoring, Field Audit Trail, admin logs). RBAC, least-privilege, granular form/field/transaction controls; secure TLS comms and FIPS-validated encryption.
- **Identity & Access:** SSO/MFA via Active Directory/Entra ID for staff; Experience Cloud supports secure public registration, password reset, and optional two-factor authentication.
- **Monitoring & Incident Response:** Real-time monitoring/alerts across application, APIs, and integrations; inclusion of platform vulnerability scans and patch cadence in ops reporting; incident, problem, and change management with CAB governance.

- **Privacy & Data Handling:** PII safeguards, data masking in non-prod, synthetic data for testing; purpose-of-use logging for sensitive transactions (e.g., SSOLV); retention/disposition aligned to agency policy.
- **Evidence Package:** Provision of FedRAMP High package, SPARC/SOC reports, Shield encryption guidance, and MuleSoft FIPS artifacts via the compliance portal.
- **Performance & Capacity:** Target concurrency and latency: ~500 agency and 800 public concurrent sessions; ≤1s for 75% and ≤5s for 100% of transactions (design patterns optimized for Lightning/Experience Cloud). MuleSoft in FIPS-enforced environments with autoscaling workers, API rate limiting, and circuit breakers; analytics decoupled from interactive workloads; runbooks enforce performance SLAs.
- **Availability, DR & Backups:** 99.9% uptime (excluding agreed maintenance); geo-redundant data centers with multi-region failover. Automated daily backups; RTO/RPO defined and tested via periodic DR exercises; native automatic failover capabilities.
- **Usability & Accessibility:** Configuration-first UX using Public Sector Solutions, Experience Cloud, Lightning, and OmniStudio; consistency in labels/help text and real-time validations. Accessibility aligned to Section 508 / WCAG 2.1 AA (per published ACRs); user guides, in-app guidance, and centralized knowledge.
- **Audit Trail:** Comprehensive auditability via Event Monitoring, Field Audit Trail, metadata fields, and governed notifications; report execution logging and long-term retention options.
- **Managed Services & Continuous Improvement:** ITIL-aligned incident/problem/change, service-request and knowledge management; proactive health checks and synthetic tests. Post-incident reviews, trend analysis, and automation to reduce MTTR and continuously improve reliability and user experience.

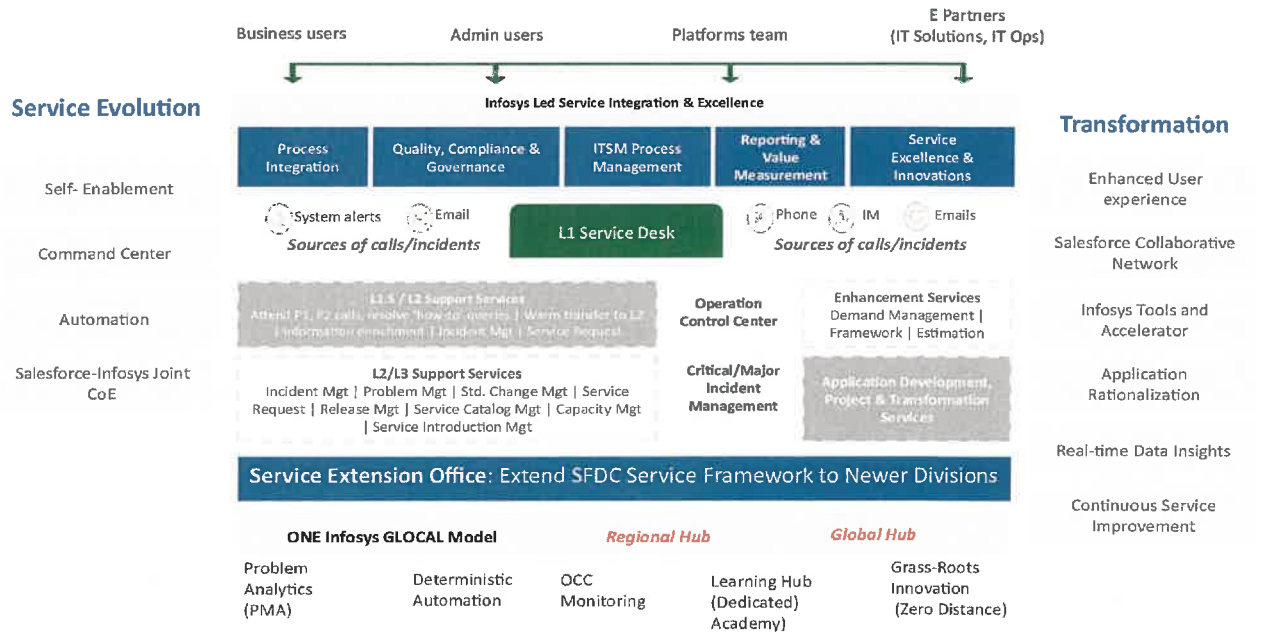


Figure 27. Managed Services Delivery Model

Commitment & Deliverables

- Operate to negotiated SLAs/OLAs under an application managed-services model (≥ 1 year per phase) with a 2,000-hour/year enhancement reserve.
- Provide RACI, cloud architecture design plan, software licensing list, and TCO (application + cloud, incl. egress/ingress).
- Manage non-prod / prod / DR environments; automate regression testing for changes; maintain current documentation; support UAT planning/execution; keep configurations in sync across environments.

- Adhere to State OT change control procedures and blackout windows.

Scope of Operations (within SaaS boundary)

- **Application Ops:** Salesforce org health/config, security policy enforcement (Shield encryption, RBAC), releases, regression, backups using native tools.
- **Integration Ops:** MuleSoft Anypoint for APIs, batches, partner links; autoscaling, load balancing, FIPS-compliant runtimes.
- **Identity & Access:** Federation with Agency Entra ID/AD, MFA, Experience Cloud public-user policies.
- **Service Desk (tiered):** Support WVDMV Tier 1 (hypercare for first 60 days/phase), provide Tier 2–3 app/integration support; Tier 4 escalations to Salesforce/MuleSoft/third parties.
- **Change & Enhancements:** Govern via Agency CCB; deliver up to 2,000 hours/year; perform knowledge transfer if Agency assumes support.
- **Compliance & Reporting:** Supply FedRAMP/StateRAMP/SOC artifacts (Salesforce portal), plus monthly ops reports and incident summaries.

What Our Application Support Covers

- Salesforce orgs (prod & lower) and business processes/guided experiences.
- Configuration & metadata (objects, fields, profiles, permission sets, sharing, layouts).
- Reports/dashboards/analytics.
- Integration layer (MuleSoft APIs, schedulers, partner connectors).
- Portals & knowledge (Experience Cloud, Knowledge, help content).

Key Service Components

- **Incident & Problem Management:** Prioritized response (P1–P4), RCA for Critical/High, CAPA and recurrence tracking.
- **Change & Release Management:** Controlled deployments on Agency calendar, full test evidence & rollback; seasonal Salesforce release readiness.
- **Security & Compliance:** Encryption, least-privilege RBAC, audit logging; monthly compliance cadence and admin advisory.
- **Knowledge Transfer:** Admin training, runbooks/SOPs, living KB; phased handoff of any functions WVDMV elects to own.

Tiered Service Desk (summary)

- **Tier 1 (WVDMV-led; Infosys hypercare first 3 months/phase):** First contact, access help, "how-to," triage using governed KB/scripts.
- **Tier 2 (Shared):** Config fixes, report corrections, data remediation (per Agency procedures), integration troubleshooting.
- **Tier 3 (Shared):** Complex defect analysis, performance tuning, workflow redesign, encryption/audit configurations; cross-tier RCA.
- **Tier 4 (External):** Coordinated escalations to Salesforce, MuleSoft, or third parties (e.g., OpenText, IDEMIA); vendor case management to Agency SLAs.

Proposed Baseline SLA Targets *(to be finalized during mobilization)*

- **Availability:** Meets negotiated uptime target (e.g., 99.9%).
- **Incident response:**
  - Priority 1 (service unavailable or critical function down): response within one hour; progress updates every two hours until resolution
  - Priority 2 (high impact but not complete outage): response within two hours; daily updates
  - Priority 3 (moderate impact): response within one business day
  - Priority 4 (informational or minor): response within two business days
- **Resolution times:** Priority-based targets, measured and reported monthly.

- **Change lead time:** Target window for scheduled changes (e.g., 5 business days for standard).
- **Defect clearance rate:** % resolved within agreed windows.
- **User satisfaction:** Ticket CSAT reported monthly.
- **Hours of service:** Business-hours support (Agency time zone) with on-call for P1; 24×7 monitoring for integrations and Experience Cloud availability.

Tier 1 Support

Team Infosys will assist WVDMV in operating the Tier 1 Help Desk during the critical stabilization period (first 60 days post-production for each phase). Our goal is to ensure rapid, accurate first line support; consistent triage and routing; and high adoption of governed knowledge so incidents move quickly to resolution while preserving service continuity.

Operating Principle (WVDMV-led with Vendor support)

- WVDMV remains the operator of Tier 1.
- Team Infosys provides experienced Tier 1 agents and enablement (knowledge, runbooks, coaching, surge capacity) to augment WVDMV during the 60-day window; thereafter, Team Infosys continues advisory support for complex triage and routing.

The proposed coverage will be aligned as:

Duration	Days	Hours (Eastern Time)
First 60 days post-production for each phase	Monday–Friday	7:00 a.m. – 5:00 p.m.
	Saturday	7:00 a.m. – 2:00 p.m.

Responsibilities of Tier 1 Support (WVDMV-led, Team Infosys-assisted) would be:

- Initial user assistance for application navigation, login issues, password resets.
- Basic troubleshooting and triage for Salesforce Experience Cloud portals and DMV staff screens.
- Logging and categorizing incidents in the Agency-approved ITSM tool.
- Escalation to Tier 2/3 for advanced technical issues per defined SLA.
- Providing "how-to" guidance using governed Knowledge articles.

Proposed Service level targets for the 60-day stabilization window (Tier 1 focused):

Metric	Target
Response Time (Priority 1)	Within 1 hour
Resolution Updates	Every 2 hours for P1 incidents until workaround/resolution
Ticket Logging	100% of calls logged in ITSM tool
Escalation	Immediate escalation for unresolved Tier 1 issues
First-Contact Resolution (FCR)	Baseline agreed at mobilization; tracked weekly
Customer Satisfaction (CSAT)	Monthly survey baseline; trend reported

Manage And Perform Tier 2 And Tier 3 Support

Team Infosys proposes executing the managed services for WVDMV through the ITIL Framework and Process Standardization. The application support process is depicted below:

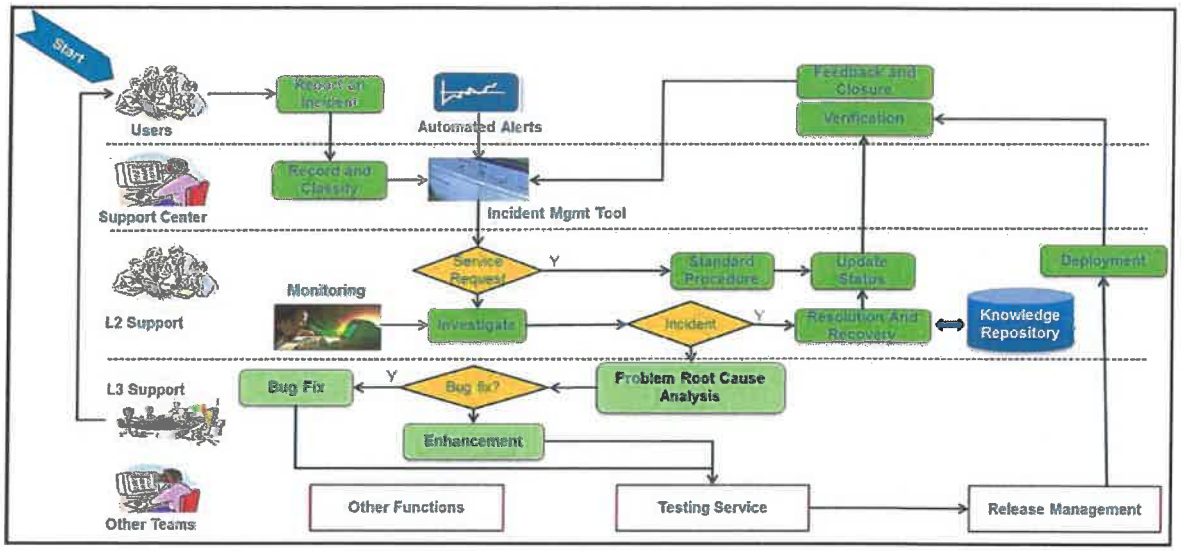


Figure 28. Team Infosys Support Process

The following sections detail these processes and are aligned with the ITIL framework.

Tier 2 Application Support

Team Infosys will perform the following activities as part of Tier 2 application support:

1. Improve First-Level Resolution (FLR)
2. Compliance with the response time to prioritize Tier 2 and Tier 3 incidents
3. On-time routing of the required incidents to Tier 3
4. Resolving common incident types quickly using issue resolution procedures
5. Reporting results of root cause analysis to identified stakeholders within defined timeframes for priority incidents
6. Performing "proactive prevention" by monitoring critical data flows across applications and proactively trapping data leakage/integrity issues
7. Utilizing automation techniques to reduce manual intervention at various levels
8. Sharing learning and lessons learned to spread the knowledge across portfolios
9. Continuous improvement and help to Tier 1 Support team

As part of Tier 2 support, Team Infosys has considered the support window as WV DMV business hours from Monday to Friday. Severity 1 critical incidents that require support outside of support window will be handled as on-call support.

Tier 2 support would include both the WV DMV team and Team Infosys.

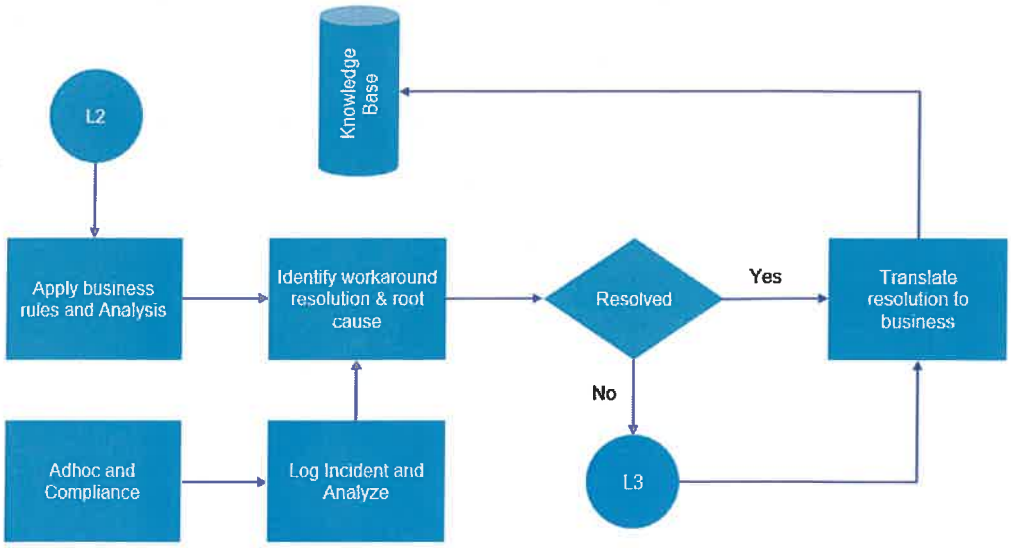


Figure 29. Tier 2 — Illustrative Flow

Tier 3 Application Support

Incidents that require SME knowledge and technical expertise will be assigned and analyzed by the Tier 3 support team.

The Tier 3 support will be responsible for:

1. Taking complete ownership for the technical analysis and resolution of problems for Tier 3
2. Driving implementation of permanent solutions to recurring issues
3. Investigate and restore failed batch processes and jobs
4. Working with multiple stakeholders to analyze issues
5. Establish optimized process workflows for on-call support, data management, problem management, and preventive maintenance support
6. Create and maintain a knowledge repository of the incidents with root cause analysis and resolution

During the production support phase, Tier 3 support (enhancements) outside the scope delivered will be handled using the change management process.

A typical workflow for Tier 3 Support incident handling is shown in the following illustration.

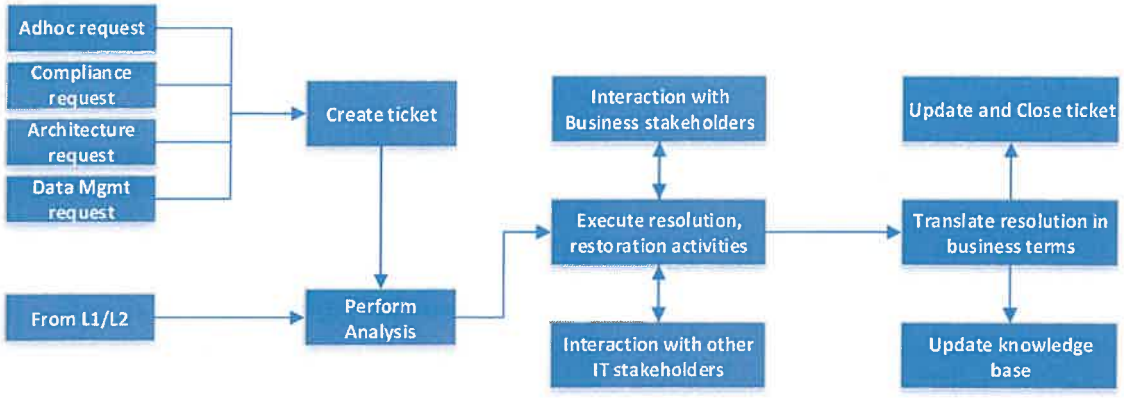


Figure 30. Tier 2 — Illustrative Flow

Operate A Tier 2/Tier 3 Help Desk For The Entire Term Of The Contract

Team Infosys will operate a Tier 2 / Tier 3 Help Desk for the full contract term, providing advanced application, integration, and platform support. The Help Desk will:

- **Tier 2 (Advanced application/integration):** Diagnose and remediate configuration issues, reports/dashboards, API gateway policies, connector credentials, message tracing, and data fixes under Agency-approved procedures.
- **Tier 3 (Expert diagnostics):** Resolve complex defects, perform performance tuning, workflow redesign, encryption/audit configurations, and Root Cause Analysis (RCA) with Corrective/Preventive Actions (CAPA).
- **Cadence & Access:** Business hours coverage in the Agency time zone, with **on-call support for Priority 1 incidents**; 24×7 monitoring for critical integrations.
- **Service levels (baseline):** MTTA ≤ **1 hour** for Priority 1; regular status updates (every **2 hours** for Priority 1) until resolution.
- **Evidence:** Monthly SLA reports, defect/RCA logs, and backlog burn-down.

We will operate under ITIL principles and WVDMV's help desk will be the entry point for incident logging. Team Infosys will classify and respond as follows:

1. **Log & triage:** User self-service or Tier 1 logs the incident; Team Infosys supplies intake templates to ensure reproducible diagnostics (environment, role, steps, screenshots).
2. **Prioritize:** Help desk assigns Critical/High/Minor/Enhancement per below Table criteria; Critical/High escalated to WVDMV PM for confirmation.
3. **Route:** Ticket routes (by assignment & business rules) to Vendor or State teams; notifications sent to WVDMV PM/designee for Critical/High.
4. **Work the ticket:** Team Infosys records work-start time, diagnostics performed, remediation applied, and resolution timestamp in the ITSM.
5. **RCA/CAPA before closure:** Team Infosys conducts Root Cause Analysis and prepares/implements Corrective & Preventive Actions (CAPA) to minimize recurrence; we attach evidence before closure.

Team Infosys proposes the following baseline targets:

Table 9. Baseline Targets

Severity	Definition	Acknowledge (MTTA)	Work Start	Update Cadence	Target Resolution / Workaround
Critical / Level 1	Showstopper; no workable workaround	≤ 1 hour	≤ 1 hour	Every 2 hours	Workaround ≤ 4 hours, Fix target ≤ 24 hours (subject to complexity)
High / Level 2	Material impact; workaround available	≤ 2 hours	≤ 4 hours	Daily	Fix/workaround ≤ 3 business days
Minor / Level 3	Limited immediate impact	≤ 1 business day	≤ 2 business days	Weekly	Next maintenance cycle
Enhancement	Routed to change Control Board (CCB) backlog	N/A	N/A	Per CCB cadence	Scheduled per approved enhancement plan

The figure below depicts the support flow when a ticket is raised in the system:

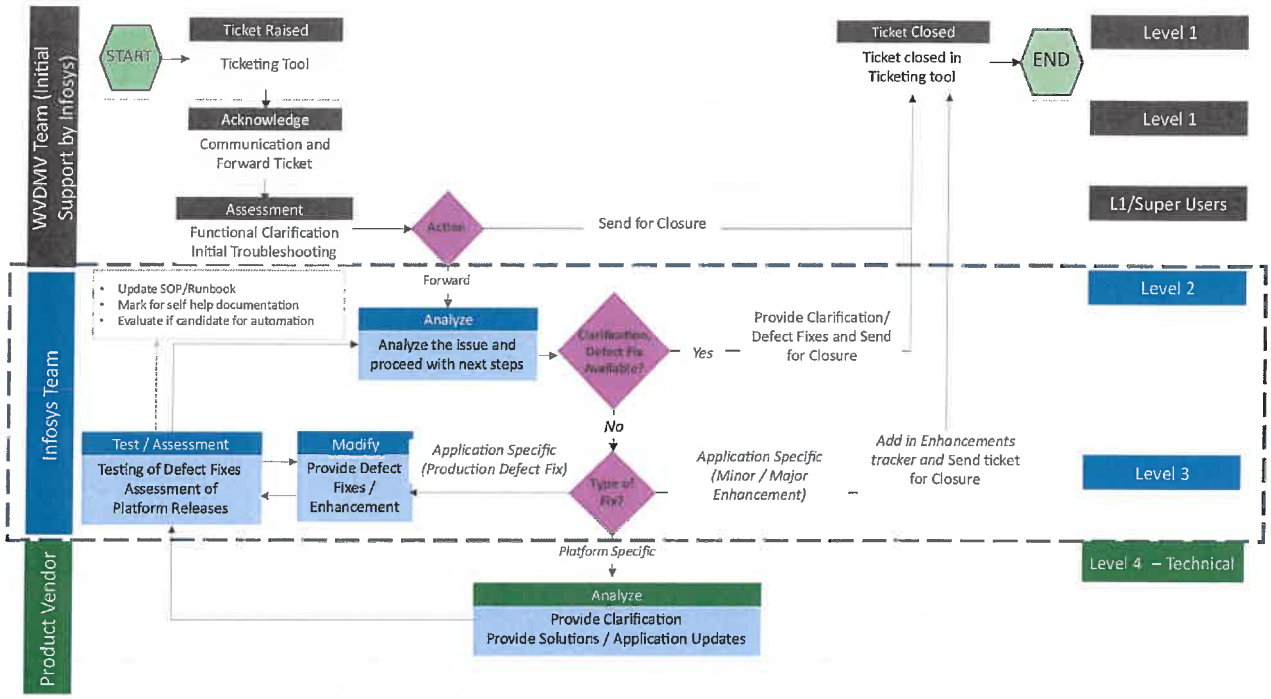


Figure 31. Lifecycle of Support Ticket

Below is the flow depicting the different stages from Incident generation till closure:

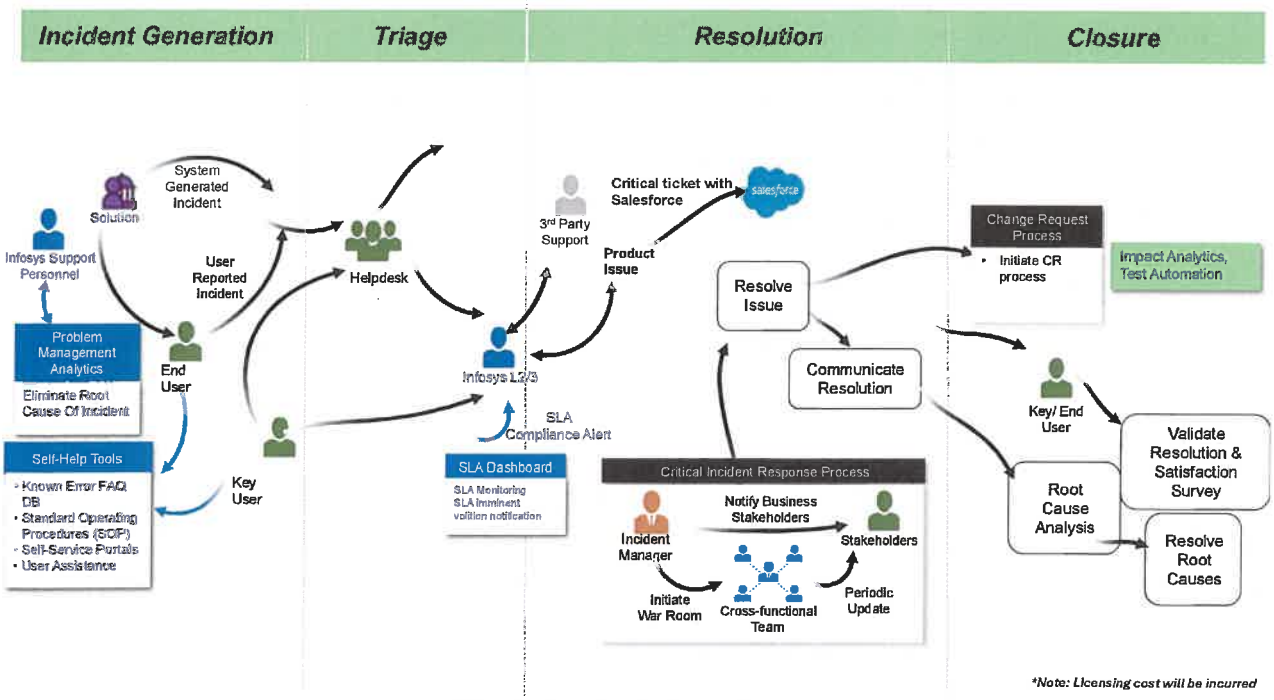


Figure 32. Operating Model

Escalate Vendor Solution Issues To The Appropriate Tier 4 Organization

Team Infosys will **manage Tier 4 escalations** to external product vendors (e.g., Salesforce, MuleSoft, OpenText AppEnhancer, printing vendor, payment processor). We will:

- Open and track cases, provide diagnostic artifacts (logs, traces, screenshots), and coordinate joint bridges.
- Maintain a vendor escalation runbook with contacts, SLAs, and on-call handoffs.

- Report weekly on open escalations, ETAs, risk, and business impact until closure.

Third-Party Relationship Management

Team Infosys will own day-to-day coordination with all third-party software, hardware, and cloud service providers that are part of the solution. Our responsibilities include certificate renewals, endpoint changes, schema/payload updates, and responding to security advisories. To ensure readiness and transparency, we will:

- Host quarterly partner coordination councils and publishes a shared Interface Readiness Scorecard.
- Route all third-party changes through the Agency's change control process, backed by test evidence and rollback/runbooks.

Patch Management

Team Infosys will apply security and maintenance patches within ≤ 30 calendar days of vendor release (or earlier at Agency direction). Patching will be scheduled to align with Salesforce maintenance windows and the seasonal release calendar, using sandbox preview to validate changes before production, and monitoring instance-specific maintenance notifications. Our patch lifecycle:

1. Assess — Review release notes, maintenance advisories, and *Release Updates*; identify enforcement dates and required actions.
2. Plan — Map patches to a rolling 12-month calendar; select Agency-approved change windows; produce rollback/runbooks.
3. Validate — Use preview sandboxes (~4–5 weeks pre-prod) for automated regression (flows, Apex, OmniStudio, integrations) and configuration parity checks.
4. Deploy — Promote DEV → SIT → UAT → PROD via CI/CD; coordinate with instance-specific maintenance to avoid conflicts and use off-peak windows.
5. Verify — Perform post-implementation checks (APM telemetry, Event Monitoring), complete RCA for anomalies, and confirm *Release Update* readiness in Setup.

Where required, we will perform manual runtime patch updates and maintain rollback capability, preserving service SLAs and aiming for zero/minimal downtime.

Product Upgrades

Team Infosys will apply product upgrades (versions/releases) upon Agency approval, using Salesforce's Spring (~Feb), Summer (~Jun), Winter (~Oct) releases as the backbone of the change calendar. We will leverage sandbox preview (~4–5 weeks before production) for testing and confirm exact production upgrade dates via Salesforce Trust for the Agency's instance(s). Work will be planned under enhancement hours, executed first in lower environments, and promoted via CI/CD after successful testing and change approval. Our upgrade process:

- Release intake — Track pre-release orgs, release notes, and *Release Updates*; prioritize features and identify enforcements/auto-activations.
- Lower-environment validation — Refresh sandboxes ahead of the preview cutoff; run end-to-end tests (DL/ID/VTR flows, cashiering, portals, OmniStudio) including integration harnesses to AAMVA/State systems.
- Change & communication — Publish the Agency release plan, approved change windows, and user impact notes; schedule training/job aid refreshes.
- Promotion & monitoring — After successful system/integration/regression testing, promote via CI/CD; monitor with telemetry and Event Monitoring during the first 48 hours.

Comprehensive Change, Configuration, Compliance, FRICEW, and Enhancement Approach

Team Infosys will design, implement, validate, and promote all changes to the vendor solution using a configuration-first philosophy, minimal custom code, and disciplined CI/CD. Work is aligned to Salesforce seasonal releases and preview sandbox timelines (typically available ~4–5 weeks pre-production), with rigorous governance to ensure security, quality, auditability, and WV OT PCC compliance.

Changes to Address Defects

- **Scope:** Config updates, Apex/LWC/OmniStudio changes, integration flows, report fixes.
- **Quality gates:** Unit tests, code reviews, security scans, **RCA/CAPA** before promotion.
- **Release coordination:** Schedule to avoid seasonal upgrade windows/conflicts.
- **Process:**
  - **Design & controls:** Secure coding/config standards; document Release Update impacts/auto-activation risks.
  - **Test rigor:** Unit + negative/boundary tests; **automated regression** (near releases) in preview sandboxes.
  - **Promotion:** CI/CD with pre/post-deploy validation, telemetry via Event Monitoring, auditable change records.

Configuration Changes

- **Scope:** Business rules, fees/taxes, workflows, permission sets, labels/templates/UI.
- **Governance:** Impact analysis, test scripts, role-based security checks, documentation updates (user/admin).
- **Scheduling:** Agency change calendar + Salesforce maintenance/seasonal timelines.
- **Release Updates:** Continuous review in Setup; trial and verify in **preview sandboxes**.

WV OT Production Change Control (FRICEW)

- Scope (FRICEW): Forms, Reports, Interfaces, Conversions, Extensions, Workflows—config-first on Salesforce; robust interfaces via MuleSoft.
- Method & quality gates:
  - **Design & security alignment:** FDS/TDS, data model impacts, RBAC/FLS checks, Release Update implications.
  - **Coding standards & static analysis:** Apex/LWC best practices (CRUD/FLS, crypto, injection); static analysis reports.
  - **Unit & component testing:** Apex tests (gov-limit resilience, negatives); **≥80%** coverage for custom; validate Release Updates in preview.
  - **Interfaces & contracts:** Contract tests (REST/SOAP schemas, error taxonomy), idempotency/retry/backoff, mTLS/OAuth; align with CloudHub/Runtime Fabric patch cadence/rolling updates.
  - **Promotion & validation: DEV → SIT → UAT → PROD** via CI/CD with full pre-release validation.
- **Deliverables:** FDS/TDS with security mapping; source/config + static analysis; unit/MUnit results; deploy manifest/runbook; change tickets; release notes.

WVDMV-Approved Enhancements

- **Principles:** Configuration-first; exploit new platform features; mitigate risk around seasonal releases/preview timelines.
- **Lifecycle:**
  - **Backlog & estimation:** Groom stories, define acceptance criteria, estimate, flag Release Update enforcements.
  - **Design & prototyping:** Declarative (flows/permissions/layouts/OmniStudio), security/data alignment; lower-env demos.
  - **Build & unit test:** Declarative first; Apex/LWC only when essential.
  - **System/integration/regression:** Automated regression (near seasonal releases) in preview; interface/perf validation; maintain approval evidence.
  - **UAT & readiness:** Prepare data/scenarios, training/job aids, capture sign-offs; schedule around Salesforce Trust maintenance windows.
  - **Release & hypercare:** CI/CD promotion; **RCA/CAPA** on issues; backlog updates for CSI.

- **Artifacts & governance:** Config maps, security matrices, data impact notes; unit/system/integration/regression evidence (incl. preview runs); static analysis; implementation/rollback records; release notes; post-release KPI deltas.

Outcome

- **Secure, compliant, auditable** change execution.
- **Configuration-led agility** with reduced risk via **preview-first testing**.
- **Traceable quality** across defects, configuration, **FRICEW** components, and approved enhancements.

Service Credits

Team Infosys will operate to Agency-defined service levels and acknowledges the service credit framework specified in the RFP. Where service levels are not achieved for items within our control, Team Infosys will calculate, document, and issue service credits as required, while executing corrective actions to prevent recurrence.

Scope of Control & Fair Application

To ensure credits reflect Team Infosys responsibility accurately:

- **Scope Matrix:** We distinguish incidents within Team Infosys control (application/configuration/ integration) from those in the State environment (network, endpoints, printers, legacy systems).
- **Cross-Boundary Handling:** If root cause lies outside our control, we still support joint bridges and provide workarounds; credits are calculated only for portions attributable to Team Infosys scope.
- **Dispute Resolution:** Any variance is resolved collaboratively using ticket timelines, telemetry, and change records; outcomes documented in the monthly SLA pack.

Team Infosys will meet the service credit requirements of the RFP by combining precise measurement, rapid incident response, workaround-first recovery, and transparent monthly/quarterly reconciliation. Our project management practices—governance, RCA/CAPA, proactive monitoring, and continuous improvement—are designed to minimize SLA breaches and ensure WVDMV receives timely credits whenever performance falls short within our control.

3.2 Desired Project Requirements (Solicitation Section 4.2.3.1 to 4.2.3.2)

4.2.3.1 Complete implementation of all phases within the agreed to timelines

Team Infosys understands and will comply with the requirements of this section.

Team Infosys is fully committed to delivering all phases of the modernization program within the agreed timelines and meeting every go-live criterion as defined in the approved work plan and project contract. To ensure predictable delivery and minimize risk, we will:

- Adopt Agile Delivery with Structured Phase Gates. Our sprint-based approach includes formal checkpoints for System Testing, Integration Testing, and WVDMV led UAT prior to each production release.
- Implement Readiness Checkpoints by conducting mock conversions, go-live rehearsals, and cutover readiness assessments to guarantee smooth transitions and compliance with go-live criteria.
- Providing Transparent Governance with real-time dashboards and milestone tracking will keep WVDMV informed of progress and risks, ensuring accountability.
- Implement Alternative Approach for Risk Mitigation if unforeseen dependencies arise, Team Infosys will leverage parallel workstreams and feature toggles to maintain delivery momentum without compromising quality.

We understand and agree that failure to meet the go-live criteria and achieve production status within 30 days of the planned go-live date will result in liquidated damages of $5,000 per day for each day beyond the 30-day grace period. Our approach is designed to mitigate this risk through contingency planning and resource allocation to ensure timely delivery.

4.2.3.2 Deploy implementation of Phase 1 and Phase 2 to production status on an expedited timeline

Team Infosys understands and will comply with the requirements of this section.

Team Infosys understands WVDMV's priority to reduce business risk and accelerate modernization. We will support this requirement by:

- **Accelerated Delivery Commitment:**
  - Phase 1 (AAMVA UNI Migration): Delivered within 11 months or earlier using MuleSoft API accelerators and prebuilt AAMVA integration patterns.
  - Phase 2 (Driver License MVP): Delivered within 20 months or earlier, leveraging Salesforce Public Sector Solution, leveraging the Infosys Driver and Vehicle Services accelerator (IDVS) to enable rapid configuration, API-first integration, ready-to-deploy workflows, and secure modernization of DMV operations.
- **Alternative Approach for Faster Value:**
  - Deploy early-access environments for WVDMV project team to validate critical features ahead of formal go-live.
  - Use incremental releases for non-critical components to reduce risk and accelerate adoption.
- **Continuous Collaboration:** Agile sprints with planned demos, stakeholder reviews, and early validation ensure alignment and faster acceptance.

Below is an accelerated Timeline Diagram (Gantt Chart) for Phase 1 and Phase 2:

Figure 33. Timeline Diagram (Gantt Chart) for Phase 1 and Phase 2

3.2.1 Identify and Address Defects during O&M (Solicitation Section 4.2.3.3 to 4.2.3.4)

4.2.3.3 Address identified defects during Operations and Maintenance per Agency defined service levels

Team Infosys acknowledges and commits to meeting the WVDMV requirements for defect resolution during Operations and Maintenance in strict adherence to defined service levels and the mutually agreed Service Level Agreement (SLA).

Our Commitment and Differentiators:

- **Proactive SLA Governance:** Team Infosys will implement an ITIL-compliant incident management framework integrated with advanced monitoring tools and automated alerts to ensure zero delays in acknowledgement and diagnostics.
- **Rapid Response and Resolution:**
  - Severity 1 (Critical): Acknowledge within 30 minutes, initiate diagnostics immediately, and resolve or provide an acceptable work-around within 24 hours.
  - Severity 2 (High): Acknowledge within 30 minutes, begin diagnostics within 3 hours, and resolve 95% of incidents within 5 calendar days.
  - Severity 3 (Minor): Acknowledge within 24 hours, begin diagnostics within 10 business days, and resolve 90% of incidents within 20 business days, with remaining issues addressed within 60 business days.
- **Real-Time Transparency:** Team Infosys will provide WVDMV with real-time dashboards, automated SLA compliance reports, and a structured escalation matrix to ensure visibility and accountability.
- **Continuous Improvement:** Beyond resolution, Team Infosys will conduct root cause analysis for recurring issues and implement preventive measures to reduce future incidents.

- **Service Credit Adherence:** Team Infosys accepts the service credit provisions outlined in the RFP and will deploy proactive measures including 24x7 support for critical issues and redundancy planning—to minimize any risk of non-compliance.

Team Infosys' approach goes beyond meeting SLAs. We aim to exceed expectations through predictive monitoring, faster turnaround, and collaborative governance, ensuring uninterrupted DMV operations and a strong partnership with WVDMV.

4.2.3.4 Provide experienced staff throughout the contract that meets or exceeds the experience of the staff identified in the Vendor proposal.

Team Infosys acknowledges and commits to meeting the requirement to provide experienced staff throughout the contract period, ensuring that the experience level of all resources equals or exceeds the baseline established in our proposal. Following is our differentiated approach:

- **Experience Continuity:** Team Infosys will maintain a minimum experience threshold for all project roles as defined in the proposal. Any replacement resource will have equal or greater experience in DMV modernization, enterprise systems, and relevant technologies.
- **Proactive Talent Management:** Team Infosys has a pool of pre-qualified DMV domain experts and certified professionals to ensure rapid onboarding without compromising quality. Our succession planning and knowledge transfer protocols guarantee zero disruption in project delivery.
- **Domain Expertise:** Team Infosys brings deep experience of modernization across multiple U.S. states and Canadian provinces, ensuring resources have real-world implementation expertise, not just theoretical knowledge. Our staff will include specialists in DMV functional knowledge, AAMVA Programs, security & regulatory compliance, and emerging technologies (AI, Mobile ID, cloud) to deliver innovations beyond standard expectations.
- **Continuous Skill Enhancement:** Team Infosys invests in ongoing training and certification programs for all project staff to keep pace with evolving technologies and regulatory requirements. This ensures that WVDMV benefits from progressively improving expertise throughout the contract lifecycle.
- **Commitment to Partnership:** We will provide WVDMV with full visibility into resource profiles, including certifications, DMV project experience, and tenure.

Team Infosys ensures experience continuity, domain depth, and proactive upskilling, ensuring WVDMV receives best-in-class talent throughout the engagement.

3.2.2 Subcontractors (Solicitation Section 4.2.3.5)

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

Team Infosys understands and will comply with the requirements of this section.

Team Infosys understands the various aspects of public organization like WVDMV, including security, privacy, and data protection among various other factors. All the key profiles shared in this RFP response are Infosys employees and in future, if Infosys decides to onboard any subcontractor, Infosys will follow due process which includes obtaining approval from WVDMV.

4. Proposed Cloud Operating Environment (Solicitation Section 5.3.6.2.4)

5.3.6.2.4 Provide a narrative description of the Vendor's proposed Cloud operating environment (if Cloud hosting is provided by the Vendor) including information on the primary and back-up data center. This section should also include RACI model, a proposed cloud architecture design plan and software licensing list.

4.1 Description of the Cloud Operating Environment

Salesforce and MuleSoft Anypoint Platform GovCloud, provide a secure, compliant, and resilient environment for West Virginia DMV workloads. GovCloud furnishes:

- Multi-Availability Zone (AZ) resilience
- Geographically distant Disaster Recovery (DR) regions
- FIPS-aligned cryptography
- U.S.-only **data residency** for State government workloads

The environment is engineered for:

- 99.9%+ availability
- ≤ 24-hour RTO for region-level disasters
- StateRAMP-aligned controls
- Active Directory SSO (SAML/OIDC) for Agency staff and **MFA** for citizens
- WCAG 2.1 AA cert**ification** for public-facing components prior to UAT

West Virginia lies within the eastern U.S. latency zone; therefore, **US-East** provides the highest responsiveness for DMV operations and citizen transactions. **US-West** is sufficiently distant to prevent correlated failures from natural disasters, regional network outages, or shared infrastructure faults.

4.1.1 Primary Data Center

Salesforce & MuleSoft GovCloud – US-East:

- Physically located in the Eastern United States for lowest latency to West Virginia users
- Multi-AZ architecture ensures active-active redundancy, automatic failover, and continuous uptime
- All Salesforce PSS+IDVS platform services-including staff UI, citizen portal, metadata, document models, APIs, and policy enforcement-run here

Capabilities in Primary Region:

- Active-active multi-AZ resilience
- Horizontal autoscaling (runtime workers)
- Real-time replication of metadata and configurations
- Centralized identity integration via State AD (SAML/OIDC)
- Encrypted storage, encrypted transit, encrypted backups

4.1.2 Back-up Data Center

Salesforce & MuleSoft GovCloud – US-West:

- Physically distant from US-East to ensure regional fault isolation
- Stores encrypted backups, replicated metadata, API policies, keys, and configuration
- Supports full regional failover/failback with **RTO ≤ 24 hours** as required by the RFP
- Failover procedures are automated and tested as part of regular DR exercises

4.2 RACI Model

Team Infosys proposes the following RACI Matrix:

Table 10. RACI Matrix

Activity	WVDMV				Team Infosys					
	Exec	**BO**	**PMO**	**Sec/EA**	**PM**	**Sol Arch**	**Int Arch**	**Data Arch**	**QA**	**OCM**
Program Governance	A	C	R	I	R	I	I	I	I	I
Scope / change control, release calendar	I	A	R	C	R	C	C	I	C	C
Vendor & third-party coordination / escalations	I	C	C	I	A	R	R	I	I	I
Phase / major deliverable acceptance & Go/No-Go	I	A	R	C	R	C	C	C	C	C
SLA & service credit governance (O&M)	I	A	R	C	R	I	I	I	I	I
Target architecture (business, app, data, integration)	I	C	C	C	R	A	R	I	I	I
Security plan & control mapping (RBAC, MFA, encryption, monitoring)	I	C	C	A	R	R	R	I	I	I
Primary & DR region setup (GovCloud), RTO ≤ 24h	I	I	C	C	A	C	C	I	I	I
Observability & monitoring runbooks / alerts	I	I	C	C	R	C	R	I	I	I
Business process discovery & future-state mapping	I	A	R		R	R	C	C	C	C
Product backlog & acceptance criteria	I	A	R		R	R	C	C	C	C
UX / accessibility (WCAG 2.1 AA / Section 508)	I	A	R	C	R	R	I	I	I	C
Salesforce PSS+IDVS configuration, API-Led Connectivity			C		R	A	I	I	I	I
IDDs, versioning & contract testing			I		R	C	A	I	I	I
Migration strategy (clusters, mapping, UCN survivorship)		C	C		R	C	C	A	C	C
Mock conversions & reconciliation (≥99.99%)		I	C		R	C	C	A	C	I
Cutover load to Salesforce & final certification		I	C		R	C	C	A	C	I
Analytical dashboards (CRM Analytics)		I	C		R	A	I	C	C	I
Test strategy & plan (system, integration, performance, security, accessibility)		C	C		R	C	C	C	A	I
Integration & performance testing		I	C		R	C	R	I	A	I
Security testing (DAST, API, mobile) & accessibility (WCAG)		I	C	C	R	R	R	I	A	I
UAT execution & Go/No-Go		A	R	I	C	C	C	C	C	C
Cutover planning, command center & rollback runbooks		C	C	C	A	R	R	R	C	R
DR runbook & exercises (failover / failback ≤ 24h)	I	I	I	A	R	C	C	I	I	I
Release management (CI/CD, preview sandbox, blue/green/canary)	I	I	C	C	A	R	R	I	C	I
Stakeholder engagement & communications plan	I	C	C	I	R	I	I	I	I	A

Activity	WVDMV				Team Infosys					
Train-the-Trainer & role-based curricula / materials	I	C	C	I	R	I	I	I	I	A
Transition (Hypercare → Secondary → Primary → Steady State)	I	C	C	I	R	I	I	I	I	A
Tier-2 / Tier-3 application & integration support	I	I	C	I	R	C	C	I	I	I
Availability & performance SLAs (99.9%, ≤1s/≤5s)	I	I	C	C	R	C	C	I	I	I
Incident management, RCA/CAPA, service credits	I	I	C	I	R	I	I	I	I	I
Patch management & seasonal releases (Spring / Summer / Winter)	I	I	I	C	R	R	R	I	C	I

Table 11. RACI Definition List

RACI	Definition
Responsible (**R**)	Performs the activity
Accountable (**A**)	Ensures the activity is done
Consulted (**C**)	Provides input before the activity is done (2-way conversations)
Informed (**I**)	Informed when the activity is done (1-way conversation)
WVDMV	Exec – Executive Team; BO – Product Owner/SME; PMO – Project Management Team; Sec/EA – Security/Enterprise Architect Team
Team Infosys	PM – Project Manager; Sol Arch – Solution Architect; Int. Arch – Integration Architect; Data Arch – Data Architect; QA – Quality Assurance; OCM – Org. Change Management

4.3 Cloud Architecture Design Plan

Our Cloud Architecture Design Plan includes the below listed components

Salesforce on GovCloud:

- **Salesforce Environment**: Salesforce's Government Cloud (GovCloud) is tailored to meet stringent federal regulations such as FedRAMP, ensuring compliance and security for government agencies. This environment is specifically designed to handle sensitive WVDMV data securely.
- **Data Storage**: Salesforce provides robust data storage solutions with encryption both at rest and in transit. Salesforce Shield offers advanced security features such as event monitoring and field audit trails, which are crucial for maintaining data integrity and security.

MuleSoft Integration Services on GovCloud:

- **MuleSoft Anypoint Platform**: Deploy MuleSoft's Anypoint Platform within the GovCloud environment to enable seamless integration between Salesforce and other systems. This platform supports various integration patterns, including synchronous and asynchronous, and provides out-of-the-box capabilities for APIs and connectors.
- **API Management**: Implement API management features to control access, monitor usage, and ensure security for APIs connecting Salesforce with other applications. MuleSoft's API-led connectivity approach promotes reusability and efficient integration

Infrastructure Components:

- **Virtual Private Cloud (VPC)**: Establish a VPC within the GovCloud to isolate resources and enhance security. This setup includes subnets for different application tiers, such as web, application, and database.
- **Load Balancers**: Utilize load balancers to distribute incoming traffic across multiple instances of Salesforce and MuleSoft services, ensuring high availability and reliability.

- **Firewalls and Security Groups**: Configure firewalls and security groups to restrict access to authorized users and services, adhering to the principle of least privilege.

Regulatory Compliance:
- Ensure all components of the architecture comply with relevant regulations such as FedRAMP, FISMA, and NIST standards. Regular audits and assessments of the security posture are essential.
- Maintain documentation of compliance efforts and security controls to facilitate audits and reviews.

Data Security:
- Implement encryption for sensitive data both at rest and in transit. Use Salesforce's built-in encryption features and MuleSoft's capabilities to secure data flows.
- Regularly update and patch all components of the architecture to protect against vulnerabilities.

Access Control:
- Use role-based access control (RBAC) within Salesforce and MuleSoft to restrict access to sensitive data and functionalities based on user roles.
- Implement multi-factor authentication (MFA) for all users accessing the GovCloud environment.

Performance Optimization:
- Regularly monitor the performance of Salesforce and MuleSoft integrations, optimizing queries and data flows to ensure efficient operation.
- Conduct load testing to ensure the architecture can handle expected traffic and usage patterns.

Documentation and Training:
- Maintain comprehensive documentation of the architecture, integration flows, and APIs to aid in onboarding new team members and ensure knowledge transfer.
- Provide training for developers and administrators on best practices for using Salesforce and MuleSoft within the GovCloud environment.

By following this structured approach, we will effectively design, implement, and manage a cloud architecture that leverages Salesforce and MuleSoft within the GovCloud, ensuring compliance, security, and operational efficiency.

4.4 Software Licensing List

Table 12. Software Licensing List

Track	Item/Component Name
Data Migration	dbt Cloud
Data Migration	Azure SQL Database (Hyperscale)
Data Migration	Azure Data Factory
Data Migration	Azure Storage (LRS/Cool)
Data Migration	Azure Key Vault
QA/Testing/BA	Azure DevOps
QA/Testing	Selenium
QA/Testing	SQL, iDQE IP (Infosys Data Quality Engineering Platform)
QA/Testing	Web - NVDA, Color contrast
QA/Testing	NeoLoad (300 Vusers)
QA/Testing	JMeter
QA/Testing	Burp suite professional
Project Management	Project Management Platform (Azure DevOps)
Project Management	MS Project
Project Management	MS Visio
Integration	MuleSoft - API Manager & Analytics - Platinum Edition
Integration	MuleSoft - Anypoint MQ API Requests (500M) - Platinum Edition
Integration	MuleSoft - Additional vCore Production - Platinum Edition
Integration	MuleSoft - Additional vCore Pre-Production - Platinum Edition

Track	Item/Component Name
Integration	MuleSoft - Anypoint Platform Base Subscription - Platinum Edition (2 Prod and 4 Non-Prod)
Integration	MuleSoft - Load Balancer - Platinum Edition
Development	GitHub
Development	Jenkins
Development	Salesforce Shield (Platform Encryption / Event Monitoring / Field Audit Trail)
Development	Salesforce Scheduler
Development	CRM Analytics for Public Sector – Viewer Licenses
Development	Digital Engagement (Chat/SMS/WhatsApp)
Development	Mobile Publisher for Experience Cloud (iOS & Android)
Development	Salesforce Backup & Recover (Own from Salesforce) (**Optional**)

5. Phase 1 Approach (Solicitation Section 5.3.6.2.5)

5.3.6.2.5 Describe Vendor's proposed approach for executing Phase 1 of the project. Provide a high-level timeline for completing the work depicting key tasks/activities and milestones. As an attachment (not counted in page limit), provide an initial project work plan for Phase 1.

A detailed response is included in Attachment 3 – Implementation Approach (Phase 1).

6. Phase 2 & 3 Approach (Solicitation Section 5.3.6.2.6)

5.3.6.2.6 Describe the Vendor's proposed approach for executing Phase 2 and 3 of the project. Provide a high-level timeline for completing the work depicting key tasks/activities and milestones. As an attachment (not counted in page limit), provide an initial project work plan for Phase 2 and Phase 3.

A detailed response is included in Attachment 4 – Implementation Approach (Phase 2 & 3).

7. Project Organization Approach for Delivery (Solicitation Section 5.3.6.2.7)

5.3.6.2.7 Describe the Vendor's proposed project organization for delivery of the requested services. Summarize the experience of the proposed project team. As an attachment (not counted in page limit), provide two-page resumes for each proposed team member which focus on highlighting the specific prior experience relevant to their proposed role on the WVDMV project.

A detailed response is included in Attachment 5 – Project Organization and Resumes.

8. Project Management Methodology & Approach (Solicitation Section 5.3.6.2.8)

5.3.6.2.8 Describe the Vendor's proposed project management methodology and approach. This section should not exceed 5 pages

We will leverage Project Management best practices applicable in Hybrid Agile framework where SAFe Agile methodologies will be used in conjunction with waterfall model of fixed releases and pre-implementation activities. We will deploy a seasoned full-time Program Manager with extensive experience in managing similar projects. The Program Manager will be on-site at the WV DMV project location working in collaboration with the WV DMV counterpart from the start of the project through go-live while working with WV DMV in collaboration for tracking and ensuring the quality throughout the project duration and to ensure that the program is delivered on time and within budget. The Program Manager will be supported by the Project Manager, Architect, Functional team, Development and PMO team to ensure successful execution of the Agile releases.

The below diagram provides a 3-tiered governance view, with stakeholders involved and focus on outcomes.

Figure 34. 3-Tiered Governance View

Scope Management

Team Infosys will elicit, document and manage all requirements and business rules to support the project deliverables. Team Infosys will start the engagement with a 2-months long Discovery period. During this phase, Team Infosys will schedule multiple sessions every week to understand WV DMV functional and technical landscape. High level functional epics and features will be identified for Phase 1 and 2 of the project. For the integrations, high-level design will be completed. All findings will be documented in Azure DevOps (ADO), and a Requirement Traceability Matrix (RTM) will be built from it. Implementation phase will start from the third month.

During the implementation phase, Team Infosys will conduct Joint Application Design (JAD Sessions) with users and business stakeholders to capture functional requirements. User experience will be validated with business stakeholders and necessary UI changes will be incorporated in final Product. Business rules will be identified as part of JAD sessions. Generated requirement documents will be signed off by WV DMV for project deliverable. User Stories will be created out the captured requirements, and the User Stories will be tracked in ADO.

In all our implementations, we follow our proven implementation methodology that includes

1. Requirements verification to drive out the Requirement Traceability Matrix (RTM),
2. Detailed GAP analysis,
3. Functional Requirements Document (FRD) to identify the necessary requirements
4. Integration Design Document (IDD) to identify all the interfaces with detailed interface specifications and formats.

Team Infosys will build a Requirements Traceability Matrix (RTM) that will be used throughout the project to ensure all requirements are included in the solution and to ensure each requirement is fully tested and cross-referenced to a test case. FRD will be created to ensure that those pieces of functionality that have been addressed by Subject Matter experts (SME's) are consistent with WV DMV's requirements. Using the FRD, we will build the solution and configure it wherever necessary. As pieces of functionality are completed and configured, they will be released to a SIT environment for integration testing. This approach will help validate both the application and the data. Continuous integration and subsequent user demo will help to identify possible gaps in the scope which will be addressed in the subsequent sprints.

This approach has additional advantages:

1. The users gain valuable familiarity with the system and feel a sense of ownership and buy-in to the new way of doing business.
2. The application is validated through use of the converted data.
3. The converted data is validated through use of the application.

Change Management:

Team Infosys will use a streamlined change management process to identify, organize and control modifications to project scope. This process will be tailored to align with and/or incorporate WV DMV existing change management practices.

Key elements of the proposed change management process are:

- Identification of change in terms of small, medium or large
- Impact and risk assessment of the change
- Change Implementation: Our team will schedule change control board review, architect approval, business approvals before taking up the change for implementation
- Review process will ensure that the changes have followed all the release management steps properly and all changes are implemented successfully

Key activities of the change management process include:

- Technical review of proposed changes – will form a key activity of the change review process along with the process/functional review
- Status review for approved changes - Review status of approved changes. If a change is approved and is not implemented within a specified time frame, check will be done to ensure it is still valid
- Every change will be tracked from beginning to end in the ADO tool

CAB (Change Advisory Board)

We will collaborate with WVDMV to establish a Change Advisory Board (CAB) or will align with existing CAB. As a best practice, all proposed changes will be reviewed in terms of quality and impact before any development work starts.

The main functions of this group are:

- Functional and technical design review of proposed change to understand the impact of a particular change on core solution template. CAB will work with SMEs to identify potential global and local impact of a change
- CAB should also review mitigation approach for the potential impact and approve accordingly.
- Inform and manage concurrent proposed changes and conflict resolution in such cases

- All such approved changes should align with already planned release cycles

Communication Escalation Process

All project related issues will be resolved between our Project Manager, PMO and WV DMV PMO. Any dependencies which can potentially impact the schedule/milestones, or any major risks or issues will be immediately escalated to a higher level.

Infosys has a clear escalation path both for WV DMV as well as Infosys. Depending on the nature and criticality of the escalation, either group can approach the other for rapid resolution of issues. Escalation can be done by both WV DMV and by Infosys. The threshold timeframes for escalation of issues will be determined at the start of the project

Any WV DMV Modernization program risks and issues requiring escalation will follow the Escalation Plan as outlined in the table below:

Table 13. Escalation Plan

Escalation Path (Team Infosys)	Escalate To
Issue unresolved for 2 days	Team Infosys Project Manager
Issue unresolved for 5 days	Team Infosys Engagement Manager
Issue unresolved for 10 days	Team Infosys Regional Head
Escalation Path (WV DMV)	**Escalate To**
Issue unresolved for 2 days	WV DMV Project Manager
Issue unresolved for 5 days	WV DMV Director
Issue unresolved for 10 days	WV DMV Commissioner or Executive Sponsor

Communication Methods and Tools

SharePoint is the proposed as the collaboration platform for WV DMV Program. Project team will use SharePoint platform to manage document workflow, maintain calendar of activities, provide updates, maintain a repository of project documentation, and track project communications. This platform enables senior management, as well as stakeholders with compatible technology, to access project data and communications at any point in time.

Table 14. Stakeholder Communication Matrix

Activity Name	Responsibility	Target Audience	Primary Message	Vehicle	Frequency	Feedback Mechanism
Project Communication	Team Infosys Project Manager	WV DMV Project Team Members and Team Infosys Project Team Members	Project updates and communication through information sharing	Document Sharing and Action Item Tasks	Continuous	SharePoint E-mail
Functional Business Meetings	Lead Business Analysts	Program Leads and SMEs	Review use cases, gather requirements, deliverable reviews, and testing input	Face to Face Conference Call Meeting	As required through project lifecycle	Face to Face Conference Call Meeting
Technical Meetings	Lead Architects	IT Leads and SMEs	Review technical considerations and coordination	Face to Face Conference Call Meeting	As required through project lifecycle	Face to Face Conference Call Meeting

Activity Name	Responsibility	Target Audience	Primary Message	Vehicle	Frequency	Feedback Mechanism
Weekly Status Meeting	Team Infosys Project Manager	WV DMV Program Leads and Team Infosys Project Team leads	Project progress and status updates	Status Reports	Weekly on Tuesdays	Weekly Status Report SharePoint Email
Team Infosys Daily Standup Team Meeting	Team Infosys Scrum Master / Delivery Lead	Project Team Leads	Project progress update, risk/issues review, planning for upcoming tasks	Face to Face Conference Call Meeting	Daily	Face to Face

Risk and Issue Management

Team Infosys has a proven Risk Management Framework for project risk and issue management. The framework helps to proactively identify, analyze, plan, track, control and communicate the key project risks during the Software Delivery Lifecycle.

Team Infosys project teams also receive input from a dedicated Delivery Risk Management (DRM) unit and an independent Quality Assurance team who are reporting to an independent body external to the project. These units help projects/ programs to manage key delivery risks by partnering with the project team from the proposal and planning stage to delivery of the solution into production. These groups have an organizational level view of risks and have developed multiple best practices to help projects to manage emerging risks and enable strategic success through a mix of proactive and reactive interventions, targeted at multiple levels of the enterprise. Both groups are headed by experienced delivery leaders in Team Infosys.

A key aspect of Risk Management is to assess and prioritize the risks and analyze the impact. The matrix below shows the interaction between the risk impact and risk probability at its different rating levels that are leveraged for this.

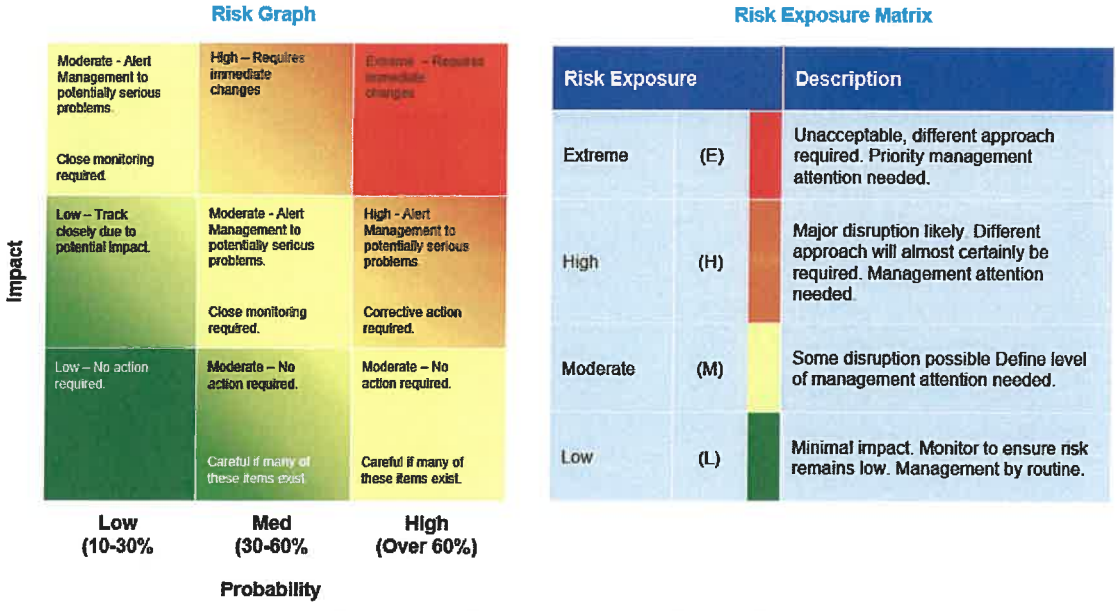


Figure 35. Risk Impact and Probability

Each risk will be categorized two parameters – Impact and Probability. As shown in the diagram above, risks will be managed as per its weighted score of impact and probability.

9. Knowledge Transfer and Technical Training Plan (Solicitation Section 5.3.6.2.9)

5.3.6.2.9 Describe the Vendor's proposed knowledge transfer and technical training plan during the first year of production operations of each phase to prepare WVDOT IT staff to take over application managed services support for the new system.

9.1 Knowledge Transfer

The major KT topics identified as part of this KT strategy are based on the major technical milestones and deliverables reflected in the DMV Solution Implementation Project Plan.

To equip the State of West Virginia's Technical Team (IT, system administrators, applicable support staff) with the knowledge required to maintain, configure, and troubleshoot the implemented DMV solution.

The knowledge transfer curriculum will include various topics, such as:

- System architecture and components
- Configuration and customization details
- Integration points and dependencies
- Troubleshooting and maintenance procedures
- Deployment and environment management

To deliver technical knowledge transfer sessions, we will utilize various modes, such as:

- Detailed technical workshops
- Hands-on sessions with system environments
- Documentation (Admin guides, configuration manuals)

Training Approach

Our training approach begins with TTT onboarding and self-learning, covering program overview, system navigation, and terminology. Next, trainers attend formal instructor-led sessions focused on role-based training, process changes, and system demonstrations.

Before end-user training, trainers build soft skills like communication, adult learning principles, and handling questions. The journey culminates with trainers fully prepared to deliver end-user training, supported by videos, e-learning, simulations, and assessments—ensuring a smooth transition to the new system.

This image illustrates a structured Train-the-Trainer (TTT) journey for system implementation, guiding trainers from onboarding to readiness for end-user training.

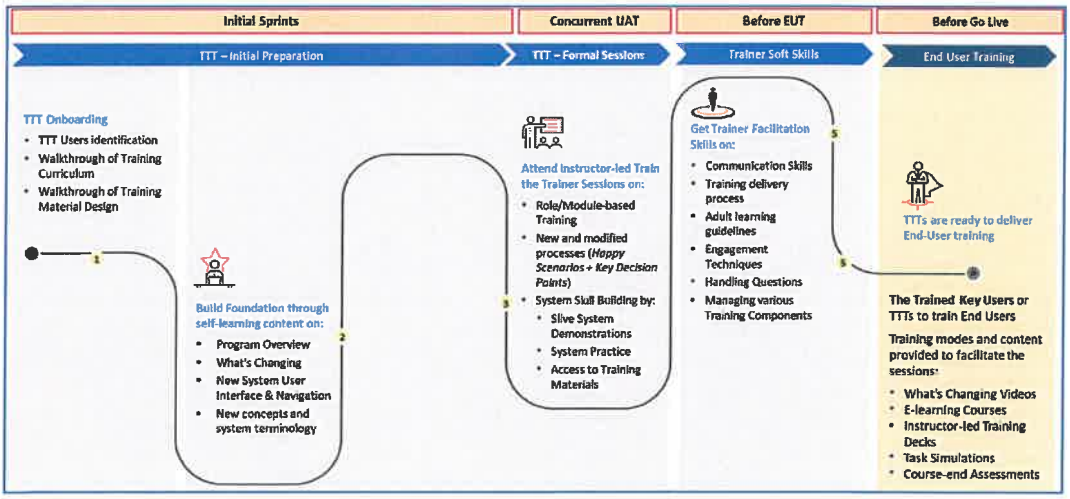


Figure 36. Train-the-Trainer (TTT) journey

Team Infosys uses a persona-based, learner-centric approach to educate impacted stakeholders. The approach rolls out a series of carefully planned learning interventions at the most appropriate times to ensure optimum adoption and sustainability of new technologies and processes. Channels, content, and timing are all role-based. Our goal is to deliver **"just in time, just enough, just for you"** instruction and information.

For curriculum and content design, Infosys follows an industry best practice approach that facilitates learner progression from basic understanding to competent, skillful performance: "**Tell me**", "**Show me**", "**Let me**", and "**Help me**". In our experience, this approach has proven most effective when deployed through a blend of learning methods across the training lifecycle.

We will use a blended learning approach for the WVDMV modernization project as depicted in the graphic below. There will be some training content that will be used for general awareness and majority of the training will be role-based for effective adoption.

The image illustrates how different learning areas required for user enablement during system adoption will be delivered through various learning modes.

The diagram is divided into two main sections:

- Learning Areas for New System Adoption (top row)
- Recommended Learning Modes (bottom row)

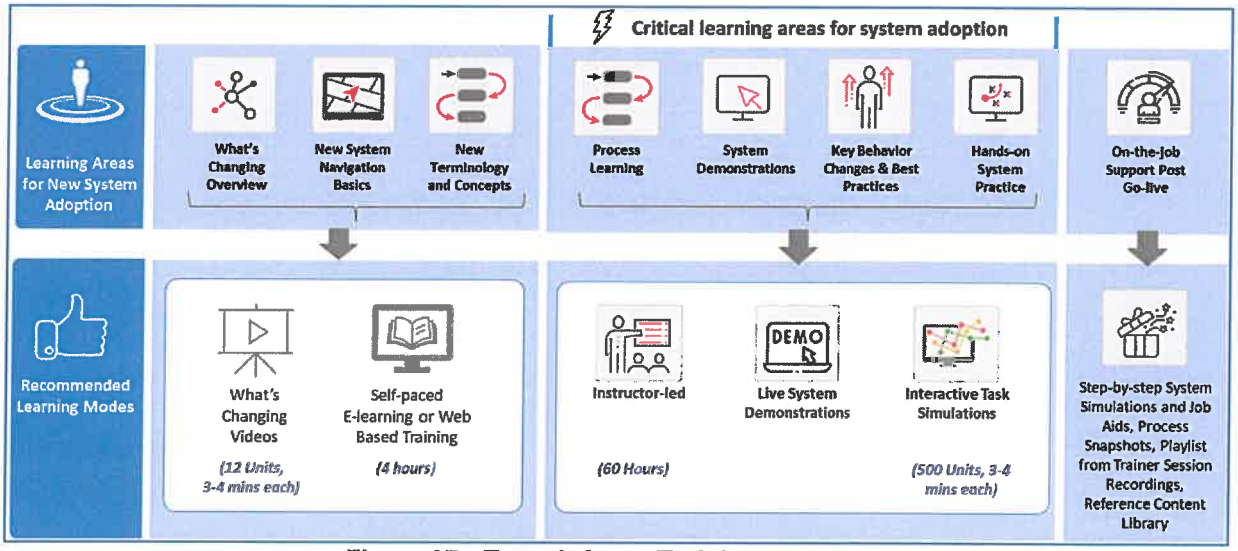


Figure 37. Team Infosys Training Approach

The following modes of training and user support will be used:

- **Awareness Video:** These are animated videos with motion graphics to effectively communicate the "what's changing" with the required engagement.
- **eLearning:** This mode includes self-paced learning modules delivered through the Internet and/or WVDMV intranet or LMS. It enables efficient delivery and consumption of pre-requisite training content prior to classroom training. We would typically offer application overview and system navigation in this mode. We will also deliver Persona Based Videos, which are process-centered, persona-based instructional narratives that introduce high level process changes. These engaging vignettes help learners adopt new ways of working by letting them visualize their own real-life jobs in the future-state environment.
- **Virtual Sessions/Instructor-Led Training / Virtual Instructor-Led Training (ILT/VILT):** ILT/VILT forms the instructional core for teaching new processes and systems. Scheduled face-to-face learning is particularly important in the job functions impacted by the implementation, where it is difficult to get people's attention for self-paced learning and where the complexity of transactions speaks loudly for a format that allows Q&A and group discussion.

- **Exercise Sheets**: Exercises are both for use in classroom, hands-on training and for practice after training before go-live.
- **Simulations:** Simulations provide step-by-step walk-throughs of transactions.
- **Job Aids**: For desk reference on critical steps.
- **Context Sensitive Help:** Help is provided in DVA applications at field and page level. Context sensitive help at the field level helps the user understand the meaning of the field and usage. Page level help provides all the relevant information including steps and purpose of current page. The help content can be exported for sharing on the knowledge platform, if required.

9.2 Technical Training Plan

Team Infosys has a trusted and proven 3-phase transition execution model encompassing Knowledge Transfer, Secondary Support and Primary Support. Team Infosys will induct WVDMV resources in the development team from the initial phase of the project. This will ensure that the DMV resources who would be supporting this application in future are aware of the application and its technical details.

The following table provides the details of Team Infosys's approach towards transition planning with an overview of timeline and phases.

Table 15. Phased Transition Planning

Stages	Duration	Focus
Hypercare & Warranty	Month 1 to Month 3	In this phase, Team Infosys will provide primary support. All tickets will be routed through our team, and we will do analysis, configuration changes, code change, testing and deployment. WVDMV support resources will watch our team, learn about various issues and fix some of those as directed by the Team Infosys support manager. No formal transition will start in this critical application stabilization period.
Transition Planning	Month 4	In this phase, a detailed plan for the upcoming transition phases will be prepared and set into motion. A Transition Management Office (TMO) will be set up by Team Infosys to manage the entire transition phase. This phase will focus on finalization of the detailed transition plan and schedule, time requirements for each module, ensuring time availability of stakeholders and transition success criteria.
Knowledge Transfer	Month 5 to 6	In this phase, our team will focus on transferring knowledge to the applications in the portfolio, along with details of applications maintenance/support and testing practices. Team Infosys will carry out knowledge transfer through a combination of offline document reviews, in-person sessions with DVA support staff and walkthrough of applications. Team Infosys will train existing WV DVA resources from the implementation phase as well as any new resources identified by the DVA. Team Infosys will set up quizzes and exams at the end of various courses to assess readiness of the members and will share the same with DMV management.
Secondary Support/Shadow Support	Month 7 to 9	In this phase, WV DVA support team members will follow our team as they carry out their day-to-day support activities. In addition to this, DVA team will start carrying out development support/QA activities for non-complex tickets in an attempt to gain comfort with the applications. The ownership of overall support/testing responsibilities will continue to be with Team Infosys. Team Infosys, along with WVDMV team, will also assess the performance of the shadow support activities carried out by WVDMV team by generating agreed upon metrics.
Primary Support	Month 10 to 12	In this phase, WV DVA team will take over the primary responsibility for support and maintenance with our SMEs reviewing outputs and ensuring that the team is carrying out the activities to the desired levels of accuracy. While WVDMV team carries out the actual support and maintenance activities, the ownership of overall validation will continue to be with Infosys. However, the dependency on our SMEs will significantly reduce

		towards the latter half of the Primary Support phase and as we move towards the steady state
Steady State	Month 13 onwards	In this stage, DVA team will become accountable for the support and maintenance activities with no involvement from Team Infosys. DVA team's focus from here on will be providing support and maintenance services, continuous improvement, support optimization, periodic reports on the activities and SLAs, etc.

Team Infosys will provide distinct set of deliverables during each phase of the transition as mentioned below:

Transition Planning:

As part of Transition planning, the following artifacts will be prepared and shared with the WV DVA team. During this phase we will also establish the Transition Management Office (TMO). All metrices that will be tracked during the rest of the transition period will also be identified and documented.

- Application Transition Plan
- Master Resource Plan
- SME availability plan
- Transition acceptance criteria
- Integrated Transition Project Plan
- Governance and communication plan

Knowledge Transfer:

During knowledge transfer, we will provide the following artifacts.

- Weekly status reports
- Understanding documents
- Updates to as-is process/workflow and design documents, if needed.

Secondary Support:

During secondary support, we will provide the following artifacts.

- Discussion tracker to track all Q&A between Team Infosys and WVDMV support team
- Detailed deliverables report
- Metrics report and quality gates

Primary Support:

During primary support, we will provide the following artifacts.

- Detailed reports on deliverables worked upon
- Metrics report and quality gates

10. Qualifications and Experience (Solicitation Section 4.3)

10.1 Prior Implementation Experience (Solicitation Section 4.3.1.1 to 4.3.1.4)

Team Infosys proposes Salesforce Public Sector Solution as a core solution for WVDMV modernization. This platform has been successfully implemented at California DMV and Nevada DMV, delivering integrated driver license and vehicle registration capabilities. Infosys will complement this proven solution with our Driver License and Vehicle Registration Services accelerator (Salesforce PSS+IDVS) and deep DMV domain expertise, gained through modernization engagements across multiple agencies as a prime vendor including (Ministry of Transportation, Ontario, NY DMV from 2018-2020, and Manitoba Public Insurance). We are pleased to bring DMV success stories of our partner Salesforce and leveraged similar architectures in public sector transformations. We are confident that this combination of a proven platform and Infosys' accelerators will ensure on-time, on-budget delivery for WVDMV.

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.

10.1.1 Reference 1 – California DMV: Digital Experience Platform (DXP) - 4.3.1.1

Project Title	California DMV: Digital Experience Platform (DXP)		
Project Location	California, USA	**Project Type**	Modernize Core Legacy Systems
Project Manager		**Project Reference**	Reference will be shared upon request from WVDMV.

Project Description

The DMV modernized its legacy systems using the FedRAMP-authorized Salesforce Customer 360 for Public Sector, enabling the support of new and existing services across multiple channels. The Digital eXperience Platform (DXP), built on Experience Cloud, Public Sector Solutions (**Salesforce PSS**), and MuleSoft, allows for agile implementation and iterative deployment. This platform integrates AI/ML and robotics for intelligent document processing, decision augmentation, and automation, enhancing the DMV's service capabilities.

The DMV's contact center, built on Experience Cloud, features AI-driven chatbots that provide answers to FAQs and connect customers to live agents when needed. These interactions are captured in personalized profiles within Service Cloud, creating a comprehensive view of each customer. For more complex inquiries, Salesforce Scheduler seamlessly transitions customers from the contact center to a virtual field office, ensuring continuity and reducing the need for physical visits.

The DMV also introduced a mobile driver's license pilot, allowing customers to verify their presence and driver's license via a mobile wallet app. MuleSoft integrates this data with the DMV's system of record, enabling identity checks and digital credential provisioning. Additional tools like Shield, Tableau, and CRM Analytics provide enhanced security and data insights, helping the DMV spot trends and improve service delivery.

Recognition & Awards

- 2025 AAMVA Award Winner - Communications Region 4: Open the Door to the New MyDMV and Garage Feature
- 2024 AAMVA Award Winners - Excellence in Government Partnership: California DMV - CA DMV Wallet-Mobile Driver's

Project Goals

Re-platform core systems, moving from on-premises/legacy IT infrastructure to the cloud. This transformation required a modern technology foundation capable of supporting the DMV's extensive operations.

Project Objectives and How They Were Met

The DMV team has seen several outcomes as a result of this transformation:

- 60 million transactions processed annually without sacrificing speed and the amount of time it takes to apply for a REAL ID, for example, dropped from 35 to 7 minutes. With more transactions shifting to

cheaper and faster channels (click vs call vs brick), the quality of service across the channels and products has improved noticeably.

- An estimated 55 percent of the calls were solved via automated workflows, before staff ever had to get involved. Because the team has more data standardized and consolidated on one platform, they can make more data-driven decisions.
- Less time spent waiting in line, less paperwork to be filled out and processed, and less repeating the same question to one rep after the next, makes for happier customers. Happier customers make for happier employees, who then are more likely deliver a better customer experience to the next person they are asked to help.

Other Relevant Information

Customers can visit a portal environment built on Experience Cloud. If the individual has a question they cannot answer through the website content, AI-driven chat bots serves up answers to FAQs and connects them to a live agent for additional help. These actions and activities are then captured in a personalized profile record in Service Cloud via the Salesforce Computer-Telephony Integration (CTI) with the IVR, creating a 360-degree of that Californian. An integration with the language translations services within the live chat.

The CA DMV also added Shield and Tableau and CRM Analytics. These give the team an additional layer of security for all of its data, and a set of integrated reports and dashboards they use to spot trends or pinpoint events that might impact service delivery timelines.

10.1.2 Reference 2 – NV DMV: DMV Transformation Efforts - 4.3.1.2

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.

Project Title	Nevada DMV - DMV Transformation Efforts		
Project Location	Nevada, USA	**Project Type**	Digital Transformation
Project Manager		**Project Reference**	Reference will be shared upon request from WVDMV.

Project Description

Salesforce was chosen as the official platform vendor.

NV DMV DTE is a multi-year project (ongoing through September 2026) that leverages Salesforce Public Sector Solution (Salesforce PSS).

NV DMV is building a 360-degree case management and complete contact center on Salesforce to lift the entire mainframe system, something that no DMV has done before. The team will use the platform to manage cases, maintain contact center operations, issue Occupational and Business Licenses, enforce Compliance Enforcement Division investigations against fraud, operate vehicle maintenance inspections in cooperation with other federal agencies, and more. Nevada will embrace a "people-first" approach to empower both customers and staff, leaning in on change management and designing the system from capabilities and user stories to unlock government service needs accordingly.

Recognition & Awards

- Nevada DMV Honored at the Government Experience Awards 2024

Project Goals

NV DMV goals are to prioritize customer experience, automate processes to provide more efficient transactions with self-service, and improve communication strategies via omnichannel strategies.

Project Objectives and How They Were Met

Core Capabilities:

- **Rapid Registration:** A digital storefront launched in mid-2024 that allows for online vehicle registration, reducing in-office traffic by 10% in its first weeks.
- **Dealer Title Platform:** Reduced title processing times from 40 days down to 14 days by automating document verification for auto dealers.

• **Compliance Enforcement:** Built a new case management system on Salesforce for the Compliance Enforcement Division to track identity theft and fraud complaints.
Other Relevant Information
Nevada DMV Solution is configured with MuleSoft handling complex integrations with federal and state systems.

10.1.3 Reference 3 – California DMV: Digital eXperience Platform (DXP) - 4.3.1.3

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.

Team Infosys includes Salesforce as our strategic partner. Salesforce has implemented PSS based DMV functions in production at CA DMV and other public-sector agencies. IPS brings DMV domain leadership and cloud modernization know-how. We will field a cohesive delivery team (Infosys program leadership + Salesforce delivery architects + IDVS accelerator + MuleSoft) to implement WVDMV's DL solution—replicating a proven integration pattern already running at scale.

Project Title	**California DMV: Digital experience Platform (DXP)**		
Project Location	California, USA	**Project Type**	Modernize Core Legacy Systems
Project Manager		**Project Reference**	Reference will be shared upon request from WVDMV.
Project Description			
The DMV modernized its legacy systems using the FedRAMP-authorized Salesforce Customer 360 for Public Sector, enabling the support of new and existing services across multiple channels. The Digital eXperience Platform (DXP), built on Experience Cloud, Public Sector Solutions (**Salesforce PSS**), and MuleSoft, allows for agile implementation and iterative deployment. This platform integrates AI/ML and robotics for intelligent document processing, decision augmentation, and automation, enhancing the DMV's service capabilities. The DMV's contact center, built on Experience Cloud, features AI-driven chatbots that provide answers to FAQs and connect customers to live agents when needed. These interactions are captured in personalized profiles within Service Cloud, creating a comprehensive view of each customer. For more complex inquiries, Salesforce Scheduler seamlessly transitions customers from the contact center to a virtual field office, ensuring continuity and reducing the need for physical visits. The DMV also introduced a mobile driver's license pilot, allowing customers to verify their presence and driver's license via a mobile wallet app. MuleSoft integrates this data with the DMV's system of record, enabling identity checks and digital credential provisioning. Additional tools like Shield, Tableau, and CRM Analytics provide enhanced security and data insights, helping the DMV spot trends and improve service delivery. **Recognition & Awards** • 2025 AAMVA Award Winner - Communications Region 4: Open the Door to the New MyDMV and Garage Feature • 2024 AAMVA Award Winners - Excellence in Government Partnership: California DMV - CA DMV Wallet-Mobile Driver's		
Project Goals			
Re-platform core systems, moving from on-premises/legacy IT infrastructure to the cloud. This transformation required a modern technology foundation capable of supporting the DMV's extensive operations.			
Project Objectives and How They Were Met			
The DMV team has seen several outcomes as a result of this transformation: • 60 million transactions processed annually without sacrificing speed and the amount of time it takes to apply for a REAL ID, for example, dropped from 35 to 7 minutes. With more transactions shifting to			

cheaper and faster channels (click vs call vs brick), the quality of service across the channels and products has improved noticeably.

- An estimated 55 percent of the calls were solved via automated workflows, before staff ever had to get involved. Because the team has more data standardized and consolidated on one platform, they can make more data-driven decisions.
- Less time spent waiting in line, less paperwork to be filled out and processed, and less repeating the same question to one rep after the next, makes for happier customers. Happier customers make for happier employees, who then are more likely deliver a better customer experience to the next person they are asked to help.

Other Relevant Information

Customers can visit a portal environment built on Experience Cloud. If the individual has a question they cannot answer through the website content, AI-driven chat bots serves up answers to FAQs and connects them to a live agent for additional help. These actions and activities are then captured in a personalized profile record in Service Cloud via the Salesforce Computer-Telephony Integration (CTI) with the IVR, creating a 360-degree of that Californian. An integration with the language translations services within the live chat.

The CA DMV also added Shield and Tableau and CRM Analytics. These give the team an additional layer of security for all of its data, and a set of integrated reports and dashboards they use to spot trends or pinpoint events that might impact service delivery timelines.

10.1.4 Reference 4 – Ministry of Transportation, Ontario - 4.3.1.4

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.

Project Title	Road User Safety Modernization Program (RUSMP)		
Project Location	Ontario, Canada	**Project Type**	Modernization Program
Project Manager		**Project Reference**	Bhupinder Dhanoa Manager, Operations, Maintenance and Support, MTO Email ID: Bhupinder.Dhanoa@Ontario.ca Phone number: +1 (416) 407 4267

Project Description

The Ministry of Transportation, Ontario (MTO) launched the Road User Safety Modernization Program (RUSMP) to modernize legacy licensing and registration systems and enhance customer service, operational efficiency, and fraud prevention.

Infosys Public Services (IPS Infosys) was selected as a prime system integrator, and we delivered a COTS-based solution using Oracle enterprise modules integrated through IBM WebSphere.

The program was executed using a waterfall approach with agile elements and structured into two work packages-scope definition and phased implementation across releases spanning from May'2014 to Nov'2016.

Project Goals

The pre-implementation environment of MTO was on a legacy mainframe system. Infosys brought together 8 Oracle/IBM products with 150+ integrations to enable two lines of business across multiple large work streams to service approximately 58,000 commercial vehicle clients of Ontario in their Carrier registration and Licensing processes. Over 3,100 business requirements were implemented as a part of this program.

Project Objectives and How They Were Met

- Implementation of Oracle Siebel CRM, E-Business Suite, Policy Automation, and IBM WebSphere integration
- Seamless integration with existing mainframe and mid-tier legacy systems

- A unified "1 Client / 1 Record" platform
- Standardized workflows across business units
- Automated processing for applications and client communications

Other Relevant Information

All outcomes supported MTO's modernization goals, improving service delivery, operational efficiency, and regulatory compliance.

10.2 Mandatory Qualification/Experience Requirements (Solicitation Section 4.3.2)

10.2.1 PMP of the Project Manager

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.

The following members of our project management team are certified Project Management Professionals (PMP):

Table 16. Certified Project Management Team

Name	Project Role	Certification Number	Expiration Date
Sheldon Raj Vaz Richard Vaz – *Certified Since March 2025*	Project Manager	4065471	18 March 2028
Samudra Roychowdhury – *Certified since August 2008*	Program Manager	945369	24 August 2026

Below is a PMP Certificate of Mr. Sheldon:

Project Management Institute.

THIS IS TO CERTIFY THAT

Sheldon Raj Vaz Richard Vaz

HAS BEEN FORMALLY EVALUATED FOR DEMONSTRATED EXPERIENCE, KNOWLEDGE AND PERFORMANCE IN ACHIEVING AN ORGANIZATIONAL OBJECTIVE THROUGH DEFINING AND OVERSEEING PROJECTS AND RESOURCES AND IS HEREBY BESTOWED THE GLOBAL PROFESSIONAL CERTIFICATION

Project Management Professional (PMP)®

IN TESTIMONY WHEREOF, WE HAVE SUBSCRIBED OUR SIGNATURES UNDER THE SEAL OF THE INSTITUTE

Ike Nwankwo, PMP | Chair, Board of Directors

Pierre Le Manh | President & CEO

Certification Number: 4065471 Original Grant Date: 18 March 2025 Expiration Date: 18 March 2028

Citizenship: India

10.2.2 Functional Lead & Technical Architect Qualifications

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.

Functional Lead (Sandeep Contractor)

The proposed Functional Lead, Sandeep Contractor, exceeds the requirement of having at least two years of experience performing similar roles. Sandeep demonstrates more than 10 years of direct, hands-on experience serving as a Product Owner, Functional Lead, Senior Program Manager, and Subject Matter Expert (SME) on multiple large-scale DMV modernization initiatives including product development of our proposed Salesforce Public Sector Solution based Driver License and Vehicle Title & Registration solution suite. Sandeep served as the Program Manager for the **WVDMV dmvFirst Modernization** initiative, collaborating closely with Jamison (Mitch) Mitchell from WVDMV.

Key engagements include:

- **Salesforce Public Sector Solution - Driver License and Vehicle Registration Solution (2023–Present):** Serving as Product Owner/SME, leading requirements, solution visioning, workflow design, and business process optimization—directly aligned with functional leadership responsibilities.
- **New York State DMV Modernization (2013–2023):** Delivered long-term functional leadership as Project Manager and Product Owner for multiple modernization initiatives. Sandeep also participated in product design and data modeling for NY DMV Modernization for Driver License and Vehicle Registration awarded to Infosys from 2017 to 2020.
- **Ontario Ministry of Transportation – PRIO Digital Transformation (2013–2023):** Over a decade of continuous involvement as Senior Program Manager and Product Owner, guiding modernization of motor carrier solutions, managed requirements, integrations, and business transformation efforts.
- **Missouri Department of Transportation Motor Vehicle Solution (2020–2022):** Served as Program Manager/Product Owner, overseeing SDLC execution, backlog management, functional design, and enterprise BI architecture.
- Additional implementations of various motor carrier and motor vehicle products for Florida DHSMV, Pennsylvania DOT, Idaho DOT, ICBC, and Tennessee DOT, reinforcing his depth of experience with the solution and related modernization programs.

Across these engagements, Sandeep consistently performed functional leadership duties including requirements elicitation, solution design, backlog prioritization, cross-functional coordination, stakeholder engagement, and guiding modernization of core motor vehicle systems.

Technical Architect (Franklin Abraham Christopher)

The proposed Technical Architect, Franklin Abraham Christopher, fully meets and exceeds the requirement of having at least two years of experience performing similar technical architecture roles.

Franklin has over four years of direct, hands-on experience leading technical solution design, integration architecture, and implementation activities for the Infosys Celtic Vehicle and Licensing Solution, the Vendor's proposed product.

Key engagements include:

- **Manitoba DMV Modernization (*October 2020 – Present*):** Participated in functional and technical design walkthroughs to translate business needs into technical architecture. Performed fit-gap and architectural assessments to determine required system components. Designed reusable technical frameworks, performance strategies, and end-to-end integration patterns. Architected CI/CD automation using Jenkins and supported scalability, reliability, and non-functional requirements.
- **Additional Integration Architecture Experience:** Beyond the Manitoba DMV project, Mr. Christopher has over a decade of experience designing and implementing middleware, integration frameworks, and enterprise architecture across large public sector modernization programs. This includes:
    - Amtrak Legacy Modernization using MuleSoft ESB
    - DCAS modernization using Oracle SOA and OSB
    - Multiple enterprise-scale cloud, API, ETL, and data integration architecture roles

Franklin's 4+ years on the Manitoba DMV modernization alone satisfy the requirement, and his broader 15-year technical background further enhances his qualifications.

Attachment 1. Forms

Addendum Acknowledgment Forms

ADDENDUM ACKNOWLEDGEMENT FORM
SOLICITATION NO.: CRFO 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.

Infosys Public Services, Inc
Company

Jonah Czerwinski Digitally signed by Jonah Czerwinski Date: 2026.01.15 16:48:56 -05'00'
Authorized Signature

15th January, 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.

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)

[ ]	Addendum No. 1	[X]	Addendum No. 6
[X]	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.

Infosys Public Services, Inc
Company

Jonah Czerwinski Digitally signed by Jonah Czerwinski Date: 2026.01.15 16:49:38 -05'00'
Authorized Signature

15th January 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.

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)

[ ]	Addendum No. 1	[ ]	Addendum No. 6
[ ]	Addendum No. 2	[ ]	Addendum No. 7
[X]	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.

Infosys Public Services, Inc
Company

Jonah Czerwinski Digitally signed by Jonah Czerwinski Date: 2026.01.15 16:50:26 -05'00'
Authorized Signature

15th January 2026
Date

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

Confidentiality Agreement

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:

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

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.

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.

jonah czerwinski, Head of Public sector strategy and Growth

Print name

Jonah Czerwinski Digitally signed by Jonah Czerwinski Date: 2026.01.15 16:47:21 -05'00'

Signature

15th January, 2026

Date

Legal Exceptions Sheet

RFP Name: CRFP 0802 DMV2600000001

Customer Name: State of West Virginia

Reviewer Name: Raul M. Bhat

Infosys Public Services: Request for Clarifications and Exceptions

KEY: Additions and Deletions in RED

Document/Section Number/Issue	Proposed Changes	Rationale
General Terms and Conditions		
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~~ prompt 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.~~ Commercial General Liability Insurance in at least an amount of $1,000,000.00 per occurrence and $2,000,000.00 in the general aggregate. Automobile Liability insurance in at least an amount of $1,000,000.00 per occurrence and $2,000,000.00 in the general aggregate. Professional/Malpractice/Errors and Omission Insurance in at least an amount of ~~$2,000,000.00~~ $1,000,000.00 per occurrence and $2,000,000.00 in the general aggregate. Notwithstanding the foregoing, Vendor's are not required to list the State as an additional insured for this type of policy. **Cyber Liability Insurance** in an amount of: ~~$10,000,000.00~~ $1,000,000.00 per occurrence, and $2,000,000.00 in the general aggregate. [ ] **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.	Vendor maintains insurance at the global level and per its policies needs to maintain sufficient flexibility without being subjected to redlined requirements.

	[X]WVDOT MUST BE LISTED AS ADDITIONAL INSURED ON CYBER POLICY	
9. Venue	All legal actions for ~~damages~~ enforcement of an arbitrator's decision ~~brought by Vendor against the~~ 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.	Consistent with the redline requesting ADR mechanisms, vendor proposes this clause be limited to the enforcement of arbitration decisions.
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:~~ ~~⊟~~ ~~_____f~~ ~~or_____~~ ~~Liquidated Damages Contained in the Specifications.~~ ~~Liquidated Damages Are Not Included in this Contract.~~	This section is not applicable as no boxes are checked.
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 during the negotiation process.	Vendor clarifies these exceptions constitute non-acceptance of terms and conditions in the Solicitation with intent to negotiate the redlined provisions.
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.~~	Vendor cannot agree to a most favored nation pricing clause because pricing varies across markets due to differences in volume, regional costs, and competitive conditions, making a uniform obligation commercially impractical.
14. Payment in Arrears	Payments for goods/services will be made in arrears ~~only~~ upon thirty (30) days 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. State shall notify Vendor of any discrepancy within an invoice within fifteen (15) days of receipt or the invoice shall be deemed accepted.	Vendor proposes the assessment of interest charges on late payments provided the rate does not exceed the maximum allowed under applicable law. Requiring invoice disputes to be

	In the event State fails to make payment upon the due date, Vendor may terminate for cause under Section 7.3, or suspend the performance of Services. For delayed payment, Vendor may also charge interest of 1% per month or the maximum rate allowable by law.	submitted within 15 days is a reasonable contractual provision that promotes prompt resolution and financial certainty.
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.~~ The State shall bear all transaction taxes on the services (or goods) provided hereunder (including, but not limited to, sales, excise, use, value added, goods and services tax and similar taxes). The State confirms to separately state in the applicable Task Order the invoicing location and beneficiary location for any services provided thereunder. In the event the State withholds applicable income taxes on the amounts payable to Vendor, the State shall remit such withholding taxes to the tax authorities and provide a certificate of withholding to Vendor as required under applicable law.	Vendor is responsible for transaction taxes consistent with applicable industry standards.
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, with opportunity to cure, in accordance with West Virginia Code of State Rules§ 148-1-5.2.b including for any material breach of this Contract or the applicable Purchase Order. The notice shall describe the grounds for material breach with reasonably sufficient detail. Vendor reserves the right to cancel any applicable purchase order upon 30 days written notice to the State in the event State fails to make payment by the due date. In the event this Contract is terminated for material breach by the State, the State shall pay Vendor for all completed and accepted Deliverables, including for work in progress, and for any fees identified under the applicable Statement of Work.	Vendor requires opportunity to cure for termination for material breach.
20. Time	~~Time is of the essence regarding all matters of time and performance in this Contract.~~	Vendor cannot agree to a 'time is of the essence' provision because it imposes an absolute obligation that could result in disproportionate liability for minor delays beyond

		Vendor's reasonable control
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.~~ All claims, counterclaims, disputes, and other matter in question between State and Vendor arising out of or relating to this Agreement or its breach will be decided by negotiation, in good faith, between the parties with escalation to senior management as appropriate. A notice of dispute shall be submitted by the disputing party to the non-disputing party. If a dispute cannot be resolved between the parties within thirty (30) days after delivery of a notice of a dispute, the parties agree to appoint a neutral third party as mediator. If the parties are unable to resolve the dispute using mediation, the dispute shall be finally settled by arbitration using the American Arbitration Association in accordance with their rules	A tiered ADR process is essential because it provides a predictable, streamlined mechanism for resolving disputes efficiently and reducing the time and expense associated with court litigation.
27. Assignment	~~Neither~~ this Contract ~~nor any monies due, or to become due hereunder,~~ may not be assigned by ~~the Vendor~~ either party without the express written consent of the ~~Agency~~ other party, which consent shall not be unreasonably withheld. With respect to 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. Notwithstanding the foregoing, Vendor may assign its payment rights to a third party, such as Vendor's banking institution.	Allowing Vendor to assign its payment rights to a third party such as its banking institution facilitates standard commercial financing practices, such as factoring or securing lines of credit, without altering the substantive obligations or performance under the agreement. Because the assignment is limited to payment rights and does not affect the State's obligations or introduce a new service provider, it poses no risk to the integrity of the contract. Including this carve-out ensures the Company's financial flexibility while preserving the mutual consent requirement for all other assignments.

28. Warranty	Notwithstanding anything to the contrary in this Agreement, including Section 4, Project Specifications, of the RFP, The Vendor expressly warrants that the goods and/or services covered by this Contract will: (a) for thirty (30) days from the date of delivery, materially 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~~. The State's sole and exclusive remedy for deficient items that require corrections shall be, at the Vendor's sole discretion, to reperform the services, repair or replace the deficient items, or provide a refund for prepaid monies to the extent of the nonconforming Deliverables. Any remedy hereunder is subject to the State providing Vendor with reasonably sufficient details of the deficiency in a notice of deficiency. EXCEPT AS EXPRESSLY SET FORTH IN THIS AGREEMENT, VENDOR HEREBY DISCLAIMS ALL WARRANTIES IMPLIED, STATUTORY OR OTHERWISE WITH RESPECT TO THE SERVICES AND DELIVERABLES PROVIDED UNDER THIS CONTRACT AND/OR STATEMENTS OF WORK ISSUED HEREUNDER, INCLUDING BUT NOT LIMITED TO IMPLIED WARRANTIES OF MERCHANTABILITY AND FITNESS FOR A PARTICULAR PURPOSE.	Broad warranty obligations can create unlimited liability and compliance costs for issues outside Vendor's control, which is unreasonable.
34. Vendor Non-Conflict	Neither Vendor nor its representatives are permitted to knowingly have any interest, nor shaJl they knowingly 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.	Conflicts of interest should be limited to known violations because requiring disclosure of unknown or hypothetical conflicts would create excessive compliance costs and administrative burdens without providing meaningful risk mitigation
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 third party person or entity injured or	Indemnification should be limited to third-party claims arising from willful misconduct, negligence, or fraud to ensure the remedy is proportionate and tied to actual harm, rather than any technical or minor violation of law.

	whose tangible property is 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 indicative of willful misconduct, fraud, or gross negligence and 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.~~ Vendor shall have sole control and authority over the defense and/or settlement of an indemnification claim, suit or action. State shall give Vendor prompt written notice of, and shall cooperate in, the defense of any indemnification claim, suit or action.	Broad indemnification for any contract violation could expose the indemnifying party to unpredictable and excessive liability, even for immaterial breaches. The other party's cooperation is necessary to provide relevant information and support, helping ensure a coordinated and effective defense.
38. Conflict of Interest	Vendor, its officers or members or employees, shall not, to their knowledge, presently have or knowingly 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 known conflict of interest discovered shall be promptly presented in detail to the Agency.	Conflicts of interest should be limited to known violations because requiring disclosure of unknown or hypothetical conflicts would create excessive compliance costs and administrative burdens without providing meaningful risk mitigation
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 to be conducted by Vendor upon request from the State. Service providers should contact the West Virginia Division of Protective Services by phone at (304) 558-9911 for more information.	Vendor is responsible for conducting background checks on its employees, with subcontractor also performing background checks on subcontractor employees.
Limitation of Liability (Proposed/New)	The total, cumulative liability of Vendor under this Contract and any Statement of Work, whether in contract, tort or otherwise, shall be limited to the amounts paid by State to Vendor under the applicable Statement of Work during the twelve (12) months immediately preceding the event giving rise to the claim. Vendor's limitation of liability is cumulative with all of Vendor's expenditures being aggregated to determine satisfaction of the above limit. The existence of claims or suits will not enlarge or extend the limit.	Vendor requests a limitation of liability clause consistent with industry standards.

	In no event shall Vendor be liable for any indirect, special, incidental, consequential or punitive damages, damages for business interruption or loss of profits, howsoever caused, arising out of or in connection with this agreement and whether or not State has been advised of the possibility of such damages. The limitation of liability provisions set forth in this agreement are a material part of the bargain. State acknowledges that Vendor would not be willing to enter into this agreement without such provisions. Each party acknowledges and agrees that these limitation of liability provisions shall apply whether or not the remedies allowed under this agreement are deemed adequate and whether or not such remedies fail their essential purpose. Vendor's liability to the State hereunder is reduced, or otherwise apportioned between the parties, to the extent (if any) that the State causes or contributes to the relevant loss or fails to act reasonably to mitigate its loss.	
Force Majeure (NEW/Proposed)	Neither party shall be liable to the other for any delay or failure to perform its obligations under this Agreement or any SOW as a result of natural disasters, actions, or decrees of governmental bodies, wars, terrorist acts, site-specific terrorist threats, riots, civil disorders, rebellions, or revolutions, strikes, lockouts, or labor disputes, epidemics or pandemics, communication line failures resulting from no fault of the affected Party, or any other delay or failure which arises from causes beyond a party's reasonable control. A Party affected by the force majeure event shall notify as soon as practicable the other party of the occurrence of such event, and if the Force Majeure event is whole or partial to the impacted work, and subsequent restoration of normal condition. Upon notification of the occurrence of the force majeure event by the affected Party, the performance of the Services shall be considered suspended until the notification of restoration of normal conditions. In the event a force majeure event shall have occurred and be continuing for sixty (60) consecutive days, either party may terminate this Agreement or the relevant SOW in accordance with the provisions of the termination for convenience, effective immediately, upon written notice to the Party suffering such Force Majeure Event.	A force majeure clause is necessary to excuse performance delays or failures caused by extraordinary events beyond the parties' reasonable control, ensuring neither party bears unfair liability for circumstances they cannot prevent or mitigate.
Intellectual Property Rights (NEW/Proposed)	The State grants to Vendor a non-exclusive, world-wide, license to utilize any State Materials provided to Vendor hereunder for the purpose of providing Services to the State during the term of this Agreement. As used herein, "State Materials" means all documentation, information, assistance, support, approvals, software, hardware and infrastructure provided by the State to Vendor to allow Vendor to provide the Services and Deliverables. Vendor may utilize Vendor Materials in the performance of Services to the State on a non-exclusive basis. Notwithstanding anything to the contrary herein, Vendor shall retain all rights, interest, and ownership in Vendor Materials. Vendor Material includes: (i) all pre-existing proprietary intellectual property of	

	Vendor; and (ii) intellectual property developed independently of this agreement, including any modifications and enhancements to the foregoing. In the event Vendor Materials are embedded in the Deliverables, Vendor grants to the State a non-exclusive, non-transferable, irrevocable, royalty free and perpetual license for the State's internal use of the same as part of the Deliverables in which they are embedded. In the event Vendor Materials are not embedded in the Deliverables but used by the State in the performance of the Services and required by State to receive the benefit of the Services, Vendor grants to State a non-exclusive, non-transferable, revocable, royalty free license for the term of the applicable SOW for the State's internal use of the Services in which they are used. Nothing contained in this Agreement shall be construed to grant to the State any right to use or exploit Vendor Material in its stand-alone form separate and apart from the Services. The State acknowledges that the Deliverables may include third-party materials. Nothing in this Agreement or any Statement of Work issued hereunder shall be construed to grant to State rights to such third-party materials and it shall be the sole responsibility of the State to obtain the requisite license, unless expressly stated to the contrary in the Statement of Work. Vendor shall reasonably cooperate with the State, at the State's cost and expense, to secure appropriate licenses.	
Acceptance (NEW/Proposed)	Notwithstanding anything to the contrary herein, the State shall have ten (10) business days following the date on which Deliverables are delivered to it by Vendor to complete testing of the Deliverables (the "Acceptance Period") to provide written notice of acceptance or non-compliance with any acceptance criteria set forth in the Statement of Work. If no written notification of acceptance or non-conformance with the acceptance criteria is received by Vendor within ten (10) business days from commencement of the Acceptance Period, or if the Deliverables are utilized for purposes other than testing by the State, the Deliverables shall be deemed accepted by the State. If the State notifies Vendor in writing of any non-conformance in the Deliverables hereunder, then Vendor shall, within fifteen (15) days (or within such other time as agreed to in the Statement of Work) of such notice, modify the Deliverables to make them conform to the acceptance criteria. The acceptance testing process shall then be repeated in accordance with this section. If Vendor is unable to remedy the non-conformance despite three (3) attempts to do so, the State's sole and exclusive remedy shall be to reject the non-conforming Deliverable and to recover from Vendor, the amount paid in advance by State to Vendor to the extent of the non-conforming Deliverable.	Including an acceptance clause is essential because it creates a clear timeline and process for the State to confirm deliverables meet agreed criteria. This protects Vendor from indefinite delays in acceptance and ensures that payment obligations are triggered once the Acceptance Period lapses.
Termination for Convenience (NEW/Proposed)	Either Party may terminate any individual Statement of Work entered into under this Agreement by providing the other party with written notice of not less than ninety (90) days before the effective date of the termination date specifying the extent to	Vendor requests mutual termination for convenience.

	which performance of the work under this Agreement is terminate. In the event of termination of any SOW, the State shall pay Vendor all amounts due for Services completed and accepted up to the effective date of termination, including for work in progress, plus any fees identified in the SOW.	
Software as a Service Addendum		
1. Definitions	**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 investigates and finds, ~~or public jurisdiction to reasonably believe that the data breach~~ has caused ~~or will cause~~ identity theft or other fraud	Obligations in the event of a security breach must apply to actual breaches not unsubstantiated breaches that have not been properly investigated.
	Security Incident means the actual unauthorized access to personal data or non-public data ~~the service provider believes could reasonably that result~~ results 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.~~	Obligations in the event of a security breach must apply to actual breaches not unsubstantiated breaches that have not been properly investigated.
3. Data Protection and Privacy	Vendor accepts any subsections under Section 3, Data and Privacy without redlines that are not identified below. Vendor proposes redlines to the following subsections: 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. 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.	
4. Security Incident or Data Breach Notification	**b) Security Incident Reporting Requirements**: The service provider shall promptly 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	Vendor will promptly report any confirmed security breach.

	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: Breach Reporting Requirements: Upon the discovery of a data breach or unauthorized access to non-public data, the service provider shall ~~immediately~~ promptly 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.	Vendor will promptly report any confirmed security breach.
17. Responsibilities	The applicable Statement of Work shall set forth whether the service provider shall be responsible for ~~the~~ any 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.~~ shall be set forth in the applicable Statement of Work.	Propose updates consistent with proposed provision on use of third-party materials in the Agreement.
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 reasonably 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 that cannot be sufficiently rectified 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	

Section 6: Evaluation and Award

The Evaluation and Award can be found on the following pages.

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 I (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 of22.727275

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 §SA-3-1 l(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.

Infosys Public Services, Inc

(Company)

Kannan Rajagopal, Head of DMV and Transportation Practice

REQUEST FOR PROPOSAL

West Virginia Department of Transportation CRFP DMV2600000001

(Representative Name, Title)

+1 6479998924

(Contact Phone/Fax Number)

20th January 2026

(Date)

Certification and Signature

The Certification and Signature can be found on the following pages.

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.

☐

☐

☐

☐

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) Kannan Rajagopal , Head of DMV and Transportation Practice

(Address) 700 King Farm Blvd, Suite 200, Rockville, Maryland 20850

(Phone Number) / (Fax Number) +1 6479998924

(email address) Kannan.Rajagopal@infosys.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.

Infosys Public Services, Inc

(Company)

Jonah Czerwinski

(Signature of Authorized Representative)

jonah czerwinski, Head of Public Sector Strategy & Growth, 15th January, 2026

(Printed Name and Title of Authorized Representative) (Date)

202-413-6959

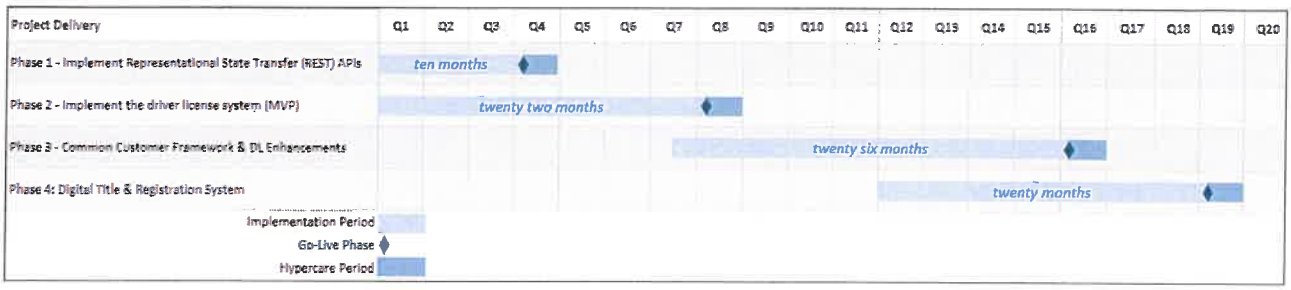
(Phone Number) (Fax Number)

czerwinski.jonah@infosys.com

(Email Address)

Attachment 2. Initial Project Work Plan for Phase 1, 2 & 3

Our implementation methodology follows an Agile framework with sprint-based development cycles, complemented by structured phase gates for System Testing, Integration Testing, and agency-led User Acceptance Testing (UAT) prior to each production release. Below is a summarized Gantt Chart of our implementation plan:



The phase-wise activities and milestones are provided in the following sections - see our responses to Attachments 3 and 4.

Attachment 3. Implementation Approach (Phase 1)

5.3.6.2.5 Describe the Vendor's proposed approach for executing Phase 1 of the project. Provide a high-level timeline for completing the work depicting key tasks/activities and milestones. As an attachment (not counted in page limit), provide an initial project work plan for Phase 1.

Team Infosys understands the complexities involved in the legacy modernization transformation journey and has significant experience in implementing DVA solutions in other jurisdictions. We also have expertise as a Systems Integrator in implementing solutions of similar complexities across industry domains and replacing legacy systems. We are well positioned to assist WV DMV as a partner in the modernization of their DVA solution.

Team Infosys has reviewed the implementation roadmap of WV DMV and agrees with their overall approach with minor reduction in overall timeline. Team Infosys proposes to complete Phase 1 in 11 months instead of 12. Team Infosys will work with AAMVA and WV DVA stakeholders to deliver 9 key integrations in this phase. We will also build the environments for this release and subsequent releases during this phase.

Following diagram shows the high-level plan of Phase 1. Further details under each line item are provided in a detailed plan covering all 4 phases attached in the Attachment 2 section.

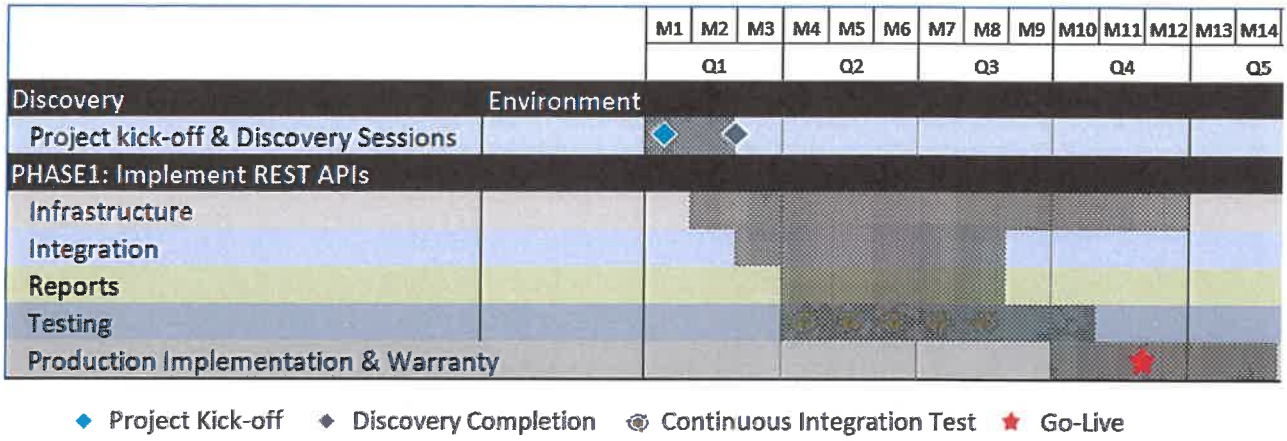


Figure 38. Phase 1 Implementation Plan

This phase will begin with a 2-months long Discovery phase where Team Infosys will understand WV DMV applications and come up with high-level functional, architectural and technical documents covering both Phase 1 and 2. A separate Discovery phase is planned for Phase 3 and the optional Phase 4 at the end of Phase 2.

Team Infosys proposes to have 4-weeks long Sprint and 12-weeks long Program Increment (PI) cycles. We will have continuous integration built into the Sprint plan which will ensure UAT ready code is available in the higher environments from initial days.

Phase 1 will have:

- 6 months (roughly 6 Sprints) of core development and unit testing of the AAMVA integrations
- 5 months of Continuous System Integration Testing in SIT environment
- 2 months (with overlap) of non-functional testing of the interfaces
- 2 months (with overlap) of User Acceptance Testing

Although there will be no functional reports involved in this release, Team Infosys will work with WV DVA during the Discovery phase to come up with a list of reports related to usage of AAMVA reports. All these reports will be delivered as part of this phase.

After go-live at the end of 11th month, Team Infosys will provide 3-months of hypercare and warranty before handing over the application to the support team.

IDD (Interface Design Document): Team Infosys will produce IDD for each of the interfaces identified in this phase. These documents will serve as detailed design documents over and above the high-level design documents that would be delivered at the end of the discovery phase.

A partial list (not covering functional, data migration, and training documents) of deliverables from the entire list provided in Section 6 will also be provided in this phase.

Attachment 4. Implementation Approach (Phase 2 & 3)

5.3.6.2.6 Describe the Vendor's proposed approach for executing Phase 2 and 3 of the project. Provide a high-level timeline for completing the work depicting key tasks/activities and milestones. As an attachment (not counted in page limit), provide an initial project work plan for Phase 2 and Phase 3.

Phase 2 will start in parallel with Phase 1. Right after end of the Discovery phase, requirement analysis will start for Phase 2. Instead of 21 months of planned implementation, Team Infosys proposes to complete Phase two after 19 months followed by a 3-months long hypercare and warranty period.

Figure 39. Phase 2 Implementation Plan

Phase 3 will start right after end of Phase 2. However, instead of directly starting with development, Team Infosys proposes to have another discovery session for both Phase 3 and optional Phase 4 (provided WV DMV) decides to implement Phase 4 by this time). Similar to first Discovery session, Team Infosys will produce high-level functional, architectural and technical documents in this phase. Phase 3 Discovery will run in parallel to the Phase 2 Warranty period. Apart from framework-level documentation, target will be to define all epics and features of Phase 3 during this period, along with high-level design of the integrations. This phase will be 24-months long followed by 3 months of hypercare and warranty.

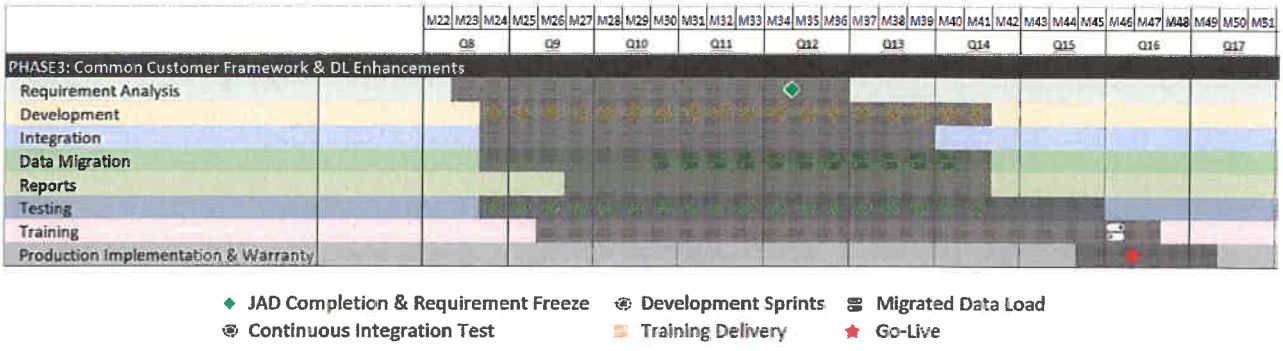


Figure 40. Phase 3 Implementation Plan

Two diagrams above show the high-level plan of Phase 1 and 3. Further details under each line item are provided in a detailed plan covering all 4 phases attached in Attachment 2 section.

Team Infosys will follow Hybrid SAFe Agile Framework. Each Program Increment (PI) will be of 12 weeks of duration. Each PI will have 3 sprints, each having 4 weeks of duration.

Work items will be broken into Epics, Features and User Stories. Before every PI, Team Infosys will conduct PI planning sessions where Features to be delivered as part of that PI will be identified. Similarly, before each sprint, sprint planning sessions will be conducted where User Stories for committed Features will be identified and prioritized. After end of each sprint and PI, Sprint Demo and PI Demo will be arranged by our team. Sprint and PI Retrospective sessions will be conducted after

each sprint and PI respectively. Team Infosys will ensure each of these work items are created and maintained in Azure DevOps (ADO) tool.

Given below is the list of proposed deliverables for the project:

Table 17. Project Deliverables

Deliverable #	Deliverable Name	Track	Submission timeline	Commercial
1	Project Management Plan	PMO	At the end of Discovery phases	Yes
2	Status Reports	PMO	Weekly	No
3	Project scope definition (epics and features)	Functional	At the end of Discovery phases	Yes
4	Requirements Traceability Matrix	Functional	After every Program Increment	No
5	Functional Requirement Document (FRD)	Functional	At completion of all JAD sessions	Yes
6	Solution and Security Architecture Document	Architecture	At the end of Discovery phases	Yes
7	Environment Management Plan	Architecture	At the end of Discovery phases	Yes
8	Product Backlog items	Functional	After every sprint	No
9	Delivered Features log	Functional	After every Program Increment	Yes
10	Integration approach document	Development	At the end of Discovery phases	Yes
11	Integration Design Document	Development	For each integration	No
12	Demo for each Sprint	Development / Testing	After every sprint	No
13	Test Strategy	Testing	At the end of Discovery phases	Yes
14	Test Results (recorded in ADO)	Testing	After every sprint	No
15	Test closure report (Functional and Non-functional)	Testing	After end of UAT	Yes
16	Implementation Checklist	Release Management	After every Program Increment	No
17	Sprint Progress Tracker (Dashboard in ADO)	PMO	After every sprint	No
18	Data Migration Strategy	Data Conversion	At the end of Discovery phases	Yes
19	Data Conversion Report	Data Conversion	After every data load cycle	No
20	Training Plan	Training	At the end of Training Analysis and Design phases	Yes
21	Training Sessions	Training	Before Go-live	No

Deliverable #	Deliverable Name	Track	Submission timeline	Commercial
22	Training Materials	Training	After every Program Increment	No
23	Knowledge Transfer Plan	Development / Testing	Before completion of warranty	No
24	Support and Maintenance Plan	PMO	Before completion of warranty	Yes
25	Implementation Closure Report	PMO	At the end of warranty	Yes

Team Infosys will submit the above-mentioned deliverables as per the defined schedule. Team Infosys needs WV DMV to approve or send review comments for rework within 5 working days. Prompt response on the review requests will ensure fast turnover of the subsequent work.

Attachment 5. Project Organization and Resumes

5.3.6.2.7 Describe the Vendor's proposed project organization for delivery of the requested services. Summarize the experience of the proposed project team. As an attachment (not counted in page limit), provide two-page resumes for each proposed team member which focus on highlighting the specific prior experience relevant to their proposed role on the WVDMV project.

Project Organization

To track and monitor the project health, we recommend a project governance framework designed to ensure full collaboration across all tracks in scope for the engagement. This will create a shared vision/understanding of program objectives, plans, risks, issues and changes and facilitate consensus in multi-level planning, with clearly defined roles and responsibilities, agreed upon work methods, and transparency in communication. This model maximizes engagement with stakeholders while minimizing overlapping agendas. It also ensures complete understanding of intra and inter-program dependencies.

Our recommended governance framework is built around proven program management principles, with an emphasis on clear and timely communication and decision-making.

The Governance Structure recommended by Infosys is organized along multiple tiers. Interaction and communication channels between the tiers, their key respective accountabilities and the frequency of their execution are represented in figure below:

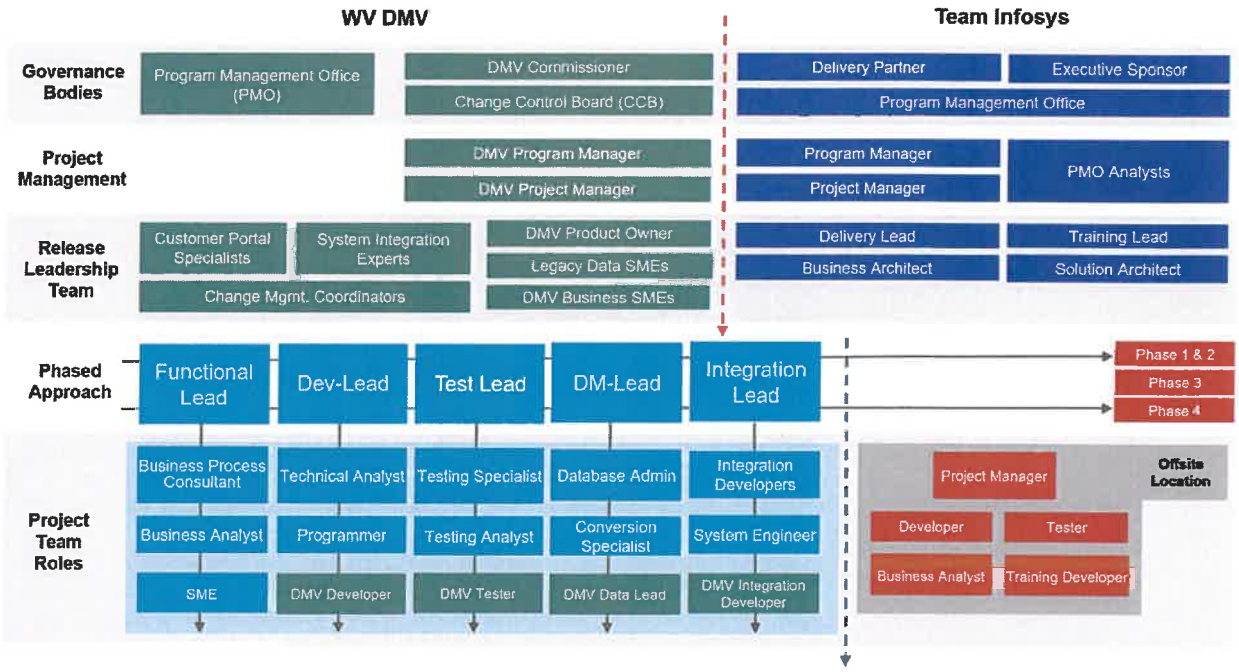


Figure 41. Project Organization Chart

- *Executive Steering Committee:* People at this level from both sides will provide thought leadership, vision and help resolve any escalation issues from the program management committee. Infosys team members at this level will be non-billable.
- *Project Management Team:* People at this level from both sides will ensure effective engagement across stakeholders. They will help monitor, control and report the status, SLAs, risks, status, budget, changes and communication plan, resources to manage and ensure success of the program.
- *Project Team:* Members from this team need to be available as per agreed plan for sharing the information, knowledge transfer and discussing the functions, process, tools, data and measurements for in-scope applications with Assessment team.

Project Team Experience Summary

Below is a summary of the key personnel proposed for this engagement.

Table 18. Project Team Member Roles and Experience

Team Member	Role	Experience
Kannan Rajagopal	Delivery Partner	Across multiple large-scale transformation programs, Kannan has demonstrated strong PMO leadership, operational governance, and strategic program management for public-sector and telecommunications clients. His 25 years of experience managing modernization initiatives-especially in transportation and regulatory environments positions him as a highly qualified Delivery Partner for enterprise transformation programs.
Sheldon Raj Vaz Richard Vaz	Project Manager (PMP)	Mr. Vaz brings over 15 years of Information Technology experience with deep expertise in project management, customer success, quality gates, and large-scale modernization initiatives for Departments of Motor Vehicles across the U.S. and Canada. Mr. Vaz is PMP Certified and SAFe Practitioner certified, with proven experience driving structured project delivery, managing distributed teams, enforcing quality standards, and facilitating Agile ceremonies. His cross-domain expertise includes DMV operations, U.S. healthcare functional systems, and public sector social programs.
Samudra Roy Chowdhury	Program Manager	Mr. Chowdhury is an accomplished IT leader with more than 27 years of experience in software development, solution architecture, and large-scale program management. He has overseen multi-million-dollar global initiatives and led cross-functional teams of over 100 professionals across multiple countries and delivery centers. His background includes significant public-sector modernization work—particularly in DMV, postal, and transit systems—as well as experience in banking, capital markets, HR, and CRM.
Sandeep Contractor	Functional Lead/Business Architect	With 25 years of experience, Mr. Contractor has guided cross-functional efforts in enterprise strategy, process reengineering, and technology modernization. He is particularly recognized for his expertise in modernizing systems for vehicle registration, driver licensing, permitting, regulatory licensing, and revenue management, with extensive involvement in DMV modernization programs across numerous U.S. states and Canadian provinces. Mr. Contractor is PMI Member, Microsoft Certified Professional, Completed AAMVA Trained for CDLIS, S2S, AAMVANet, ACD, and NMVTIS.
Shayne Fisher	Solution Architect	Shayne is an experienced Salesforce technical architect who designs modern lead-to-cash applications, integrations, and platform solutions for global enterprises. He leads solution initiatives,

Team Member	Role	Experience
		mentors delivery teams, and resolves complex implementation challenges to create scalable, high-performing systems. With over eight years of Salesforce development and integration experience, he has contributed to more than 100 implementations across industries including High Tech, Manufacturing, Healthcare, Education, Travel & Transportation, and Communications. Shayne is a Certified Salesforce Processional.
Franklin A Abraham Christopher	Technical Architect/Integration Lead	Mr. Franklin is a seasoned Integration Lead with over 15 years of experience delivering enterprise-grade middleware and API-led integration solutions. He has led major modernization initiatives - particularly within the public sector and DMV environments supporting vehicle systems and regulatory platforms. His technical expertise spans AWS API Gateway, MuleSoft, Oracle SOA/OSB, Axway, EDIFECS, DataStage, and Pervasive Data Integrator, and he has a proven record of building scalable, secure, and interoperable integration architectures.
Rupali Sharma	Test Lead	With more than 23 years of experience, Ms. Sharma has built a career leading software testing, project management, and quality assurance initiatives across sectors such as DMV operations, Banking, Insurance, and Media/Publishing. She has successfully delivered mid- to large-scale programs, often spanning several years, while managing globally distributed testing teams and ensuring strong alignment with business and technical objectives. She is also certified as a Professional Scrum Master (PSM I) and a SAFe 5 Practitioner.

Resumes

Delivery Partner

Kannan Rajagopal

Delivery Partner

Summary of Experience:

Kannan Rajagopal is an experienced Engagement Partner with over two decades of delivering complex public-sector transformation programs. Head of the DMV and Department of Transportation Practice for the Public Sector business at Infosys, I lead transformative initiatives that modernize how government agencies serve their constituents. With a strong focus on cloud adoption and software-as-a-service (SaaS) solutions, I help clients navigate complex digital landscapes to deliver citizen-centric services that are scalable, secure, and future-ready. My passion lies in crafting strategies that blend innovation with practicality—ensuring that technology not only meets operational goals but also elevates human experience. I bring deep domain

expertise, a collaborative mindset, and a relentless drive to solve real-world challenges through digital transformation

Professional Certifications:

- AAMVA Region I - Emerging Technology Counsel
- Oracle Forms Developer Certified Professional (1997)
- Oracle Advanced PL/SQL Developer Certified Professional (1999)
- PMP (2005)
- Informatica Developer/Administration Certification (2006)
- Agile Certified Professional (2007)
- ITIL Trained (2011)
- SAP S4/HANA Trained (2014)

Education

Bachelor of Business and Commerce (B. Com) from SIES College of Management, India

Master in computer application from National Institute of Technology, Tiruchirappalli, India

Evidence of Experience

Project Title: Road User Safety Modernization Program – Ontario (05/2014 – 11/2016)

Role: PMO Lead

Kannan provided management consulting services to support Ontario's modernization of its Road User Safety operations. He served as the PMO Lead for a multi-year Siebel CRM modernization, overseeing onsite and offsite program teams and ensuring alignment with strategic priorities.

Key Responsibilities:

- Established PMO tools, standards, and governance frameworks
- Led financial planning, risk/issue management, and outcome-based reporting
- Coordinated interdependent workstreams and resource allocation
- Managed stakeholder communications and program documentation
- Ensured alignment between delivery outputs and business transformation outcomes

Project Title: MVNO Eagle (08/2010 – 10/201)

Role: Program Director

In this enterprise-wide transformation initiative, Kannan directed program strategy, funding approvals, governance, and senior stakeholder alignment.

Key Responsibilities:

- Approved program charter, business case, and funding
- Appointed SRO and ensured alignment with organizational strategy
- Resolved cross-program issues and guided strategic decisions
- Provided leadership support to transformation teams
- Validated successful delivery during program closure

Project Title: Vendor Settlement Transformation (04/2008 – 09/2009)

Role: Delivery Lead / Program Manager

Kannan led delivery governance for a major financial transformation program.

Key Responsibilities:

- Established PMO governance, standards, and delivery controls
- Managed financials, change control, quality processes, and interdependency mapping
- Defined stakeholder engagement strategies and communication plans
- Ensured timely delivery through risk mitigation and structured tracking

Project Manager (PMP)

Sheldon Raj Vaz Richard Vaz
Project Manager (PMP)

Summary of Experience:

Mr. Vaz brings over 15 years of Information Technology experience with deep expertise in project management, customer success, quality gates, and large-scale modernization initiatives for Departments of Motor Vehicles across the U.S. and Canada. His leadership includes overseeing project implementation, testing operations, guiding requirement analysis, and coordinating work across multiple vendors capabilities that have consistently supported the successful transformation of complex DMV environments.

Mr. Vaz is **PMP Certified** and SAFe Practitioner certified, with proven experience driving structured project delivery, managing distributed teams, enforcing quality standards, and facilitating Agile ceremonies. His cross-domain expertise includes DMV operations, U.S. healthcare functional systems (enrollment, billing, provider reimbursement, capitation, network operations), and public sector social programs such as SNAP, TANF, and MAGI/Non-MAGI Medicaid.

He has a strong track record of planning, organizing, and managing project deliverables, ensuring compliance with SLAs, supervising testing cycles, mitigating risks, and coordinating closely with stakeholders to ensure timely and high-quality project outcomes.

Education

Bachelor of Engineering (BE) – 2010 from Sai Ram Engineering College, Chennai, India.

Evidence of Experience

Project Title: Manitoba Drivers and Vehicle Administration Modernization

Duration (start date and end date): 07/2024 – Till Date.

Role: Customer Success Manager

Responsibilities:

Mr. Vaz plays a key project management and coordination role in the ongoing Manitoba DVA Modernization program, overseeing daily support operations and ensuring that all service-level agreements are consistently met. Responsibilities include managing support governance, coordinating Agile ceremonies, publishing weekly/monthly reports, overseeing production deployment schedules, leading root-cause analysis, and facilitating cross-team collaboration.

Project Title: Manitoba Drivers and Vehicle Administration Modernization

Duration (start date and end date): 08/2020 – 06/2024

Role: QA Manager

Responsibilities:

Mr. Vaz led the testing workstream and played a critical role in project execution and delivery. His responsibilities included requirement analysis with SMEs, estimating testing effort, managing integration and automation testing, supervising test lifecycle activities, conducting system demos, organizing onsite/offshore coordination, and validating go-live readiness.

Project Title: Federal Employees Health Benefits program (FEHBP) Health Maintenance Organization (HMO) Dedicated Disbursement Account in a major healthcare provider in USA

Duration (start date and end date): 09/2019 – 07/2020

Role: Testing Lead

Responsibilities:

Responsibilities included leading user story analysis, automation feasibility, functional and automation test planning, defect review board leadership, status reporting, and go-live production verification.

Project Title: IMPACT Modernization project, Phase 2

Duration (start date and end date): 03/2018 – 08/2019

Role: QA Manager

Responsibilities:

In this role, Mr. Vaz was responsible for leading comprehensive testing and quality assurance activities throughout the project lifecycle. He began by conducting detailed requirement analysis to fully understand both the existing ("as-is") system and the planned ("to-be") implementation, ensuring alignment between business needs and technical expectations. Based on these requirements, he estimated the level of effort using structured methodologies such as test unit estimation models, SMC categorization, use-case analysis, and requirement-based assessment.

From a project management perspective, Mr. Vaz allocated work across team members, monitored project scope and schedule, and regularly evaluated quality, resource needs, and risks—implementing corrective actions whenever needed to keep the project on track. He coordinated closely with stakeholders throughout testing activities, ensuring seamless collaboration and communication.

He provided regular metrics and progress updates to supervisors and led walkthroughs of testing deliverables for stakeholder review and customer approval. Additionally, he facilitated defect triage meetings by applying his deep understanding of test execution processes, requirements, and business priorities to drive timely resolutions.

Project Title: DMV Product Development (Infosys Internal proprietary tool Development)

Duration (start date and end date): 10/2016 – 03/2018

Role: Business Function Lead

Responsibilities:

He led requirement elicitation, functional documentation, workflow creation, knowledge transfer, test scenario development, defect tracking, project planning, staffing estimation, and internal team training.

Program Manager (PMP)

Samudra Roy Chowdhury
Program Manager

Summary of Experience:

Mr. Chowdhury is a seasoned IT leader with over 27 years of experience spanning software development, solution architecture, and program management. He has successfully directed multi-million-dollar global IT programs and led cross-functional teams exceeding 100 professionals distributed across multiple geographies and delivery centers. His background includes extensive work in public-sector modernization initiatives, particularly within Departments of Motor Vehicles (DMVs), postal systems, and transit networks. He also brings experience across banking, capital markets, HR, and CRM domains.

He has played a critical role in providing governance, risk, and compliance oversight across concurrent programs, ensuring disciplined delivery and strategic alignment. His strengths include executive-level stakeholder management, steering committee reporting, and oversight of large transformation initiatives. Mr. Chowdhury is proficient in Agile, Scrum, and SAFe frameworks and has deep hands-on experience with modern project management platforms including JIRA and Azure DevOps. His technical foundation is equally strong, covering architecture definition, design, and development across web, mobile, and low-code/no-code environments.

Certifications:

- PMP – Project Management Professional
- SAFe Agile 5 Practitioner
- Microsoft Certified Azure AI Fundamentals (AI-900)
- Joget DX8 Advanced App Designer Certification
- IBM Certified Senior IT Specialist
- Open Group Certified Master IT Specialist

Education

Bachelor of Engineering (BE) – 1997 from Indian Institute of Engineering Science and Technology, Shibpur, India

Evidence of Experience *(most recent ones)*

Project Title: Department of Motor Vehicle Modernization (Manitoba, Canada)

Support Manitoba Public Insurance (MPI) in transforming and modernizing its driver licensing system, personalized license plate application, and International Registration Plan application by replacing legacy systems and streamlining business processes.

Duration: 01/2021 – Present
Role: Program Manager, Scrum Master

Responsibilities:

- Led technical delivery teams comprising functional track, solution development, integration, data migration, QA and user training
- Led sprint planning and PI planning sessions. Managed the project in Azure DevOps and created epics, features and user stories.
- Managed end-to-end release management. I acted as the scrum master and Release Train Engineer.
- Managed partner organization as well as worked with multiple other client vendors
- Successfully completed a major release in 2024 for IRP platform (International Registration Plan) with very high client satisfaction

- Managed and ensured smooth coordination among various project teams.
- Responsible for handling client relationship by acting as the focal point of the program for any first-line escalation.
- Responsible for handling product partner relationships and leading joint steering committee sessions

Project Title: Canada Post (multiple projects)

Duration: 01/2018 – 12/2020
Role: Project Manager
Responsibilities:

- Managed End-of-Life program in Canada Post
- Managed multi-million-dollar middleware development program. Responsible for end-to-end delivery of middleware development programs using WebSphere Message Broker having integration with PDT handsets and web applications.
- Managed technical team responsible for developing REST and JMS web services.
- Acted as focal point for communication with business stakeholders
- Handled multi-vendor environment involving Accenture and Deloitte apart from Infosys.
- Managed 50+ member team across multiple delivery centers and 6 major release life cycles.

Project Title: Metrolinx, Canada (multiple projects)

Duration: 03/2016 – 12/2017
Role: Solution Architect
Responsibilities:

- Responsible for end-to-end solution delivery, producing architectural artifacts like conceptual, logical and physical design, vendor selection and overall solution strategy. Leading teams of developers, business analysts, testers in multiple large and complex projects.
- Worked as the focal point for business stakeholders related to entire technical delivery and any issues arising on day-to-day basis.
- Driving technology implementation in enterprise asset management program, bus/train scheduling/real-time data, crew scheduling and workspace mobility project.
- Responsible for presenting the solution to the Architecture Review Board for approval.
- Responsible for ensuring security aspect of the solution.

Functional Lead/Business Architect

Sandeep Contractor

Functional Lead/Business Architect

Summary of Experience:

Sandeep Contractor is a Principal Business Consultant at Infosys, where he leads strategic transformation initiatives for public sector agencies. With a focus on operational excellence, digital enablement, and stakeholder alignment, Sandeep collaborates with clients to deliver scalable, customer-centric solutions that enhance agility, optimize performance, and drive innovation.

Across his 25 years of career, Sandeep has led cross-functional engagements spanning enterprise strategy, process reengineering, and technology adoption. His experience working with diverse clients and executive teams equips him with a unique perspective on aligning business objectives with transformative outcomes. His expertise lies in the modernization of enterprise systems for vehicle registration, driver's license, permitting, licensing, and revenue management, with a strong emphasis on DMV modernization projects across multiple U.S. states and Canadian provinces including:

- State of New York – Department of Motor Vehicles
- Ministry of Transportation, Ontario
- State of Pennsylvania - Department of Transportation
- State of Florida – Department of Highway Safety and Motor Vehicles
- Insurance Corporation of British Columbia
- State of Idaho – Department of Transportation
- State of Missouri – Department of Transportation
- State of Tennessee – Department of Transportation

Certifications: PMP Member, Microsoft Certified Professional, AAMVA training for CDLIS, S2S, NMVTIS, AAMVA Net, and ACD

Education

Bachelor of Business and Commerce (B.Com) from Gujarat University, India
MBA (Information Technology) from SM University of Science and Technology, Sikkim, India

Evidence of Experience

Project: Infosys Driver License and Vehicle Registration Solution
Duration: September 2023 – Present
Role: Product Owner/SME
Key Contributions:

- Defined the product vision and strategic roadmap for DMV modernization initiatives.
- Partnered with cross-functional teams designing and streamline business processes and workflows.
- Led requirements elicitation and prioritization during the California DMV Innovation Workshop initiative.
- Delivered domain expertise in vehicle registration and driver licensing, including AI-driven features, for South Carolina DMV's modernization knowledge workshop.

Project: Digital Transformation – Ministry of Transportation, Ontario
Duration: January 2021 – July 2023
Role: Senior Program Manager / Product Owner
Key Contributions:

- I was actively involved in the PRIO program from August 2012 to July 2023, contributing to the initial modernization effort in 2013 and leading the Digital Transformation phase in 2021.
- Directed the project lifecycle from initiation through deployment and ongoing support.
- Led global cross-functional teams in executing the PRIO Digital Modernization initiative.

- Achieved project goals by managing scope, risks, dependencies, and stakeholder decisions.
- Oversaw resource planning, budgeting, and scheduling to ensure project alignment and delivery.
- Ensured business goals aligned with BI strategy and future-state architecture.
- Maintained transparent communication with stakeholders and leadership, while managing multiple responsibilities.
- Facilitated technical workshops with client teams to document integration with enterprise systems.
- Led data and document migration from legacy systems as part of the transformation effort.

Project: Motor Vehicle Solution – Missouri Department of Transportation
Duration: May 2020 – February 2022
Role: Senior Program Manager / Product Owner
Key Contributions:

- Managed end-to-end program execution across all SDLC phases, collaborating with stakeholders and cross-functional teams. Worked with Product Owners to define roadmaps and release plans, maintaining a well-groomed backlog.
- Facilitated Agile ceremonies, resolved impediments, and protected teams from external disruptions.
- Monitored scope, timelines, and budget, and established KPIs to measure progress.
- Designed and implemented a data warehouse and BI architecture roadmap.

Project: Oversize and Overweight Permitting System – Tennessee Department of Transportation
Duration: August 2016 – June 2018
Role: Project Manager / Product Owner
Key Contributions:

- Served as the main point of contact between clients and internal teams.
- Managed business requirements, coordinated development, validated deliverables, and identified growth opportunities.
- Collaborated with clients to create a requirement traceability matrix and a detailed Statement of Work (SOW).
- Oversaw implementation and provided technical direction to development teams.
- Delivered presentations highlighting accomplishments, challenges, and future opportunities.
- Coordinated with ESRI to establish processes for road network updates and conflation.

Project: Motor Vehicle Solution – New York State Department of Motor Vehicles
Duration: September 2013 – July 2023
Role: Project Manager – Customer Success
Key Contributions:

- Acted as the primary liaison between clients and internal teams.
- Supported customers with issue resolution, technical guidance, and product usage optimization.
- Analyzed complex issues and escalated to Level 3 support when needed.
- Planned and managed deployment of product upgrades and technical fixes.

Between August 2012 and July 2023, Mr. Contractor served in key roles, including Product Owner, Project Manager, and Program Manager—across several major motor vehicle modernization initiatives. He contributed to programs for agencies such as the Pennsylvania Department of Transportation, Florida Highway Safety and Motor Vehicles, the Insurance Corporation of British Columbia, and the Departments of Transportation in Idaho and Iowa. Throughout these engagements, he successfully led cross-functional teams of up to 100 members across global delivery centers and consistently improved customer satisfaction outcomes.

Solution Architect

Shayne Fisher

Solution Architect (Salesforce)

Summary of Experience:

Shayne works with global brands to architect cutting-edge lead-to-cash web applications, integrations, and Salesforce solutions. He leads initiatives, mentors teams, and solves complex implementation challenges, delivering scalable and efficient solutions. With 8+ years of Salesforce development and integration experience, he has successfully contributed to over 100 implementations across industries such as High Tech, Manufacturing, Healthcare, Education, Travel & Transportation, and Communications.

Certifications:

- Salesforce Sales Cloud
- Salesforce Service Cloud
- Salesforce Developer
- Salesforce Admin
- Salesforce Advanced Admin

Skills:

- Conga • Salesforce Platform • Integrations

Education

High School Diploma, Mountain View High School, Orem, UT

Evidence of Experience

SIMPLUS — Principal Technical Architect (2015 – Present)

In this role, Shayne provides technical leadership and architectural guidance across complex enterprise Salesforce programs. His responsibilities include:

- Leading end-to-end solution architecture for large Salesforce implementations, ensuring alignment with business objectives, scalability requirements, and platform best practices.
- Designing enterprise-grade architectures across Sales Cloud, Service Cloud, CPQ, Experience Cloud, integrations, and custom platform solutions.
- Guiding technical decision-making, establishing architectural standards, reusable components, and integration patterns for multi-cloud deployments.
- Coaching and mentoring cross-functional delivery teams, including developers, administrators, solution architects, and functional consultants, to uplift capability and ensure high-quality delivery.
- Driving CPQ and lead-to-cash transformation initiatives, solving complex configuration, pricing, approval, and quoting challenges for high-growth enterprise clients.
- Collaborating with customer executives, product owners, and technical stakeholders to define solution roadmaps and ensure architectural governance.
- Ensuring delivery of simple, scalable, and maintainable solutions for both Simplus and its enterprise clients, reducing technical debt and improving system resilience.

PcCareSupport - VP, Business Systems / Director of Operations (2011 - 2015)

In this dual leadership position, Shayne was responsible for overseeing business systems strategy, organizational operations, and technology enablement. His contributions included:

- Leading the strategy, implementation, and optimization of enterprise business systems supporting operations, service delivery, and internal business processes.
- Driving process design and redesign initiatives, creating efficient workflows that improved productivity, quality, and customer experience.

- Managing systems administration and technology operations, ensuring up-time, performance, and alignment with business requirements.
- Overseeing cross-functional teams responsible for systems management, process improvement, reporting, and operational support.
- Guiding technology enablement efforts, including system selection, integration efforts, data management, and adoption strategies.
- Implementing improvements in operational efficiency, leveraging technology automation, standardization, and enhanced system capabilities.
- Collaborating with executive leadership to align operational decisions with organizational goals and long-term strategy.

Other Project Roles & Contributions:

Job Title: Solution Architect

- Communications & Media – CO Project
- High Tech – Cloud CPQ Implementation
- High Tech – Salesforce CPQ Implementation (Phase 1)
- Energy – Phase 1 Implementation

Job Title: Technical Lead:

- High Tech – Cloud CPQ Implementation
- High Tech – CPQ + Lightning Migration + Conga Project

Job Title: Application Lead:

- High Tech – A&D SF Pilot CPQ + Communities

Job Title: Developer:

- Energy – Phase 1 Implementation
- High Tech – CPQ Project
- High Tech – Communities Project

Technical Architect/Integration Lead

Franklin Abraham Christopher

Technical Architect/Integration Lead

Summary of Experience:

Franklin Abraham Christopher is an accomplished Integration Lead with over 15 years of experience designing, developing, and implementing complex middleware and enterprise integration solutions. His expertise spans API-led integration, service-oriented architecture, cloud-native integration, and large-scale modernization programs. Franklin has extensive experience working across public sector programs, including major Department of Motor Vehicle (DMV) modernization initiatives, and has led integrations involving licensing, driver services, vehicle systems, and enterprise regulatory platforms.

His technical strengths include AWS API Gateway, MuleSoft, Oracle SOA Suite, Oracle Service Bus, Axway B2B Integrator, EDIFECS, IBM DataStage, and Pervasive Data Integrator. He has delivered integration architectures that support high availability, scalability, security, and interoperability across diverse platforms and legacy systems. Franklin is experienced in Agile and hybrid delivery methodologies and is adept at working with cross-functional teams, business stakeholders, and multi-vendor environments.

Education

Bachelor of Engineering - 2009 from Anna University, Chennai, India

Evidence of Experience

Project Title: Department of Motor Vehicle Modernization (10/2020 - Till Date)

Role: Integration Lead

Responsibilities:

Franklin serves as the Integration Lead for Manitoba's DMV modernization program, responsible for integrating Infosys' Celtic Vehicle and Licensing Solution with the Manitoba Public Insurance Universal Interface Controller (UIC). His work supports modernization goals such as improved customer experience, enhanced regulatory response, reduced transaction times, and streamlined licensing, titling, and registration processes.

Key Contributions:

- Conducted detailed functional and architectural walkthroughs to translate business processes into technical integration designs.
- Performed fit-gap analysis and recommended required system components, frameworks, and reusable assets to meet modernization objectives.
- Designed and implemented integration layers using Oracle SOA, MuleSoft APIs, and the UIC API Gateway.
- Developed reusable services using Spring MVC and optimized database interactions using Hibernate.
- Built CI/CD automation scripts through Jenkins, ensuring smooth deployment across environments.
- Collaborated with business and technical teams to ensure performance, scalability, availability, and security requirements were met.

Project Title: Data Analytics Tool - Infosys Health Insights Platform (12/2019 - 09/2020)

Role: Integration Lead

Responsibilities:

- Managed requirements, backlog, and sprint planning as part of Agile delivery.
- Designed AWS architecture and integration components including S3, Lambda, EMR, and Athena.

- Developed data parsers (JSON, CSV, EDI, HL7) and implemented normalization rules via Drools.
- Oversaw predictive model integration using H2O AI and data visualization using Knowi.
- Ensured end-to-end integration deployment readiness using DevOps pipelines in AWS.

Project Title: Amtrak Legacy Modernization - National Railroad Passenger Corporation (08/2019 - 12/2019)

Role: Integration Lead

Amtrak engaged Infosys to modernize and streamline integrations across its diverse enterprise applications by implementing MuleSoft. The legacy architecture was tightly coupled, limiting scalability and hindering future development. MuleSoft's ESB provided a standards-based, decoupled integration layer—leveraging JMS, XML, and JCA—to simplify interoperability, separate business logic from messaging, and enable reusable, secure REST services through lightweight, flexible APIs.

Responsibilities:

- Led transition from legacy point-to-point architecture to MuleSoft-based ESB.
- Defined integration patterns, data validation rules, and orchestration workflows.
- Created RAML-based API specifications and deployed APIs to CloudHub.
- Implemented asynchronous messaging, parallel processing, and security policies.

Project Title: Texas DFPS – IMPACT Modernization (04/2017 - 07/2019)

Role: Integration Analyst

- Modernized legacy C/C++ and ASP.NET applications using Java Spring MVC.
- Built responsive web interfaces, batch jobs, and database integration frameworks.
- Implemented CI/CD pipelines using Jenkins, Maven, and WebSphere.

Project Title: District of Columbia Access System – DCAS (03/2014 – 03/2017)

Role: Integration Developer

- Developed canonical data models and SOA services using Oracle SOA Suite.
- Built synchronous and asynchronous services, transformations, and OSB frameworks.
- Enabled secure integrations with multiple state and federal agencies including DMV, SSA, and IRS.

Project Title: HCSC Trading Partner Migration (2012 – 2014)

Role: Integration Developer

- Migrated trading partner integrations to Axway-based secure B2B platform.
- Implemented EDI transformation (4010 to 5010), mapping, and secure file exchange.

Project Title: Legacy to Staging Upgrade (2011 – 2012)

Role: Integration Developer

- Built automated ETL and integration workflows using Pervasive Data Integrator and WTX.

Project Title: EGI PAR – GAP (2010 – 2011)

Role: Integration Developer

- Designed DataStage workflows for real-time retail replenishment and warehouse automation.

Test Lead

Rupali Sharma

Test Lead

Summary of Experience:

Ms. Rupali is an accomplished IT professional who has over 23 years of experience across software testing, project management, implementation, maintenance, and quality assurance within DMV operations, Banking, Insurance, and Media/Publishing. She has led full-lifecycle delivery for both large and midsized transformation programs, consistently ensuring on-time execution and strong alignment with business and technical stakeholders. Her background includes managing globally distributed QA teams and overseeing comprehensive testing efforts across complex enterprise environments.

Skilled in guiding functional, technical, and business aspects of testing, he ensures complete coverage, quality, and compliance across multilayered architectures. She develops detailed test strategies and project plans, drives milestone-based execution, and brings deep expertise in both functional and non-functional testing, including security, performance, and accessibility. With hands-on proficiency in a wide range of testing tools and experience in both Agile and Waterfall methodologies, he emphasizes adaptability, continuous improvement, and delivery excellence. She is also adept at-risk identification and mitigation and provides clear, executive-level QA reporting, including dashboards, insights, and status updates across multiple workstreams.

Certifications:

- Professional Scrum Master I (PSM I) – Scrum.org
- Certified SAFe 5 Practitioner

Education

Bachelor of Technology in Computer Science - 2002 from Institute of Engineering and Technology, Punjab, India

Evidence of Experience

Project Title: Department of Motor Vehicle Modernization (11/2020 – Present)

Role: Test Manager

Support Manitoba Public Insurance (MPI) in transforming and modernizing its driver licensing system, personalized license plate application, International Registration Plan application, and Autopac online application by replacing legacy systems and streamlining business processes.

Responsibilities:

- Manage and track functional and non-functional testing to ensure high-quality deliverables.
- Participate in business and system requirements meetings, actively contribute to discovery phase; liaise directly with clients.
- Work in Agile environments across multiple release teams.
- Consult with clients on future growth opportunities through meetings and presentations.
- Oversee change management, communication plans, and resource skill/responsibility matrices.
- Ensure project delivery aligns with customer requirements and timelines.
- Supervise and mentor a team of onshore and offshore QA professionals, fostering a collaborative environment and ensuring high-quality deliverables.
- Utilize Azure DevOps for comprehensive test planning and execution, integrating automated test scripts within CI/CD pipelines to ensure continuous testing and quality assurance across all development stages, while leveraging Azure Boards for defect tracking and traceability
- Work closely with product, development, and business teams to align testing processes across streams.
- Conduct risk assessments and execute mitigation strategies to minimize project risks.

- Conduct full root cause analysis on high-severity defects, driving mitigating actions to prevent recurrence.
- Collaborate with business leaders to develop test metrics and performance measures, ensuring integrity, reliability, and quality of test execution and tools.

Project Title: Delivery Risk Anchor – Oracle & Salesforce Units (10/2016 – 10/2020)

Role: Risk Mitigation Manager

Monitored and mitigated critical risks in high-risk projects across Oracle and Salesforce units at Infosys.

Responsibilities:

- Developed and baselined risk management plans with stakeholder buy-in.
- Implemented SDLC-specific checklists across project phases (Requirements, Design, Build, Testing), AMS checklists for support programs.
- Conducted training sessions on MSA, SOW basics, defect and risk management.
- Provided ongoing monitoring and guidance for high-risk projects.
- Conducted review meetings with senior leadership for risk review and management.

Project Title: Royal Bank of Scotland (RBS) – Large Transformation Program (03/2014 – 10/2016)

Role: Offshore Test Manager.

Led testing for the creation of a new bank from an existing entity, including data migration and end-to-end testing of core banking applications

Responsibilities:

- Developed and implemented comprehensive test plans in accordance with requirements
- Managed functional and non-functional testing, including data migration.
- Managed a large team of around 50 members across 2 locations.
- Leveraged automation to enhance productivity and quality.
- Ensured timely delivery through effective tracking and reporting of quality metrics.
- Stakeholder and client management and reporting.

Project Title: Royal Bank of Scotland (RBS) – Bankline (11/2011 – 02/2014)

Role: Test Manager

Development of a web-based front-end application for corporate customer and user account registration.

Responsibilities:

- Managed functional, regression, integration testing, and UAT support.
- Test estimation review, preparation of Test Strategy and Test Plan
- Team management; risk, issue and dependency management.
- Client communication and reporting.

Project Title: National Australia Bank (NAB) – MLC Aviva Program (02/2011 – 10/2011)

Role: Test Lead

Provided testing services for NAB's wealth management business, including MLC investments, superannuation, and financial advisory.

Responsibilities:

- Managed testing across all test phases.
- Developed test strategies and test plans.
- Defect management.
- Client communication and reporting.

For more information, contact askus@infosyspublicservices.com

Infosys® Public Services

Infosyspublicservices.com

Stay Connected