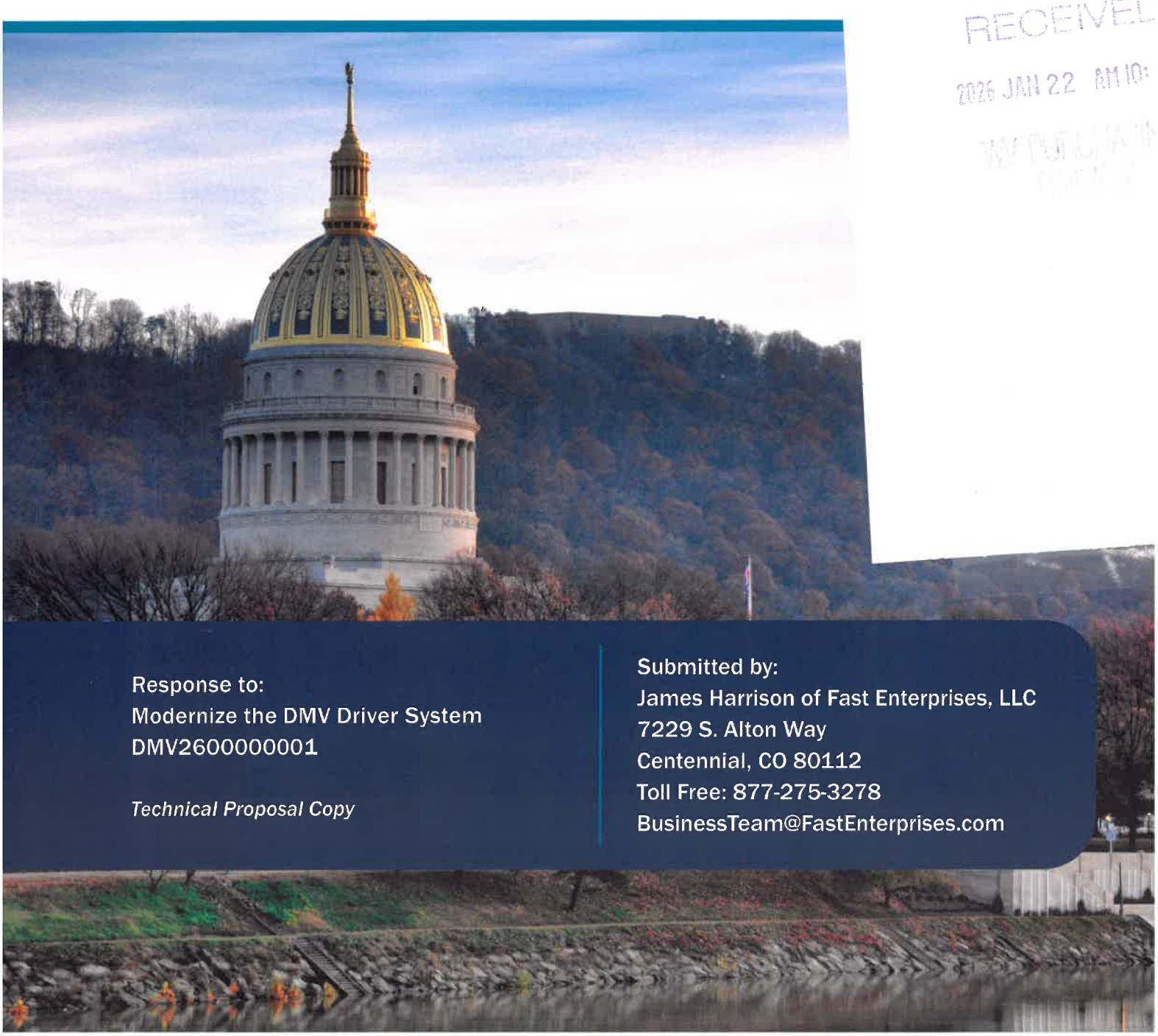
STATE OF
WEST VIRGINIA

Department of Transportation Division of Motor V



Response to:
Modernize the DMV Driver System
DMV2600000001

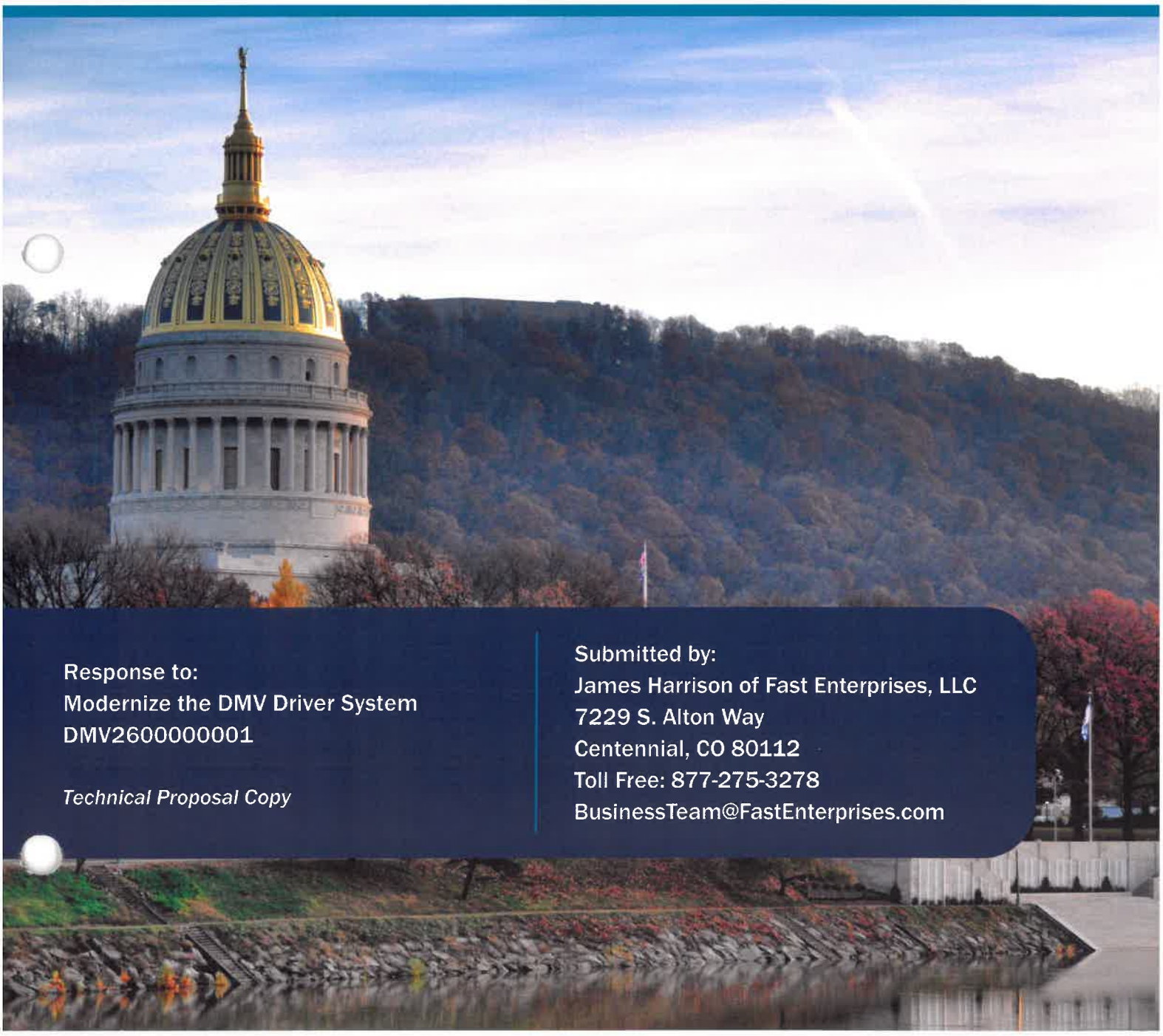
Technical Proposal Copy

Submitted by:
James Harrison of Fast Enterprises, LLC
7229 S. Alton Way
Centennial, CO 80112
Toll Free: 877-275-3278
BusinessTeam@FastEnterprises.com

FAST ENTERPRISES

STATE OF WEST VIRGINIA

Department of Transportation Division of Motor Vehicles



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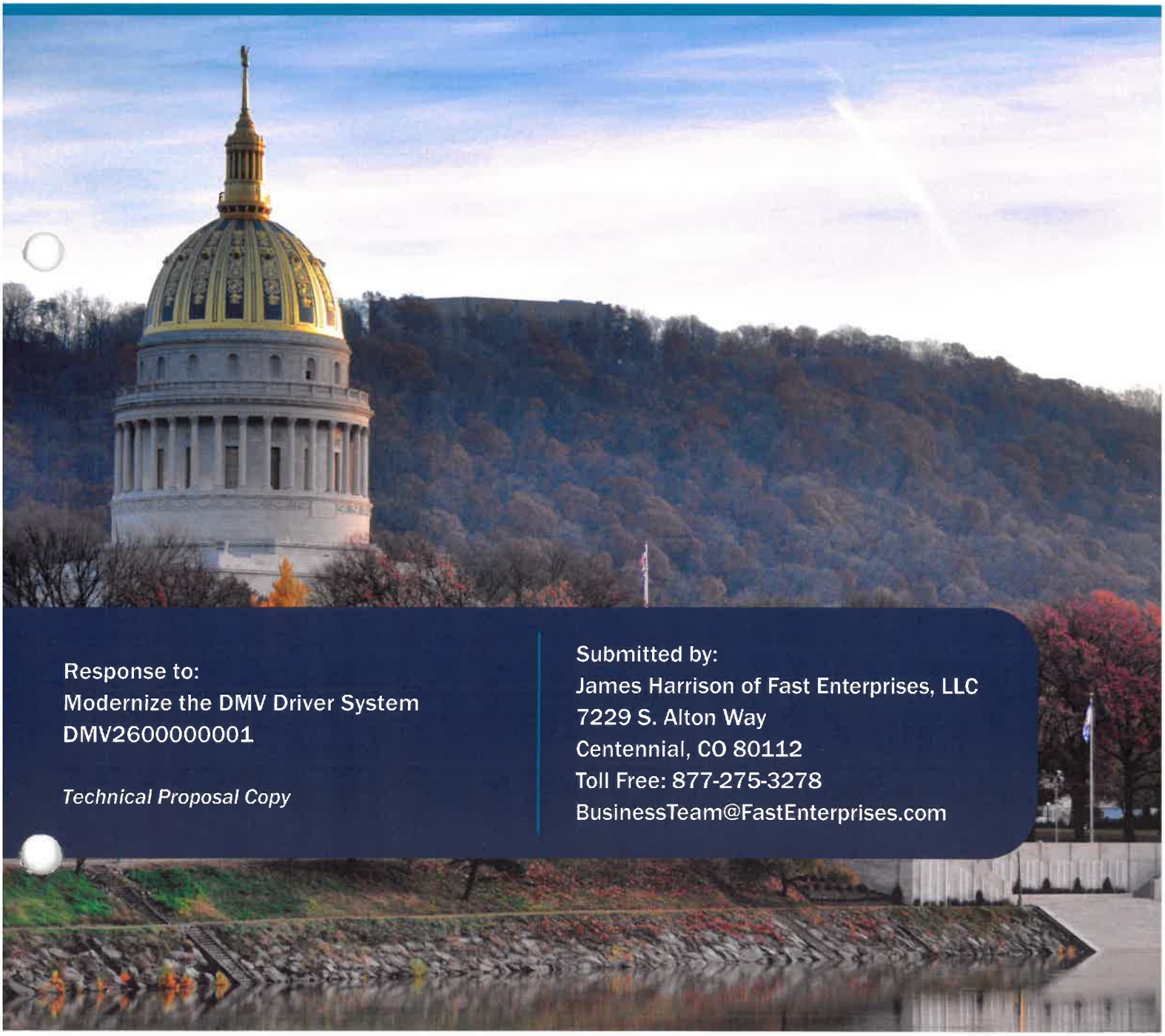

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TITLE PAGE

Title Page: State the RFP subject, number, Vendor's name, business address, telephone number, fax number, name of contact person, e-mail address, and Vendor signature and date.

RFP Subject: Modernize the DMV Driver System

RFP Number: CRFP 0802 DMV2600000001

Vendor Name: Fast Enterprises, LLC

Business Address: 7229 S. Alton Way, Centennial CO 80112

Telephone: 877-275-3278

Fax: 303-770-3701

Contact Person: James G. Harrison

Email Address: BusinessTeam@FastEnterprises.com

Vendor Signature: 

Date: January 16, 2026

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FAST ENTERPRISES

COVER LETTER

January 22, 2026

John W. Estep
West Virginia Department of Transportation, Division of Motor Vehicles
John.w.estep@wv.gov

Dear Mr. Estep,

Fast Enterprises, LLC (FAST) is pleased to present this proposal to the West Virginia Department of Transportation's Division of Motor Vehicle (WVDMV) in response to solicitation number CRFP 0802 DMV2600000001, Modernize the DMV Driver System. We propose to provide WVDMV with our production-proven software and a record of successful project delivery for the 24 U.S. motor vehicle agencies who have selected FAST as their modernization vendor. In this proposal, we offer WVDMV the same commitment to project delivery and success through:

- Implementation of FastDS-VS, our commercial off-the-shelf software solution for the administration of all aspects of driver and motor vehicle programs, hosted on AWS' commercial cloud environment that is fully managed by FAST. Our proposed solution and approach to the WVDMV system-modernization project is based on a single 18-month Rollout 1 for FastDS-VS Driver Services and an optional 18-month Rollout 2 for FastDS-VS Vehicle Services. This single Rollout 1 for FastDS-VS Driver Services includes complete implementation of modern driver licensing and enforcement functionality (including Mobile ID/mDL), REST APIs and built-in AAMVA interface functionality available upon installation, enhanced driver's license system features and functions, and a pre-built common customer framework for driver and vehicle programs and services. At your agency's option, we will implement the FastDS-VS Vehicle Services component to enable a single and fully unified platform and common customer framework for the administration of West Virginia's driver, identity, and vehicle programs and services. This Rollout 2 for FastDS-VS Vehicle Services includes complete implementation of modern vehicle title and registration functionality.

- A proven and streamlined implementation methodology that minimizes project risk and complexity and has been used to successfully implement our software on every FAST system-modernization project over the past 25 years, including for the West Virginia Department of Revenue.

- A highly experienced and qualified team of FAST employees who serve as software, business, and project delivery experts to successfully deliver FastDS-VS to meet your distinct requirements and goals.

In accordance with Section 5.3.6.2.1, FAST confirms:

- FAST is not proposing, nor do we require, the use of subcontractors for the WVDMV Modernize the DMV Driver System project or contract (including the agency-option Digital Title and Registration System portion of the project/contract). For FAST hardware, like our FastCore cameras, kiosks, and service tablets, we have a partner relationship with an IT logistics provider for equipment procurement and in-office installation, as needed.

- Our FAST project personnel will collaborate with your agency project personnel as part of a joint project team, and the Charleston office location will be primarily responsible for the delivery of the work. Full-

time FAST project team members and will live in the Charleston area during their time on the project. Additional project support will be provided from our Denver-based headquarters.

- Contact information for the responsible party is included below in the Cover Letter as well as on the Title Page.

We look forward to the opportunity to partner with West Virginia to improve the overall customer experience by simplifying the driver and vehicle journey. We welcome the opportunity to tell you more about our experience, discuss our proposal response, and demonstrate the rich set of features and functionality contained in our FastDS-VS solution.

Sincerely,

James Harrison
Partner, Authorized Signatory, and Responsible Party
Fast Enterprises, LLC

EXECUTIVE SUMMARY

Fast Enterprises, LLC (FAST) is pleased to present this proposal in response to the State of West Virginia's Solicitation No. CRFP 0802 DMV2600000001 to modernize the West Virginia Division of Motor Vehicles (WVDMV) driver system. Our proposal represents an opportunity for WVDMV and FAST to collaboratively deliver complete system modernization for the administration of your state's driver license and identity programs and services. Through this collaboration, we will successfully deliver through a single 18-month project schedule all required modern driver licensing functionality (including Mobile ID/mDL), REST APIs and built-in AAMVA interface functionality (available upon installation), enhanced driver license system features and functions, and a pre-built common customer framework for driver and vehicle programs and services. Within this timeframe, we are confident in our ability to successfully achieve WVDMV system modernization—and your agency's needs and objectives for the solution—through implementation of our commercial-off-the-shelf (COTS) FastDS-VS software for driver programs and services, use of our proven and expedited approach to its delivery, and our experience in successfully delivering FastDS-VS Driver Services in the same project timeframe for 15 state motor vehicle agencies.

At your option, the FastDS-VS Vehicle Services component, which is in production (or currently being implemented) for 22 state motor vehicle agencies, can also be successfully implemented in 18 months. If the State elects to implement this optional Vehicle Services component, in a little over three years WVDMV will have a single, modern, and seamlessly integrated system for its unified driver license and identity programs and vehicle title and registration programs, including Mobile ID/mDL and digital titles, liens, and registration.

FastDS-VS: Your Single and Fully Featured Solution for Driver & Vehicle Program Administration

FastDS-VS is COTS software that combines the features and functions of a modern driver and vehicle system into a single software solution that can be rapidly deployed for the administration of driver programs, vehicle programs, or both driver and vehicle programs and services. Based on our underlying FastCore software platform, FastDS-VS contains core functionality that is essential to the effective administration of all modern government programs and services, coupled with purpose-built features and functions for motor vehicle agencies. This functionality includes a built-in financials engine, reporting engine, and business rules engine, as well as additional features and functions for customer web portal services, data analytics and reporting, case and workload management, automated system processing, key performance indicators, security and data safeguards, forms and correspondence, and much more. These core features and functions, combined with FastDS-VS functionality designed specifically for driver and vehicle programs and services, will provide WVDMV with full functionality for meeting your requirements, needs, and goals through a single software platform that provides a common user experience.

FastDS-VS eliminates the shortcomings and risks found in many alternative systems. Rather than being based on outdated transfer code that was originally designed for another agency and jurisdiction—or a complex mix of third-party applications, add-ons, and point solutions that can further complicate your agency's maintenance and support burden—FastDS-VS provides a single-system architecture with complete functionality that simplifies your IT footprint and ongoing maintenance and support. The solution is based on tools and technologies that are familiar to today's IT personnel. Modern code, components, and capabilities are delivered at installation—with no requirements for code updates, interconnections between multiple third-party components, or development and testing of a variety of applications and internal interface points. Once installed, FastDS-VS continues to provide your agency with access to ongoing system modernization through routine releases of system updates, upgrades, and enhancements, including changes based on new federal policies, expanded features and functions, updates to underlying system and cloud infrastructure, and more. Like every FastCore software solution, FastDS-VS is also routinely updated and enhanced by our dedicated FAST development team and support organization to provide our client agencies with a single and reliable source for ongoing system support and modernization.

EXECUTIVE SUMMARY

As shown in the following FastDS-VS Feature Set illustration, FastDS-VS contains comprehensive capabilities and modular components that result in a seamlessly integrated and fully configurable solution for meeting your agency's full set of modernized system requirements. Upon installation, FastDS-VS provides operable, baseline features and functions that are configured during the project, rather than programmed, to meet your agency's distinct requirements. This prebuilt and highly configurable functionality enables our project team to rapidly and reliably configure your FastDS-VS solution. At production release, the fully configured FastDS-VS Feature Set will enter production as a distinct WVDMV solution that operates according to your modern system requirements, rules, policies, and procedures.

FastDS-VS Feature Set

FastDS-VS Key Components, Capabilities, and Value-Added Services & Solutions*

CUSTOMER EXPERIENCE
Customer Profile & Journey • Web Portal & Self-Services • Communication Channels • Chatbot & Live Chat • Record Requests • Electronic Forms • Appointments • Usability & Accessibility •Business Licenses & Permits

DRIVER SERVICES
Licensing & Credentials • Identity Management • Enforcement & Control • Crash Reporting • Hearings • Knowledge Exams • Driving School Management • Mobile Driver License (mDL)

VEHICLE SERVICES
Titles/e-Titles • Registration & Renewals • Commercial Vehicles • Interstate Motor Carrier (IRP/IFTA/CVIEW) • Inventory • Permits • Inspections • Impounds • Fleets • Dealer Management

EMPLOYEE ENGAGEMENT
Single-System Simplicity • Customer 360 • Contact Center • Workspace Personalization • User Help • Learning Management • Letters & Correspondence • Role-Based Access

WORK MANAGEMENT & PROCESS AUTOMATION
Business-Rules Engine • Workload Automation • Case Management • Task Management • Image Repository • Queuing & Lobby Management • Document & Image Management

FINANCIALS & ACCOUNTING
Billing • Payments • Refunds • Disbursements • Point-of-Sale • Accounting & Reconciliation

BUSINESS INTELLIGENCE & ANALYTICS
Reporting & Dashboards • Data Analytics & Visualization • Key Performance Indicators • Search & Query • Fraud & Investigations • Data Warehouse

PROJECT DELIVERY & PRODUCTION TOOLS
Solution Implementation Tools • Performance & Operations Tools • Security & Data Safeguards • Interface Management • AAMVA Exchange • Cloud Management • Ongoing Innovation & Updates

VALUE-ADDED SERVICES & SOLUTIONS
Cameras/Photo Capture • Kiosks • Service Tablets • Facial Matching • SMS Text Service • Performance & Operations Monitoring

**This FastDS-VS Feature Set depicts a high-level overview of the complete components and capabilities of FastDS-VS. The Vehicle Services component can be implemented at the option of WVDMV. Some depicted components and capabilities, such as Interstate Motor Carrier functions, are not in scope for the project.*

The Key to Achieving Your Goals and Objectives

By selecting FAST to provide, implement, and support FastDS-VS as West Virginia's modernized driver system, your agency will acquire a single and comprehensive software solution for achieving your system modernization goals and objectives through an implementation approach and expedited schedule that have proven successful for nearly half of all U.S. state motor vehicle agencies.

Modernization With Minimal Customer Interruptions

Our implementation approach for the WVDMV system modernization project, as with all system modernization projects based on our COTS FastDS-VS solution (and additional FastCore software products), will be based on the standard phases and activities of the FastCore Implementation Methodology. This proven, repeatable, and predictable methodology is based on Agile principles that have been tailored for the delivery of our pre-built software, which requires little in the way of design and construction activities and instead enables focus on configuring FastDS-VS to meet your specific requirements and business processes. The combination of our prebuilt COTS software and standardized approach to its delivery significantly reduces project risk, expedites system delivery, and provides a path for successful project execution that has been used on every FAST system modernization project. In total, these projects have resulted in more than 600 production releases of our FastCore software solutions for the administration of hundreds of government programs and services, including over 45 production releases of FastDS-VS for driver, vehicle, and interstate motor carrier programs for close to half of all U.S. state motor vehicle agencies.

Our proven implementation methodology is based on production release of complete FastDS-VS functionality for in-scope driver and/or vehicle services, rather than piecemeal and sequential production rollouts of select system functions or components. This approach reduces potential customer interruptions that can arise from the release of an incomplete system that relies heavily on complex integrations with a variety of legacy applications and third-party components.

A FAST-Provided and Fully Supported Web-Based Application

FastDS-VS software is a web-based and cloud-native solution designed for expedited deployment to an Amazon Web Services (AWS) commercial cloud environment authorized at the FedRAMP Moderate baseline. Its cloud-optimized architecture and environments provide secure, scalable, and user-friendly services for both internal agency users and external customers and partners. The architecture is designed to scale and evolve over time, allowing new programs, external systems, and data services to be added without reengineering the core solution. This flexibility supports long-term expansion and modernization, while also minimizing technical debt and need to devote agency IT resources to cloud-based maintenance and support, which will be fully managed by our centralized managed services team and dedicated IT professionals at our FastCore development and operations center.

We release routine software service packs, updates, and upgrades for FastDS-VS, and our additional FastCore-based software solutions, to provide our client agencies with ongoing system modernization. Details and documentation for these updates and upgrades are delivered and accessed within the solution's integrated Delivery Workbench function. The workbench is used to manage the implementation of these software releases, which provide updated functionality based on best practices, process improvements, and new features and functions, like user-interface enhancements, expanded customer self-services, business-process improvements, and advanced security measures.

A Single Customer-Centric Solution that Provides a Common User Experience

FastDS-VS will serve as your agency users' single solution and system of record for accessing real-time and historical information on customers and simplifying services and communications. It validates, processes, and incorporates internal FastDS-VS information and external data to provide agency users with real-time

information for providing services to customers with accuracy and certainty. FastDS-VS enables agency users to more efficiently manage customers and services through a 360-degree view of key customer profile information, like driver license and identity information, privilege status, sanctions, correspondence, transactions, payments, regulatory requirements, and other important information. The customer dashboard displays a summary of key customer information, highlights high-priority customer issues (like upcoming events for license renewals and obligations), lists open tasks associated with customers and their accounts, and provides easy access to notes and documentation, letters and correspondence, and additional pertinent customer and account details.

Users conduct services and complete transactions through a single and uniform system interface that provides consistent features and functions across all customer categories. Although robust search, filter, and sorting capabilities are accessible from every window in the user interface, FastDS-VS is designed to minimize users' need to search for content through ease of access to customer contact information, transactions, payments, fines, notes, correspondence, documentation, relationships, and historical information logs. Rather than requiring a stop-and-search approach to obtaining information, the FastDS-VS user interface enables a click-and-get approach through dashboards, tabs, and dynamic lists that provide quick access to pertinent data, details, and documentation.

Improved Business Processes & Efficiencies

Our on-site project team will work with WVDMV to identify system and business process improvements and areas in which FastDS-VS automation can streamline and optimize your agency's services and operations. FastDS-VS increases operational efficiency by modernizing and automating system processes and business activities across all aspects of an agency's in-scope programs and services. It links and processes real-time information to provide agency users and customers with accurate, interconnected, and individualized user journeys that streamline the customer experience and expedite transaction times. FastDS-VS also simplifies tasks—like data entry and document handling—to reduce manual workload and enable agency users to focus on higher-value activities, customer service, and workload management. It contains features and functions for managing work groups and task assignments, measuring operational performance, and conducting systemwide processes based on best practices for alleviating workload, reallocating staff resources and assignments, and managing surges in service demand.

Full Functionality for Managing Driver Licensing Programs & Services

The FastDS-VS Driver Services component manages all aspects of the issuance, tracking, and enforcement of licenses, credentials, and identification cards and manages the status of their validity, entitlements, and restrictions based on multiple factors, including driver history, accident and crash data, hearings and convictions, and compliance with financial requirements and legal obligations. All license, credential, and endorsement types are supported, including commercial and non-commercial licenses and permits, REAL ID and Non-REAL ID licenses, motorcycle endorsements, learner's permits, and graduated licenses; identification cards, mobile driver license (mDL) and electronic identification cards. Whether accessed online through the customer self-service portal, at a self-service kiosk, or during an in-office visit, FastDS-VS provides a complete, real-time view of customers to accurately verify identities and streamline issuance of driver licenses, credentials, and identification cards.

FastDS-VS also processes all data and records related to enforcement and control individually to ensure correct action(s) for multiple counts or court records are applied to driver records. It automatically analyzes, calculates, and applies the impact that multiple enforcement actions have on a driver's record based on agency-defined business rules, and conducts additional updates and control functions when new information is received that further impacts a driver's record. Agency users do not need to review every action received to determine driver impact and the resulting downstream actions. FastDS-VS automatically determines appropriate actions, like clearing multiple suspensions at once, automating notification for skills tests, and

notifying customers of suspensions.

Linking Vehicles & Their Owners

Whether FastDS-VS is implemented as an agency's Driver Services system, or as a single and seamlessly integrated system for both Driver Services and Vehicle Services, it can provide information related to vehicles and their owners and enables retrieval of both driver and vehicle information with one search method within the solution. Most of our 24 FastDS-VS state client agencies have implemented (or are currently implementing) both the FastDS-VS Driver Services and Vehicle Services components to fully realize the benefits of a truly integrated system and its unified functions for searching, reporting, financials, correspondence, case management, data analytics, and system management. Where needed, FastDS-VS can connect to existing legacy systems to provide seamless access to relevant data across both environments.

Real-Time Searches & Information for Law Enforcement

FastDS-VS provides authorized agency partners, like law enforcement, with accurate, secure, and remote access to critical real-time searches and information for verifying identities and obtaining driver information. It allows your agency to assign distinct roles and permissions to law enforcement and other authorized partner representatives to obtain access to real-time driver and identity records and information related to individuals' credentials, certifications, restrictions, revocations, suspensions, convictions, warrants, and additional data. FastDS-VS stores identification photos and other aspects of customer records within its internal database to serve as the single system of record for providing law enforcement with direct and timely access to current and historical driver information. This approach eliminates need to access multiple systems, expedites access to information, and provides reliable connectivity to important records and data without need to log into separate systems.

Real-Time Business Intelligence & Reporting

FastDS-VS' robust built-in Business Intelligence features will enable agency management and authorized staff to easily and quickly access real-time dashboards, performance indicators, and reports; leverage data analytics to gain operational and organizational insight; and use data-based decision making for driving continual improvement to agency services and operations. Its built-in business intelligence features, performance dashboards, reporting capabilities, audit functions, and search and query functionality will provide real-time insight into key business, operational, and financial measures of your agency's performance and results. Much of the information contained in traditional reports is available through dynamic lists, searches, and dashboards that can be viewed, exported, and printed. FastDS-VS dashboards and visual displays provide real-time metrics in service transactions, workflow automation, case management, staff productivity, system performance, online self-services, customer interactions, and other agency-defined performance areas.

A Mobile-First Experience for Customers

The FastDS-VS user interface, for both internal users and customers on the web portal, is based on a responsive design that is optimized for use on a variety of web browsers and devices, like tablets and smart phones. The browser-based user interface automatically resizes to provide users and customers with clean access to navigational elements, functions, forms, and other user-interface content and information, regardless of the type, size, or operating system of the mobile device. WVDMV customers can use smartphones and tablets to perform online transactions; receive general information, assistance, and notifications; check driver/owner status information; and upload information to WVDMV. The interface scales and adjusts to the capabilities of different mobile devices and allows users to perform functions on their mobile devices instantly, without need to download and update applications.

Ease of Implementation for Modern Interfaces

FastDS-VS has built-in AAMVA interface functionality for simplified integration with the AAMVA systems, like SPEXS, PDPS, NMVTIS, USPVS, DIAE, and more. For other interfaces, the solution's built-in FastCore Gateway interface-integration layer supports rapid development of modern web services, like REST, for interface with other internal and external systems without the cost, complexity, or overhead associated with third-party middleware.

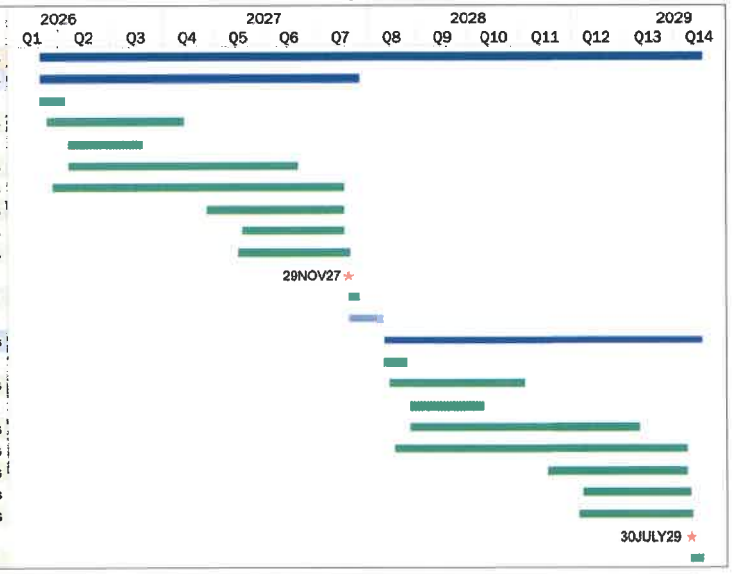
An Expedited Schedule for Successful System Modernization

We will implement your agency's new FastDS-VS Driver Services system on an expedited timeline that reduces agency business risk, improves business processes and efficiencies, and operates on a production-proven platform and modern technologies, including RESTful web services that enable effective interface and interaction with AAMVA's latest technical standards. Our FastDS-VS solution and implementation approach enable a compressed schedule timeline that consolidates WVDMV's anticipated phases 1, 2, and 3 into a single 18-month project rollout. This single Rollout 1 for FastDS-VS Driver Services includes complete implementation of modern driver licensing functionality (Mobile ID/mDL), REST APIs and built-in AAMVA interface functionality available upon installation, enhanced driver license system features and functions, and a pre-built common customer framework for driver and vehicle programs and services. With a project start date of June 1, 2026, the 18-month FastDS-VS Driver Services project rollout schedule will provide WVDMV with a completely modernized driver licensing system and common customer framework that interfaces and interacts with the AAMVA network and its system's latest technical standards, ahead of decommissioning of AAMVA's Unified Network Interface.

At your agency's option, we will also implement the FastDS-VS Vehicle Services component to enable a single and fully unified platform and common customer framework for the administration of West Virginia's driver, identity, and vehicle programs and services. This Rollout 2 for FastDS-VS Vehicle Services includes complete implementation of modern vehicle title and registration functionality in 18 months, including digital titles, liens, and registration, and begins after the FastDS-VS Driver Services system has completed a two-month stabilization and optimization period in production. The total schedule length for implementing both FastDS-VS Driver Services and Vehicle Services, including a two-month stabilization and optimization period after Rollout 1 for Driver Services, is 38 months.

Proposed Total 38-Month Project Schedule for FastDS-VS Driver Services & Optional Vehicle Services

Rollout Phases & Milestones	Start	Finish	Duration
WVDMV Driver's License Modernization Project	6/1/2026	8/17/2029	840 days
Rollout 1 - Driver Services & Comm. Customer Framework	6/1/2026	12/17/2027	405 days
Preparation Phase	6/1/2026	7/10/2026	30 days
Definition Phase	6/15/2026	2/5/2027	170 days
Foundation Phase	7/20/2026	11/20/2026	90 days
Development Phase	7/20/2026	8/27/2027	290 days
Conversion Phase	6/22/2026	11/19/2027	370 days
Testing Phase	3/22/2027	11/19/2027	175 days
Training Phase	5/24/2027	11/19/2027	130 days
Rollout Phase	5/17/2027	11/29/2027	141 days
Production Release - Driver Services	11/29/2027	11/29/2027	1 day
Production Phase	11/29/2027	12/17/2027	15 days
Stabilization & Optimization Period	11/29/2027	1/28/2028	45 days
Rollout 2 - Vehicle Services (Agency Option)	1/31/2028	8/17/2029	405 days
Preparation Phase	1/31/2028	3/10/2028	30 days
Definition Phase	2/14/2028	10/6/2028	170 days
Foundation Phase	3/20/2028	7/21/2028	90 days
Development Phase	3/20/2028	4/27/2029	290 days
Conversion Phase	2/21/2028	7/20/2029	370 days
Testing Phase	11/20/2028	7/20/2029	175 days
Training Phase	1/22/2029	7/27/2029	135 days
Rollout Phase	1/15/2029	7/30/2029	141 days
Production Release - Vehicle Services	7/30/2029	7/30/2029	1 day
Production Phase	7/30/2029	8/17/2029	15 days



Our Project Team and Commitment to Your Ongoing Success

We hope to partner with your agency by serving as your single and reliable solution and service provider for this important system-modernization project. As the prime and sole contractor for the project, FAST will serve as your software developer/provider, design and system-integration contractor, and ongoing FastCore software system support and maintenance vendor. For FAST value-added hardware, like our FastCore cameras, kiosks, and service tablets, we have a partner relationship with an IT logistics provider for equipment procurement and in-office installation, as needed. This single-provider model provides our client agencies with one point of contact to address all aspects of system modernization, operation, support, and enhancement. It also supports the long-term relationships that we have with all our client agencies, including 24 U.S. state motor vehicle agencies that use, or are currently implementing, our FastDS-VS solution for the administration of modern driver and/or vehicle programs and services.

Our dedicated project team—led by three key personnel who have over 55 years of combined experience in implementing and supporting our FastCore software solutions for state government agencies—will work with your agency project personnel to successfully configure FastDS-VS to meet WVDMV's modernization requirements, goals, and objectives. This team, and your agency, will be supported by our FAST hosting and managed-services team, which will provide fully managed 24x7 services from our centralized operations center for the modern FastDS-VS system's AWS cloud infrastructure and environments.

Our commitment to your State and your agency, as with all our client agencies, is to successfully deliver FastDS-VS to meet your specific needs and requirements and to continue to provide ongoing value through effective services, the release of new software innovations, and continuous and reliable system support. We appreciate your consideration of our proposed software and services and hope to serve as your system-modernization partner, as we have done for nearly half of all state motor vehicle agencies.

5.3.6.2.3 Provide a detailed narrative description of the Vendor's proposed solution which describes how the Vendor's proposed solution addresses the requirements of WVDMV as outlined in this RFP. Utilize screen shots and other visuals as appropriate.

FastDS-VS is commercial off-the-shelf (COTS) software that combines the features and functions of a modern driver and vehicle system into a single software solution that can be rapidly deployed for the administration of driver programs and services, vehicle programs and services, or both driver and vehicle programs and services. Based on our underlying FastCore government software platform, FastDS-VS contains core functionality that is essential to the effective administration of all modern government programs and services, coupled with purpose-built features and functions for motor vehicle agencies. Like every FastCore software solution, FastDS-VS is routinely updated and enhanced by our dedicated FAST development team and support organization to provide our client agencies with a single and reliable source for ongoing system support and modernization.

FastDS-VS' Driver Services component contains all the capabilities necessary to provide your agency with complete functionality for the administration of modern driver, credential, and identity programs and services. Its pre-built Driver Services functions, which are configured during the implementation project to meet the distinct business rules and regulations of agencies and their jurisdictions, enable rapid system modernization. Our typical project schedule length for implementing FastDS-VS Driver Services for 21 of our U.S. state motor vehicle agency clients is 18 months. Since submitting our proposal to the State's unawarded driver system RFP in early 2024, we have successfully started and completed a FastDS-VS Driver Services modernization project for Vermont Department of Motor Vehicles (May 2024 to Nov. 2025). This year, FastDS-VS Driver Services will also enter production for the states of Kentucky, New York, and Oklahoma. We believe our proven and pre-built FastDS-VS Driver Services solution, coupled with our track record of its successful delivery for multiple U.S. states, offers your state and agency the best opportunity to successfully modernize the WVDMV Driver System prior to AAMVA's sunset of the Unified Network Interface (UNI) in January 2028.

In addition to its Driver Services component, FastDS-VS also contains complete capabilities for the administration of vehicle title and registration programs and services through its Vehicle Services component. The FastDS-VS Vehicle Services component is in production, or is currently being implemented, for 22 U.S. state motor vehicle agencies (aside from the State of New York, which will begin implementing FastDS-VS Vehicle Services in Q2 2026). At the State's option, FastDS-VS Vehicle Services can be successfully implemented in 18 months, like the FastDS-VS Driver Services component. If the State elects to implement this optional Vehicle Services component, WVDMV will have a single, modern, and seamlessly integrated system for its unified driver license and vehicle title and registration programs and services, including mobile driver license (mDL) and electronic titles, liens, and registration.

Whether implemented for Driver Services, Vehicle Services, or both, FastDS-VS also contains core functionality that is essential to government program administration. This functionality includes a built-in financials engine, reporting engine, and business rules engine, as well as additional features and functions for online customer self-services, data analytics and reporting, case and workload management, automated system processing, key performance indicators, security and data safeguards, forms and correspondence, and much more. As shown in the illustration below, the complete FastDS-VS Feature Set contains comprehensive capabilities and modular components that result in a seamlessly integrated and fully configurable solution for meeting your agency's full set of modernized system requirements and goals.

FastDS-VS Feature Set

FastDS-VS Key Components, Capabilities, and Value-Added Services & Solutions*

CUSTOMER EXPERIENCE

Customer Profile & Journey • Web Portal & Self-Services • Communication Channels • Chatbot & Live Chat • Record Requests • Electronic Forms • Appointments • Usability & Accessibility • Business Licenses & Permits

DRIVER SERVICES

Licensing & Credentials • Identity Management • Enforcement & Control • Crash Reporting • Hearings • Knowledge Exams • Driving School Management • Mobile Driver License (mDL)

VEHICLE SERVICES

Titles/e-Titles • Registration & Renewals • Commercial Vehicles • Interstate Motor Carrier (IRP/IFTA/CVIEW) • Inventory • Permits • Inspections • Impounds • Fleets • Dealer Management

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Single-System Simplicity • Customer 360 • Contact Center • Workspace Personalization • User Help • Learning Management • Letters & Correspondence • Role-Based Access

WORK MANAGEMENT & PROCESS AUTOMATION

Business-Rules Engine • Workload Automation • Case Management • Task Management • Image Repository • Queuing & Lobby Management • Document & Image Management

FINANCIALS & ACCOUNTING

Billing • Payments • Refunds • Disbursements • Point-of-Sale • Accounting & Reconciliation

BUSINESS INTELLIGENCE & ANALYTICS

Reporting & Dashboards • Data Analytics & Visualization • Key Performance Indicators • Search & Query • Fraud & Investigations • Data Warehouse

PROJECT DELIVERY & PRODUCTION TOOLS

Solution Implementation Tools • Performance & Operations Tools • Security & Data Safeguards • Interface Management • AAMVA Exchange • Cloud Management • Ongoing Innovation & Updates

VALUE-ADDED SERVICES & SOLUTIONS

Cameras/Photo Capture • Kiosks • Service Tablets • Facial Matching • SMS Text Service • Performance & Operations Monitoring

**This FastDS-VS Feature Set depicts a high-level overview of the complete components and capabilities of FastDS-VS. The Vehicle Services component can be implemented at the option of WVDMV. Some depicted components and capabilities, such as Interstate Motor Carrier functions, are not in scope for this project.*

4.2.1. Goals and Objectives

Information on our FastDS-VS solution and approach to meeting WVDMV's goals and objectives is included in our responses to the following requirements from the *Modernize the DMV Driver System* RFP.

4.2.1.1 Replace WVDMV' s legacy mainframe driver license system with a modern Vendor provided and supported web-based application.

By selecting FAST to provide, implement, and support FastDS-VS as West Virginia's modernized driver system, WVDMV will acquire a modern web-based application that improves business process efficiencies, provides cloud-based scalability, and is highly responsive to change through flexible business rules and configuration-based modifications. Our standardized methodology for implementing FastDS-VS—used on our system modernization projects for 24 state motor vehicle agencies—also enables a streamlined implementation approach and full-system production release that results in little to no interruption to customers.

Modernization With Minimal Customer Interruptions

Our implementation approach for the WVDMV system modernization project, as with all system modernization projects based on our COTS FastDS-VS solution (and additional FastCore software products), will be based on the standard phases and activities of the FastCore Implementation Methodology. This proven, repeatable, and predictable methodology is based on Agile principles that have been tailored for the delivery of our pre-built software, which requires little in the way of design and construction activities and instead enables focus on configuring FastDS-VS to meet your specific requirements and business processes. The combination of our prebuilt COTS software and standardized approach to its delivery significantly reduces project risk, expedites system delivery, and provides a path for successful project execution that has been used on every FAST system modernization project. In total, these projects have resulted in more than 600 production releases of our FastCore software solutions for the administration of hundreds of government programs and services, including over 45 production releases of FastDS-VS for driver, vehicle, and interstate motor carrier programs for close to half of all U.S. state motor vehicle agencies.

Our proven implementation methodology is based on production release of complete FastDS-VS functionality for in-scope driver and/or vehicle services, rather than piecemeal and sequential production rollouts of select system functions or components. This approach reduces potential customer interruptions that can arise from the release of an incomplete system that relies heavily on complex integrations with a variety of legacy applications and third-party components.

A FAST-Provided and Fully Supported Web-Based Application that is Scalable & Highly Responsive

Our FastDS-VS software is a web-based and cloud-native solution designed for expedited deployment to an Amazon Web Services (AWS) commercial cloud environment authorized at the FedRAMP Moderate baseline. Its cloud-optimized architecture and environments provide secure, scalable, and user-friendly services for both internal agency users and external customers and partners. The architecture is designed to scale and evolve over time, allowing new programs, external systems, and data services to be added without reengineering the core solution. This flexibility supports long-term expansion and modernization, while also minimizing technical debt and need to devote agency IT resources to cloud-based maintenance and support, which will be fully managed by our centralized managed services team and dedicated IT professionals at our FastCore development and operations center.

We release routine software service packs, updates, and upgrades for FastDS-VS, and our additional FastCore-based software solutions, to provide our client agencies with ongoing system modernization. Details and documentation for these updates and upgrades are delivered and accessed within the solution's integrated

Delivery Workbench function. The workbench is used to manage the implementation of these software releases, which provide updated functionality based on best practices, process improvements, and new features and functions, like user-interface enhancements, expanded customer self-services, business-process improvements, and advanced security measures.

FastDS-VS is also a highly responsive solution based on a flexible and configurable rules-driven architecture that enables quick and efficient incorporation of system changes and updates. Its built-in business-rules engine supports rapid response to easily modify new and changed requirements and legislation without need for complicated code development or adjustment, allowing your agency to focus more on rule definitions and less on system design and programming issues. With its built-in business-rules engine, your agency can configure, maintain, and process business rules that pertain to virtually all aspects of the system, including the user interface, navigation elements, screen flows, rate changes, financial calculations, line-item form edits, account notifications and alerts, letters and correspondence, and almost all other system functions.

Improved Business Processes & Efficiencies

Our on-site project team will work with WVDMV to identify system and business process improvements and areas in which FastDS-VS automation can streamline and optimize your agency's services and operations. FastDS-VS increases operational efficiency by modernizing and automating system processes and business activities across all aspects of an agency's in-scope programs and services. It links and processes real-time information to provide agency users and customers with accurate, interconnected, and individualized user journeys that streamline the customer experience and expedite transaction times. FastDS-VS also simplifies tasks—like data entry and document handling—to reduce manual workload and enable agency users to focus on higher-value activities, customer service, and workload management. It contains features and functions for managing work groups and task assignments, measuring operational performance, and conducting systemwide processes based on best practices for alleviating workload, reallocating staff resources and assignments, and managing surges in service demand.

System automation is configured to align with your agency's distinct business rules, policies, procedures, and priorities. It streamlines workflow by conducting systematic processing for transactions, determining fees and other financial calculations, initiating and managing compliance and enforcement activities, generating customer- and account-related alerts and notifications, and more. Through seamless interconnection between FastDS-VS' built-in business intelligence features, interface functions, and data warehouse, FastDS-VS also processes interface data in real-time to automate many tasks that could not be completed by legacy systems without staff action or intervention.

FastDS-VS also provides intuitive navigation and task flows that guide agency users and online customers through predefined steps for efficiently completing customer transactions. Associated documentation for customers and vehicles is easily accessible on customer accounts, and FastDS-VS provides users and customers with a checklist of any additional required documentation related to specific user journeys, business processes, regulations, and transactions. In addition, for many situations and activities that require staff intervention or approval, automated decision-support functions in FastDS-VS evaluate circumstances and historical results to provide agency users with recommended courses of action.

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

FastDS-VS is a customer-centric solution that increases efficiency in agency operations and improves customer service by providing consistency in processing customer data and its presentation to agency users. Its intuitive customer dashboard provides a summary of key customer information and quick access to more

specific details through logically organized customer information tabs. Users conduct services and complete transactions through a single and uniform system interface that provides consistent features and functions across all customer categories. Although robust search, filter, and sorting capabilities are accessible from every window in the user interface, FastDS-VS is designed to minimize users' need to search for content through ease of access to customer contact information, transactions, payments, fines, notes, correspondence, documentation, relationships, and historical information logs. Rather than requiring a stop-and-search approach to obtaining information, the FastDS-VS user interface enables a click-and-get approach through dashboards, tabs, and dynamic lists that provide quick access to pertinent data, details, and documentation.

Unique Customer Identification Numbers

To support customer identity verification, processing, and management, FastDS-VS automates the assignment of a unique customer identification number for each person and business entity in the system. Once the number is generated and assigned, it is never changed and never re-used, and any new information added to a customer account is indexed by the customer identification number. During the implementation of FastDS-VS Driver Services, existing drivers will be converted from WVDMV's legacy system into the new identity number structure used by the modern solution.

FastDS-VS captures and tracks core customer contact information, home and/or business location(s), and pertinent financial information, and is configurable to include additional agency-designated customer information, like trade names ("Doing Business As"/DBA) and aliases ("Also Known As"/AKA). Registered owners and operators are identified as customers and linked to their associated businesses. FastDS-VS also establishes and links other customer relationships to indicate associations between family members, business partners, employers and employees, business/trust entities and their authorized representatives/signatories, and more. The system allows users to identify and merge duplicate customer accounts and unlinks relationships when it receives and processes information that indicates the relationship is no longer applicable or required.

Robust Search Functionality

Agency users can conduct searches from every window in the FastDS-VS user interface. Searches can be conducted based on virtually any identifying element of a customer or account—such as by unique customer identification number, full or partial name, e-mail, location address, phone number, account/file number, document number, Social Security number, driver license number, title and registration numbers, and web account logon—to find associated records and information. Search matches are linked to applicable results, processes, or information screens, enabling users to easily click on search results to obtain pertinent information.

Users can also conduct searches within different system categories, like task searches for work items, cases, notes, and investigations, or correspondence searches for letters, e-mail notices, and text messages. Users' ability to search, view, and filter information is controlled by FastDS-VS' systemwide role-based security features, ensuring that only users with the appropriate security permissions can view sensitive customer data and other personally identifiable information. For example, FastDS-VS tokenizes Social Security numbers by default and restricts viewing to only authorized users who hold secured permissions.

FastDS-VS also contains built-in query capabilities that allow non-technical users to build and run search queries by using point-and-click functionality within the solution. Users create queries by selecting specific data items and selection criteria while traversing a pre-configured data navigation tree. The resulting query is typically run on a reporting database and executed in real time. Query results are presented in a list window

from which users can further sort, group, and filter data results. Queries can be saved and shared with other users who hold the appropriate security permissions.

Searches for data that resides in third-party systems (like WVDMV's DTRS system) are supported by FastDS-VS' interface-integration layer, known as the FastCore Gateway. The FastCore Gateway is a full-service integration layer embedded within FastDS-VS. It operates as an enterprise service bus to provide robust API management and services that simplify, streamline, and expedite the development and integration of interfaces. Gateway interface integration enables effective data exchange for the use of third-party data in FastDS-VS searches, customer accounts, and other aspects of the system. It is important to note that the quality of search results for vehicle information is highly dependent on the quality and quantity of vehicle data in the State's existing vehicle system. The State's ability to provide high-quality data from the DTRS system through interface to FastDS-VS will significantly enhance vehicle search results and other vehicle information presented to users through FastDS-VS.

Linking Vehicles & Their Owners

Whether FastDS-VS is implemented as an agency's Driver Services system, or as a single and seamlessly integrated system for both Driver Services and Vehicle Services, it can provide information related to vehicles and their owners and enables retrieval of both driver and vehicle information with one search method within the solution. Most of our 24 FastDS-VS state client agencies have implemented (or are currently implementing) both the FastDS-VS Driver Services and Vehicle Services components to fully realize the benefits of a truly integrated system and its unified functions for searching, reporting, financials, correspondence, case management, data analytics, and system management. Where needed, FastDS-VS can connect to existing legacy systems to provide seamless access to relevant data across both environments.

It is important to note, as previously stated, that the quality of search results for vehicle information that resides in a separate system, as well as successful linkage between owners and their vehicles, is highly dependent on the quality and quantity of vehicle data in the separate vehicle system. The State's ability to provide high-quality data from the DTRS system through any interface to FastDS-VS will significantly enhance the linkage between owner and vehicle information. If West Virginia exercises its option to implement the FastDS-VS Vehicle Services component for electronic vehicle titles and registrations, the unified FastDS-VS Driver Services and Vehicle Services platform will provide users with cradle-to-grave information on vehicles that can be linked with comprehensive information on their owners and drivers.

Vehicles in the FastDS-VS Vehicle Services component, like drivers and other customers in the FastDS-VS Driver Services component, represent the highest record level within the system. Vehicle records detail a vehicle's entire lifecycle, from the Manufacturer's Statement of Origin (MSO) to final vehicle junking. FastDS-VS links vehicles to all vehicle-related records and regulatory information, including titles, registrations, liens, insurance, inspections, and other information. The solution tracks each ownership record as a separate account instance to link vehicle ownership with specific individual(s) or business(es) over time. Ownership accounts contain detailed records on titles, registrations, transactions, contact information, and addition owner and vehicle data.

Vehicle records can be created without links to other system information, so partial records can be created for accident processing and other scenarios in which the agency is not in complete control of all vehicle information. Vehicle records also have their own unique identification numbers in FastDS-VS that are not based on VIN or other standard vehicle identifiers. This enables, for example, the assignment of a West Virginia-based identification number or VIN for a rebuilt vehicle as a replacement for a manufacturer VIN. Regardless of the circumstances, FastDS-VS maintains a continuous record of all vehicle history and the lifecycle of vehicle identifiers.

4.2.1.3 Provide functionality required to perform driver licensing functionality in a single vendor supported platform with a common user experience.

FastDS-VS is a FAST-developed and FAST-supported software solution that provides, through its Driver Services component, complete capabilities for performing driver licensing functionality through a single platform and common user experience. Agency users and representatives conduct all aspects of their work in FastDS-VS through a single browser-based user interface that provides a consistent and uniform look and feel and intuitive access to frequently used functionality and real-time information. The FastDS-VS user interface minimizes the need for clicks and drill-throughs to enable quick access to accurate real-time information, actionable work items, rules-based workflow, and context-sensitive Help information. Relevant and timely information, tasks, notifications, and action items are displayed upon login, and users' home screens and navigation bars display the functionality they use most based on their roles and responsibilities.

A Single Solution & Common User Experience

FastDS-VS will serve as your agency users' single solution and system of record for accessing real-time and historical information on customers and simplifying services and communications. It validates, processes, and incorporates internal FastDS-VS information and external data to provide agency users with real-time information for providing services to customers with accuracy and certainty. FastDS-VS enables agency users to more efficiently manage customers and services through a 360-degree view of key customer profile information, like driver license and identity information, privilege status, sanctions, correspondence, transactions, payments, regulatory requirements, and other important information. The customer dashboard displays a summary of key customer information, highlights high-priority customer issues (like upcoming events for license renewals and obligations), lists open tasks associated with customers and their accounts, and provides easy access to notes and documentation, letters and correspondence, and additional pertinent customer and account details.

By clicking displayed summary information in customer and account dashboards, agency users can view more detailed data and perform actions related to customers and their accounts. For example, users can easily review the history of customer transactions and interactions, review open task items and resolve issues with customers, provide support for payment options and plans, add or update notes related to customer communications, and update contact information for customers and their relationships with other individuals, businesses, vehicles, and accounts. Much of the information available through FastDS-VS' customer management functionality is also accessible by customers and partners through self-service portals and, based on agency policy and permissions, through interface with other authorized systems.

FastDS-VS increases efficiency in agency operations and improves customer service by providing consistency in processing customer data and a common customer experience for agency users. Its intuitive customer dashboard provides a summary of key customer information and quick access to more specific details through logically organized customer information tabs. Users conduct services and complete transactions through a single and uniform system interface that provides consistent features and functions across all customer categories.

FastDS-VS also provides intuitive navigation and task flows that guide agency users and online customers through predefined steps for efficiently completing customer transactions. Associated documentation for customers is easily accessible on customer accounts, and FastDS-VS provides users and customers with a checklist of any additional required documentation related to specific user journeys, business processes, regulations, and transactions. In addition, for many situations and activities that require staff intervention or approval, automated decision-support functions in FastDS-VS evaluate circumstances and historical results

to provide agency users with recommended courses of action.

FastDS-VS tracks all interactions between your agency and customers across all service-delivery platforms. It supports and tracks direct messaging through the customer web portal, secure web notices, e-mail, SMS text messaging, automated and live chat, and physical mailed correspondence. In addition, FastDS-VS' built-in FastCore Gateway interface-integration layer supports full integration with agency interactive voice response (IVR) systems and provides customer support for all IVR-related functions. FastDS-VS also supports integration with virtual communication platforms, like Zoom and Microsoft Teams, for scheduling and conducting internal virtual meetings with agency staff and partners and external virtual meetings with customers and their representatives. Agency users can also provide customers with direct web-portal support by simultaneously viewing customers' live online sessions to provide step-by-step instruction and guidance. FastDS-VS records all web portal sessions, so agency users can review past screen-by-screen actions taken by customers to provide context and clarification on web portal functionality.

Users can access notes functionality in FastDS-VS to review and document details of customer interactions and discussions. Note-based search functions and filters enable users to quickly locate a subset of relevant notes and information to assist them in conducting business and documenting situations. FastDS-VS records and tracks follow-up actions resulting from customer interactions and can trigger reminders, alerts, and notifications to users and customers for actions like appointments, renewals, payment deadlines, and other activities and events. Through configuration, FastDS-VS can also provide functionality to associate customer interactions with applicable privileges, cases, processes, and activities, as appropriate.

Workload Management

FastDS-VS' work management functions automate processes to minimize manual workload, increase productivity, and streamline efficiencies across all aspects of your business. It automates workflow and case management through full integration with all other FastDS-VS capabilities, such as financial calculations, reporting, auditing, registration processing, document generation, data exchange, and other system processes and operations. Workflow is configured to align with agency practices and policies and can be rapidly modified to respond to workload surges, address staffing issues, reassign work to respond to changing agency demands, and increase overall productivity.

Your agency staff will access a single and centralized work hub for reviewing, managing, and conducting their work assignments in the FastDS-VS user interface. It displays user's work assignments; details related to task types, status, and due dates; and options for searching, sorting, and filtering work. Users also have direct access to existing electronic documentation that is pertinent to their work-assignments from within all applicable task, transaction, and workflow screens. In addition, users can personalize visual aspects and prioritize the navigational elements of their work screen to provide clear and quick access to the information and functionality they use most.

Since many business transactions require multiple staff from different areas to work in a sequence of steps, FastDS-VS automates the progressive assignment of tasks to provide consistency across the organization and to ensure all steps of a transaction are completed in the correct sequence by appropriate personnel. Based on appropriate permissions, staff members can reassign work to other users for review, work, and/or approval; can view tasks assigned to other users and their group; and can pull work from others' task queues.

Full Functionality for Managing Driver Licensing Programs & Services

The FastDS-VS Driver Services component manages all aspects of the issuance, tracking, and enforcement of licenses, credentials, and identification cards and manages the status of their validity, entitlements, and restrictions based on multiple factors, including driver history, accident and crash data, hearings and

convictions, and compliance with financial requirements and legal obligations. All license, credential, and endorsement types are supported, including commercial and non-commercial driver licenses and permits, motorcycle endorsements, learner's permits, and graduated licenses; identification cards for individuals, state government employees, law enforcement, and other designated identity groups (like State Bar members); and mobile driver license (mDL) and electronic identification cards. Whether accessed online through the customer self-service portal, at a self-service kiosk, or during an in-office visit, FastDS-VS provides a complete, real-time view of customers to accurately verify identities and streamline issuance of driver licenses, credentials, and identification cards.

The licensing and issuance process is fully configurable within FastDS-VS. Issuance processes are configured to streamline and regulate licensing transactions, including enforcing business rules and laws. These transactions also identify and handle exception cases, like issuance in specific instances without a photo, or allowing a reprint without completion of a new issuance. Licensing transaction configuration provides complete and correct fees calculation, including accounting for license product, driver age, license term, and lawful status. The configuration also includes accounting for things like specific endorsements as necessary. Additionally, licensing transactions verify the customer's eligibility for the product to which they are applying. For example, the system can verify the required exams, documentation, and photo.

License types are fully configurable, ensuring license attributes meet business needs such as commercial and non-commercial driver licenses, REAL ID and Non-REAL ID licenses, temporary or limited licenses, and intermediate or learner licenses. Typically, issuance transactions allow drivers to move between the various license types as appropriate. For example, when a driver moves from a non-commercial license to a commercial license, the correct requirements will be enforced by the system. The rules also apply to downgrade activity. In circumstances in which a driver moves from a commercial license to a non-commercial license, FastDS-VS evaluates the previous license to determine and enforce which requirements need to be met (if any) for the downgrade to occur.

FastDS-VS tracks licenses for the entire lifecycle. This means that the licensing transaction logs the license in the system and subsequent actions also associate with the record, including cessation, surrender, or cancellation activity. License tracking allows agency staff to understand driver record activity to provide outstanding customer service. Licenses can be updated in real time to ensure that the driving privilege immediately reflects any license surrender activity.

Enforcement & Compliance

FastDS-VS receives and manages information related to driver enforcement and control, like convictions and SR-22 filings, and makes automated updates to driver records to provide real-time information on drivers and the status of their licenses, credentials, and privileges. During the project, the project team identifies system and business processes to streamline enforcement and compliance workflow and optimize staff productivity. System changes and updates are quickly and efficiently incorporated into FastDS-VS to easily accommodate changes in requirements and legislation. In addition to improving efficiency for agency staff, FastDS-VS web portal functionality improves customer accessibility by enabling them to see their tickets, violations, and other sanction-related information. This information informs customers of their obligations and can assist them in resolving issues, paying fines, and determining next steps to resolve enforcement-related issues.

FastDS-VS processes all data and records related to enforcement and control individually to ensure correct action(s) for multiple counts or court records are applied to driver records. FastDS-VS automatically analyzes, calculates, and applies the impact that multiple enforcement actions have on a driver's record based on agency-defined business rules, and conducts additional updates and control functions when new information is received that further impacts a driver's record. Agency users do not need to review every action received to determine driver impact and the resulting downstream actions. FastDS-VS automatically determines

appropriate actions, like clearing multiple suspensions at once, automating notification for skills tests, and notifying customers of suspensions.

FastDS-VS also streamlines the flow of information from courts and ticketing systems. This information can be entered manually, or it can be updated automatically through specific interfaces with third-party systems. Collision reports can be attached to customer files and initiate workflows that result from the collision.

4.2.1.4 Provide a mobile-first experience process for the customer to participate wherever allowed by state code.

FastDS-VS provides a single, intuitive mobile interface that guides customers through eligible transactions, clarifies when in-person visits are required, and supports secure digital participation for renewals, address updates, appointment preparation, and status tracking. With a focus on holistic end-to-end customer workflows, rather than isolated transactions, FastDS-VS improves transaction completion rates, reduces customer confusion, and lowers administrative burden on agency staff, while also remaining compliant with state and federal requirements.

The FastDS-VS user interface, for both internal users and customers on the web portal, is based on a responsive design that is optimized for use on a variety of web browsers and devices, like tablets and smart phones. The browser-based user interface automatically resizes to provide users and customers with clean access to navigational elements, functions, forms, and other user-interface content and information, regardless of the type, size, or operating system of the mobile device. WVDMV customers can use smartphones and tablets to perform online transactions; receive general information, assistance, and notifications; check driver/owner status information; and upload information to WVDMV. The interface scales and adjusts to the capabilities of different mobile devices and allows users to perform functions on their mobile devices instantly, without need to download and update applications.

FastDS-VS also offers capabilities for supporting an agency's role as the issuing authority for mobile driver license (mDL) and digital identification. In conformance with AAMVA, ISO, and agency- and jurisdiction-specific standards, it can manage mDL enrollment and authoring and the signing and provisioning of credentials for use in authorized identity-provider applications and digital wallets. It can use the West Virginia Mobile IDs for identity verification/authentication for performing online transactions through the FastDS-VS-enabled customer web portal.

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

As detailed in our response to this requirement, FastDS-VS contains complete capabilities for intuitively providing your agency managers, users, and partners—like law enforcement—with the information they need to effectively perform their jobs and conduct services through real-time search functionality, business intelligence features, and reporting and auditing functions.

Real-Time Searches & Information for Law Enforcement

FastDS-VS provides authorized agency partners, like law enforcement, with accurate, secure, and remote access to critical real-time searches and information for verifying identities and obtaining driver information. It allows your agency to assign distinct roles and permissions to law enforcement and other authorized partner representatives to obtain access to real-time driver and identity records and information related to individuals' credentials, certifications, restrictions, revocations, suspensions, convictions, warrants, and additional data. FastDS-VS stores identification photos and other aspects of customer records within its internal database to serve as the single system of record for providing law enforcement with direct and timely access to current

and historical driver information. This approach eliminates need to access multiple systems, expedites access to information, and provides reliable connectivity to important records and data without need for login to separate systems. To expedite access to accurate information, FastDS-VS also stores information received from third-party systems and data providers, like AAMVA, court systems, and credential printers.

During the FastDS-VS Driver Services implementation project, we work with agency business representatives and law enforcement personnel to identify the type of information that is provided to law enforcement and other authorized personnel, including drivers' records, photos, signatures, court proceedings, judgements, and other current and historical documentation. FastDS-VS manages and maintains all driver and identity data in compliance with the Criminal Justice Information Services (CJIS) security policy, and the overall system security posture aligns with the National Institute of Standards and Technology (NIST) 800-53 (moderate baseline) security and privacy controls and the U.S. Internal Revenue Service (IRS) Publication 1075 for regulatory compliance and best practices.

Real-Time Business Intelligence for Reporting & Auditing

FastDS-VS' robust built-in Business Intelligence features will enable agency management and authorized staff to easily and quickly access real-time dashboards, performance indicators, and reports; leverage data analytics to gain operational and organizational insight; and use data-based decision making for driving continual improvement to agency services and operations. Its built-in business intelligence features, performance dashboards, reporting capabilities, audit functions, and search and query functionality will provide real-time insight into key business, operational, and financial measures of your agency's performance and results.

Much of the information contained in traditional reports is available through dynamic lists, searches, and dashboards that can be viewed, exported, and printed. FastDS-VS dashboards and visual displays provide real-time metrics in service transactions, workflow automation, case management, staff productivity, system performance, online self-services, customer interactions, and other agency-defined performance areas. Business intelligence functions also process interface data to initiate and update customer and account information and activities, such as changes to a case stage that trigger automated document generation. These integrated analytics, intelligence, and reporting features and functions, coupled with the ease and speed of FastDS-VS business rule configuration, help agencies to optimize system and business processes to drive continual operational improvement and achieve your constantly evolving requirements and objectives.

Operational Reporting and Analytics

The integrated data analysis and reporting tools in FastDS-VS will allow your agency to quickly extract data for advanced analysis. For ease of analysis of real-time information and statistics, users are presented with visual displays of key information, data points, and performance indicators across a variety of screens and dashboards within FastDS-VS. Users can select a variety of graph types for viewing FastDS-VS data analytics, reporting, and dashboard information, including pie, bar, line, and stacked-bar graphs. FastDS-VS graphs and charts are highly interactive, allowing users to click on select aspects of displays to obtain increasingly detailed information related to underlying data, statistics, and key information. FastDS-VS reporting functionality fully supports use of these visual displays for inclusion in generated reports.

Key Performance Indicators

FastDS-VS contains built-in functionality for measuring and displaying real-time metrics in key areas of system and organizational performance and operations. With the FastDS-VS Key Performance Indicator (KPI) dashboard, your agency's executives, managers, and other key stakeholders will have direct access to focused metrics in key performance areas related to workload management, task completion, customer services, online transactions, system automation, process volumes, and more. This information, coupled with the ease

and speed of configuration in FastDS-VS, will allow your agency to continually refine and enhance business processes to improve operational efficiencies, optimize organizational performance, and increase customer satisfaction. FastDS-VS uses real-time information to track defined KPIs across various activities and programs. It presents a focused measurement of KPI metrics and organizational performance through a variety of chart-based display options. KPI displays are interactive, allowing users to click on points within graphs and charts to obtain more detailed and specific data and information. Users can also filter and examine data for specific timeframes to evaluate trends and anomalies. When performance measures exceed or fall below your agency-designated thresholds, FastDS-VS can automatically provide your agency with electronic alerts and distribute e-mail notifications to authorized agency executives, managers, and users.

Financial Reporting

FastDS-VS' seamlessly integrated financial, accounting, general ledger, and reporting capabilities will enable your agency to conduct and provide detailed financial reporting. Report information is available in real-time through database queries, ad-hoc searches, standard reporting lists and views, and data displays that can be easily viewed, saved, shared, downloaded/exported (in Excel and other formats), and printed. Comprehensive reports and dashboard views are available for virtually all aspects of financial reporting, including financial reports related to payment transactions, accounts receivable, revenue by specific account and transaction types, refunds, penalties and interest, and more. Real-time reporting based on information from interface data is also fully supported. FastDS-VS' integrated reporting capabilities will allow your agency to implement, manage, and execute pre-programmed reports and ad-hoc queries, or to quickly configure new reports that meet your agency's unique reporting needs. We will also work with your office during the implementation project to ensure that the specific financial reports and dashboards you need are configured and available to your staff upon production release.

Report-Development Functionality

FastDS-VS has built-in report-development functionality that allows users to create custom report templates using a drag-and-drop interface and report layout editor. Users drag and drop desired data fields onto a report template, resizing and formatting as necessary to include text boxes, images, watermarks, shapes, and lines. The report-development tool allows authorized non-technical users to adjust report layouts as needed. Report templates can be designed to use any combination of data in FastDS-VS and its Data Warehouse, such as customer and account information, transaction information, payment information, and third-party information from the warehouse.

Auditing

FastDS-VS contains full functionality for both transaction-based auditing and security and data-access auditing.

Transaction-Based Auditing

FastDS-VS has built-in audit capabilities for configuring different types of audits that meet the needs of your agency. It tracks the full audit lifecycle with audit case functionality that supports the selection, management, and execution of audits based on your agency's specific business rules. Since data for all customers, transactions, and actions is maintained in the unified FastDS-VS solution, real-time data throughout the system can be used for targeted audit selection, execution, and risk scoring based on agency-specified criteria, like transaction types, date ranges, customer type, and other parameters.

FastDS-VS supports transaction-based audits using both random and targeted audit selections. For example, FastDS-VS can be configured to conduct random audits on a percentage of transactions, or the solution can conduct audits on specific types of transactions, like driver license renewals. Automated audit risk-scoring functions in FastDS-VS use data in the system and its data warehouse to calculate the likelihood of potential

fraud and assign a risk score to audited transactions. Transactions that exceed designated risk-score thresholds are flagged and held for further review by audit agents, or other authorized staff, prior to final transaction approval. Based on agency-defined business rules, FastDS-VS manages all audit review steps and can include multi-step approval processes as required by an agency.

Security & Data-Access Auditing
FastDS-VS provides complete audit and monitoring tools to review data access. It also provides tools to log transactions and record a permanent history of user actions in the system. It records an audit trail for every transaction performed in the system, including the type of transaction, date and time of the transaction, and the user who made the transaction. FastDS-VS can track all the actions performed by a user, including inquiry access to accounts. Tracking functions can provide information about a user, such as the date and time an account was accessed, how many times an account was accessed, and whether a user was denied access. A higher-level overview identifies how frequently a user has performed various functions over time, including automatic system actions and user actions. FastDS-VS also tracks and logs all user activities in the system, including access to customers, accounts, records, financial history, correspondence, cases, reports, and other data items and records. Authorized users and security personnel can view this audit trail at any time to review user activity.

4.2.1.6 Interface with all other DMV systems/partners per Attachment B.

Although FastDS-VS will provide your agency with a full and complete modern driver system solution, the solution also enables ease of interface with external systems and internal hardware and applications for data exchange and supplemental functionality, as outlined in *Attachment B System Integrations by Phase*. The FastCore Gateway, a full-service integration layer embedded within FastDS-VS, operates as an enterprise service bus (ESB) to provide robust API management and services that simplify, streamline, and expedite the development and integration of interfaces. Gateway functionality for managing and maintaining all interfaces—including modern, real-time, web-service interfaces, as well as file transmissions from older systems and communication protocols—is accessed directly within FastDS-VS. With FastDS-VS, and its seamlessly integrated Gateway integration layer, your modern driver system will provide secure data exchange and external system integration, without the added cost, complexity, and maintenance burden associated with a third-party middleware application.

The Gateway includes a suite of tools to manage web services, file transmission, and other interfaces to external systems. The Gateway supports inbound and outbound interfaces to support data exchange between FastDS-VS and external systems. WVDMV can access the Gateway through FastDS-VS to establish channels that are used for managing data from external systems and internal third-party hardware and software applications. The Gateway can push and pull interface data to meet the specifications of business requirements. Data exchanges with external systems are funneled through the system transparently and are presented to users within FastDS-VS, meaning users are typically not required to interact with third-party user interfaces. The Gateway maintains the same level of security provided by FastDS-VS.

FastCore Gateway Manager

FastDS-VS' built-in FastCore Gateway integration layer operates as an enterprise service bus to provide robust API management and services that simplify, streamline, and expedite the development and integration of interfaces, without the complexity and expense of third-party middleware.

Our proposed and standard interface approach, part of our FastCore Implementation Methodology that is undertaken on every FastDS-VS modernization project, includes inventorying, configuring, testing, and deploying all interfaces necessary for ensuring smooth and successful production rollout and ongoing system operation. For each production rollout (Driver Services and, optionally, Vehicle Services) redundant legacy systems are decommissioned at the time of production release. This approach minimizes the need to operate and maintain redundant interfaces and simplifies ongoing operations and support. We will work with WVDMV, as we do with all our client agencies, to identify appropriate schedule dates for legacy system decommissioning and to communicate these plans to all impacted stakeholders.

4.2.1.7 Implement or modernize the following programs in accordance with AAMVA and/or federal standards.

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

These programs are standard functions and interfaces of the FastDS-VS base product, many of which are in production across our client jurisdictions, that is enabled by the solution's AAMVA Exchange functionality. FastDS-VS provides core functionality to interface with AAMVA, providing access to PDPS, CDLIS, and SPEXS. By integrating this subsystem into the licensing transaction, the system automatically ensures the correct checks are performed during every issuance transaction. The system also provides functionality for manually submitting inquiries. If any messages fail to correctly transmit, the system will create a review item for agency staff to review.

FastDS-VS provides interface-management leveraging the built-in FastCore Gateway manager to provide robust API services with other internal and external systems without the cost, complexity, or overhead associated with middleware. The module natively supports interfaces with systems maintained by AAMVA, including the SPEXS, PDPS, NMVTIS, USPVS, DIAE, ROOSTP and more. Any new AAMVA interfaces become part of the core solution and are made available to all agencies using FastDS-VS.

For non-AAMVA interfaces, the Gateway manager provides interface connectivity using the FAST architecture. The architecture handles technical interface complexities like security protocols, communication, setup, and more. In addition, the Gateway provides a developer portal tool where DMV can expose interface definitions to its business partners. Using the portal, partners can view and interact with interface definitions, test their connections, make test data submissions, and even receive certification from DMV to proceed into production.

4.2.1.8 Provide an electronic workflow that generates digital copies of letters, forms, and notices that are sent from the system and stores them in the WVDMV document management system.

FastDS-VS has built-in enterprise-content/document-management functionality for managing all agency-wide content, providing all users of the software with a centralized source and management solution for documents, images, payment remittances, correspondence, form, notices, and more.

As the centralized repository for storing and managing all documents, images, forms, and correspondence, FastDS-VS provides users with a complete and interconnected view of you customers and their related electronic documents, images, content, and data. Its single relational-database structure enables system functionality, processing, and operations based on a 360-degree view and one-to-many relationship for all entities within FastDS-VS. Users have access to real-time data and all current and historical electronic documents, images, and correspondence.

Additional FastDS-VS document management functionality includes:

- Side-by-side display of documents, forms, and other correspondence in the same window allowing for agents to more quickly assist customers during a transaction.
- Automatic indexing.
- Manual indexing.
- Establishing pre-defined zoom regions.
- Zooming images manually.
- Annotating all or a portion of images.
- Printing images.
- Key-from-image data entry.
- Creating image-based workflow that more efficiently streamlines work for WVDMV agents.

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

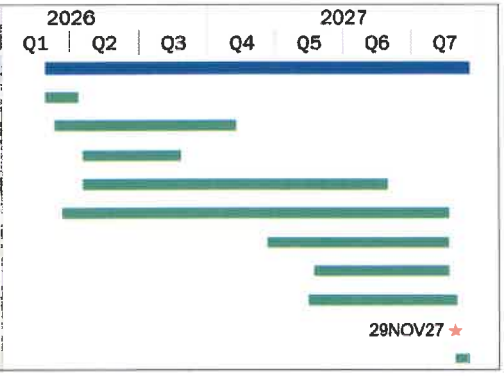
FAST will implement WVDMV's new FastDS-VS Driver Services system on an expedited timeline that reduces agency business risk, improves business processes and efficiencies, and operates on a production-proven platform and modern technologies, including RESTful web services that enable effective interface and interaction with the AAMVA network and its system's latest technical standards. Our FastDS-VS solution and implementation approach enable a compressed schedule timeline that consolidates WVDMV's anticipated phases 1, 2, and 3 into a single 18-month project rollout. This single Rollout 1 for FastDS-VS Driver Services includes complete implementation of modern driver licensing functionality (including Mobile ID/mDL), REST APIs and built-in AAMVA interface functionality available upon installation, enhanced driver license system

features and functions, and a pre-built common customer framework for driver and vehicle programs and services.

This proposed implementation schedule, illustrated below, is based on the FastDS-VS Driver Services rollout timelines for 15 state motor vehicle agencies that successfully implemented FastDS-VS Driver Services in no more than 18 months. These agencies represent the states of Arkansas, Colorado, Georgia, Maryland, Massachusetts, Michigan, Minnesota, Missouri, Montana, New Mexico, North Dakota, Oregon, Tennessee, Vermont, and Washington. Our active and on-schedule implementation projects for the states of Iowa, Kentucky, Nebraska, and Oklahoma are also based on 18-month project schedules for production release of complete FastDS-VS Driver Services capabilities.

Proposed 18-Month Project Schedule: FastDS-VS Driver Services, REST APIs, Common Customer Framework

Rollout Phases & Milestones	Start	Finish	Duration
Rollout 1 - Driver Services & Comm. Customer Framework	6/1/2026	12/17/2027	405 days
Preparation Phase	6/1/2026	7/10/2026	30 days
Definition Phase	6/15/2026	2/5/2027	170 days
Foundation Phase	7/20/2026	11/20/2026	90 days
Development Phase	7/20/2026	8/27/2027	290 days
Conversion Phase	6/22/2026	11/19/2027	370 days
Testing Phase	3/22/2027	11/19/2027	175 days
Training Phase	5/24/2027	11/19/2027	130 days
Rollout Phase	5/17/2027	11/29/2027	141 days
Production Release - Driver Services	*11/29/2027*	*11/29/2027*	*1 day*
Production Phase	11/29/2027	12/17/2027	15 days



With a project start date of June 1, 2026, the 18-month FastDS-VS Driver Services project rollout schedule will provide WVDMV with a completely modernized driver licensing system and common customer framework that interfaces and interacts with the AAMVA network and its system's latest technical standards, ahead of decommissioning of AAMVA's Unified Network Interface.

More detailed timeframe information on our proposed project schedule, phases, and activities can be found in the Proposed Project Phase Approach section of this Technical Proposal.

4.2.2. Mandatory Project Requirements

Information on our FastDS-VS solution and approach to meeting WVDMV's mandatory project requirements is included in our responses to the following requirements from the *Modernize the DMV Driver System* RFP.

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.

We will provide complete support to WVDMV in the delivery of our proposed FastCore-based FastDS-VS solution, which will be implemented to comply with West Virginia State Code and Administrative Rules, like our FastCore-based GenTax solution that has been in production for West Virginia Department of Revenue since 2007. FastDS-VS is designed to operate in compliance with the policies and standards of the American Association of Motor Vehicle Administrators (AAMVA) and the requirements of the REAL ID Act, the National Highway Traffic Safety Administration (NHTSA), and the Federal Motor Carrier Safety Administration (FMCSA). West Virginia's FastDS-VS system, like the FastDS-VS production systems of multiple state motor vehicle

agencies, will comply with these AAMVA, REAL ID, NHTSA, and FMCSA policies, standards, and requirements, as well as additional applicable state and federal laws and regulations.

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

Our proposed FastDS-VS solution for the administration of driver licenses and vehicle titling and registration will maintain compliance with the State of West Virginia's Enterprise Architecture standard. Our FastCore-based GenTax solution for tax and revenue administration, which has been in successful production for West Virginia Department of Revenue since 2007, successfully operates in compliance with the State's standard. Similarly, our FastCore-based FastDS-VS solution for WVDMV will maintain compliance with the State's Enterprise Architecture standard.

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 AAMV A UNI connection.

Our proposed 18-month project schedule for FastDS-VS Driver Services, as detailed in our preceding response to requirement 4.2.1.9, includes the implementation of REST web services and the solution's modern out-of-the-box interfaces with the AAMVA network and its systems. These modern REST web services, along with FastDS-VS' complete capabilities for the administration of driver and identity services, mobile ID, customer web portal, and the common customer framework, will enter production at the end of November 2027, prior to decommissioning of AAMVA's Unified Network Interface.

High-level scope and detailed timeframe information on our proposed project schedule, phases, and activities can be found in the Proposed Project Phase Approach section of this Technical Proposal.

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.

As detailed in our preceding response to requirement 4.2.1.9, we are proposing to implement complete FastDS-VS Driver Services capabilities, including all scope and functionality included in phases 1, 2, and 3 of the State's *Modernize the DMV Driver System* RFP, through a single 18-month project rollout. Rather than a driver license system based on a minimum viable product, WVDMV will enter production with the complete FastDS-VS Driver Services solution, which will provide your agency with enhanced and fully featured functionality for managing modern driver and identity programs and services through a single application and system of record.

High-level scope and detailed timeframe information on our proposed project schedule, phases, and activities can be found in the Proposed Project Phase Approach section of this Technical Proposal.

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.

As detailed in our preceding response to requirement 4.2.1.9, we are proposing to implement complete FastDS-VS Driver Services capabilities, including all scope and functionality included in phases 1, 2, and 3 of the State's *Modernize the DMV Driver System* RFP, through a single 18-month project rollout schedule. At production release, the complete FastDS-VS Driver Services solution will provide your agency with full functionality, including modern driver license and identity features and functions not available in WVDMV's current system, and built-in core FastDS-VS functionality that will replace need for functionality currently

performed in other WVDMV application suites. These core FastDS-VS capabilities include built-in financials, reporting, and business rules engines, as well as additional features and functions for customer web portals, appointment scheduling and queuing, cash drawer management, automated system monitoring and performance testing, reporting and data analytics, case and workload management, and much more.

The full functionality provided by the single FastDS-VS application and system of record will provide a common user experience that significantly reduces the number of system integration points and simplifies your agency's IT footprint. In addition, the FastDS-VS system's AWS commercial-cloud environment, which will be fully managed and supported by our FAST cloud-managed services team, will enable your IT professionals to focus more on optimizing and enhancing technical services rather than maintaining and updating applications and infrastructure.

At completion of the 18-month FastDS-VS Driver Services project rollout, the solution will also provide a common customer framework. This framework, when integrated (at your agency's option) with the FastDS-VS Vehicle Services component, will enable a single and fully unified FastDS-VS platform for the administration of West Virginia's driver, identity, and vehicle programs and services. While this common customer framework can also be leveraged through interface with WVDMV's existing DTRS vehicle system, it is important to note that the State's ability to provide high-quality data from WVDMV's existing DTRS system will significantly enhance the ability of FastDS-VS to link complete and accurate vehicle information to owners in the new system.

High-level scope and detailed timeframe information on our proposed project schedule, phases, and activities can be found in the Proposed Project Phase Approach section of this Technical Proposal.

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.

FastDS-VS contains fully integrated functionality that provide all-inclusive features and functions that are essential to the efficient and effective operations and performance of modern motor vehicle agencies, including digital titling and vehicle registration. While motor vehicle registration and titling are WVDMV-optional scope for this RFP, FastDS-VS includes full functionality to completely meet the needs of WVDMV with a single solution for complete administration of modern vehicle services. FastDS-VS' pre-built features and functions are optimized to provide system processing based on the best practices of multiple motor vehicle agencies. FAST has implemented our software as the modern system for administration of motor vehicle and titling programs and services for 18 U.S. client sites. Additionally, we have four active ongoing implementations for our motor vehicle module, each on target to go into production on time and on budget.

FastDS-VS is purpose-built software designed specifically for government agencies that administer programs for driver and vehicle services. Our FastDS-VS solution is built on a single platform, that although can operate independently for either driver services or motor vehicle programs, it is most powerful when deployed together as a single, comprehensive system of record providing an agency a modern system that results in better data integrity and consistency in business rules and customer service while supporting more built-in, cross-application features, like workflow, correspondence, security, business intelligence reporting.

By leveraging a single, unified platform that is both specifically configured to the agency's business processes and fully aligned to agency's desired business outcomes for maximum internal and external user value, WVDMV will leverage a low-risk vendor and gain integration benefits for WVDMV and agency staff that include:

- A single logon that eliminates the need for staff to log into multiple systems to retrieve critical information. One system will deliver simplified workflow and eliminate many manual processes

associated with legacy systems for driver and motor vehicles. Transaction time will be reduced as users are connected to all aspects of their work through a single application that provides user-friendly access to assignments and real-time information that support rapid training and re-skilling of agency personnel.

- Upon rollout of the driver services functionality in 2027, the majority of WVDMV staff will gain exposure to the system. Staff will be familiar with the FastDS-VS screens and functionality and be able to leverage training and knowledge transfer activities to increase your WVDMV staff proficiency.
- Fewer interfaces are required between driver services and motor vehicles meaning less back bridge and stopgap solutions than other separate DMV systems. A single platform will significantly simplify your technological footprint and reduce system complexity, maintenance and support, interface development, testing requirements and the need to balance and coordinate multiple system upgrades.
- Optimized built-in security and logging features for driver and motor vehicles will result in more complete comprehensive audit and logging capabilities for all layers of the system, including the logging of system security and all user access.

High-level scope and detailed timeframe information on our proposed project schedule, phases, and activities can be found in the Proposed Project Phase Approach section of this Technical Proposal.

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.

FAST will provide all system integration services necessary to successfully complete the implementation of FastDS-VS Driver Services as WVDMV's modern driver system and, if the agency elects to execute this option, to successfully complete the implementation of FastDS-VS Vehicle Services to provide WVDMV with a single and fully unified platform for all driver and vehicle programs and services. We will use the standard phases and activities of the FastCore Implementation Methodology to successfully implement your agency's FastDS-VS solution.

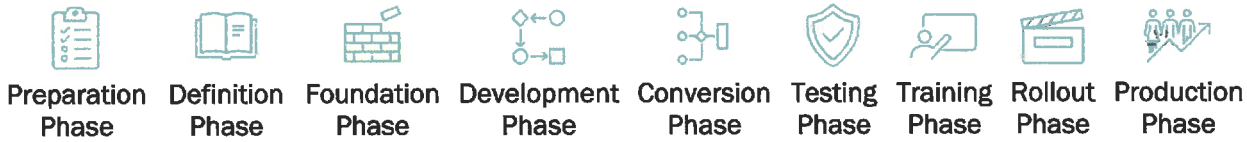
The FastCore Implementation Methodology employs an iterative Hybrid Agile approach that has been adapted for the implementation of our COTS FastDS-VS solution and additional FastCore-based software products. As a predeveloped and production proven solution, FastDS-VS requires few traditional design and development activities and instead enables the project team to focus on configuring the solution's baseline functionality to meet agency-specific requirements. The phases of the methodology, illustrated below, work in tandem with FastDS-VS' built-in project delivery tools to support effective project management processes and best practices during the implementation project. In the remainder of this response, we provide a brief overview of how our project team will leverage FastDS-VS's built-in project delivery functionality to effectively manage the solution's implementation during each phase of the project, shown in the following illustration.

Iterative Phases of the FastCore Implementation Methodology

FastDS-VS contains pre-built and pre-tested features and functions for the administration of virtually all aspects of modern driver and vehicle programs and services. As a predeveloped and production proven solution, FastDS-VS requires few traditional design and development activities. Working iteratively through the methodology, project teams largely focus on meeting agency-specific requirements with configuration rather than customer programming. The majority of our client agencies' requirements are achieved through configuration of FastDS-VS' baseline functionality, with remaining functionality enabled through the development of site-specific code, if needed. This high level of configurable functionality supports rapid implementation of WVDMV's requirements, as well as expedited modifications due to policy, regulation, and/or program changes.

The phases of the FastCore Implementation Methodology work in tandem with FastDS-VS' built-in project delivery tools, as described below, to support effective project management processes and best practices during the implementation project.

Phases of the FastCore Implementation Methodology



Preparation Phase

FastDS-VS contains functionality for managing configurations and associated activities, work products, and deliverables. The project schedule, based on the implementation phases illustrated above, is created and managed through use of the FastCore Delivery Workbench (the workbench) in FastDS-VS, which provides a variety of features and functions that support project scheduling, management, and delivery. Project tasks and activities are directly recorded and tracked in the workbench as integrated and dynamic components of the schedule. All authorized users and project personnel can view the schedule and its associated real-time implementation activities, tasks, assignments, and deadlines. The schedule is reportable, exportable, and displayed in both calendar and Gantt chart-based formats that have a graphics-based hierarchical structure.

FastDS-VS will be installed on our proposed AWS commercial-cloud environment within the first weeks of the project, enabling the project team to begin working with the system and configuring WVDMV requirements shortly after project initiation. Modern code, components, and capabilities are delivered at installation—with no requirements for code updates, interconnections between multiple third-party components, or development and testing of a variety of applications and internal interface points. The solution's hosted environments are established during this phase to support, at a minimum, system design, configuration, development, testing, conversion/data migration, user training, and production. System demonstrations and hands-on exposure and training with the solution are also conducted to enable agency project team members to become familiar with the FastDS-VS software and to contribute to project activities.

Definition Phase

Business requirements are documented during definition sessions conducted during the Definition Phase. Definition sessions, which involve users and use cases, lay the groundwork for defining the business processes, development items, and FastDS-VS configurations that are necessary for implementing a solution that meets WVDMV's specific requirements and objectives. The definition items created during these sessions are directly entered into the workbench, where they are reviewed and approved (or sent for rework) by agency

subject matter experts (SMEs)/business representatives. The definition items serve not only as the business-written definitions and documentation that define the outcomes needed from the system but also as action items that drive system configuration during the Foundation and Development phases. They are also used as the foundation for creating test scenarios that are executed during the Testing Phase.

The project management team defines the processes for maintaining the requirements, including processes for adding, modifying, or removing requirements, and the necessary requirements tracing for both technical and functional requirements. The method for requirement validation is also determined for each finalized requirement. Any additional clarifications or gaps are discussed and finalized within the team. If needed, associated change-management requests are created for agency review and approval. Functional demonstrations are conducted in the Definition and Foundation phases to show how FastDS-VS will accommodate business requirements. Validation is addressed through documents/work products, visual verification, test scenarios, and other methods. For requirements addressed through a document/work product, links to the associated document/work products are created in the FastDS-VS workbench. Requirements mapped to these items are met once the document(s)/work product(s) are completed and accepted.

Requirements gap analysis is performed during several phases, including the Definition, Foundation, and Development phases of the FastCore Implementation Methodology, as well as during configure/ test iterations. During these phases, agency business users evaluate the requirements and FastDS-VS configuration against the actual business processes to verify that they reflect business needs. One of the benefits of this hands-on approach is that through constant involvement and interaction with the solution, business users can quickly identify requirements gaps. While we are confident this gap analysis will find few, if any, deficiencies in FastDS-VS capabilities, any gaps that do appear will be considered and alternative solutions will be proposed. These items and the approved resolutions will be fully documented in the workbench within the solution.

Foundation Phase

Definition items from the preceding Definition Phase are used to scope, implement, and verify the preliminary configuration of FastDS-VS during the Foundation Phase. As part of this effort, the definition items are updated in FastDS-VS for use in the creation of development items and documentation that drive the tasks conducted during the next Development Phase.

With baseline FastDS-VS driver and/or vehicle functionality available upon installation, our project teams do not need to devote time to extensive system design documentation or development activities. Instead, they begin defining and configuring requirements early in the project, then conduct ongoing configuration review and refinement sessions to progressively implement a solution that meets the requirements of your agency. System enhancements and modifications to in-scope functionality can be made to FastDS-VS throughout the duration of the implementation project, without need for change orders or impactful schedule disruption. Since FastDS-VS provides comprehensive functionality through a single solution, rather than a patchwork of third-party applications and point solutions, it can be rapidly configured without concern for impact to other interconnected systems or applications.

Development Phase

Development items within FastDS-VS are used for the creation of development tasks that are linked to the definition items and implementation schedule within FastDS-VS and assigned to project personnel. These development tasks outline the activities necessary for the configuration of FastDS-VS' functions, user

interface, forms, correspondence, reports, interfaces, and other aspects of the solution. In addition, all configurations and code are directly linked to the development tasks within FastDS-VS, supporting the direction, management, documentation, and reporting on system design, development, and implementation activities and processes. Interface design documents are also developed and recorded in FastDS-VS to identify, manage, and assign design activities for interfaces with other entities and ancillary agency systems. The work activities in this phase, and all other project phases, are conducted by our on-site project team in close collaboration with your agency personnel.

Conversion Phase

Data conversion definition items recorded in the workbench are used as conversion tasks that are assigned, tracked, and marked as completed in the software. Cutover-conversion schedules, with associated activities and outcomes, are also tied to the overall project schedule within FastDS-VS. Multiple mock conversions are conducted throughout each project rollout, and the outcomes of these mock conversions are recorded within FastDS-VS for access, view, documentation, and reporting by project personnel.

Testing Phase

FastDS-VS streamlines collaboration during testing and quality-review processes. It serves as the single source for identifying test issues, their associated activities and configurations, and the individuals assigned to their resolution. Development items are used as the basis for adjusting baseline test scenarios to align with the agency's particular configurations, as well as for creating additional agency-specific test scenarios. Users manage, execute, and track the results of the test scenarios directly in the FastDS-VS user interface, which automatically stages failed tests for assignment, review, and resolution.

Multiple test types are conducted during the testing phase, including unit and system testing, interface/integration testing, end-to-end/user acceptance testing, security and performance testing, and regression testing. FAST's dedicated accessibility and usability team also conducts usability and accessibility testing on the FastCore solutions for new FAST client agencies, like WVDMV, and agencies can also procure third-party services for independent usability and accessibility testing, if desired.

Training Phase

FAST works with the agency to prepare a training and knowledge transfer plan during the first weeks of the project. Computer-based training (CBT) modules and agency-specific training materials and documentation are stored and accessed within FastDS-VS. Train-the-trainer sessions are conducted with agency trainers, who collaborate with project staff to develop complete and comprehensive training on use of the new FastDS-VS system for training system users. A training environment that mimics the FastDS-VS production environment is deployed for hands-on training. FastDS-VS' built-in training and learning management functionality also enables scheduling and reporting for all training sessions and user's completion of training courses and exercises.

The FAST project team provides software product expertise and advisory support and guidance for the agency-led organizational change-management activities, and facilitates and supports business process re-engineering of agency business processes, as appropriate, to take advantage of the modern and comprehensive capabilities of FastDS-VS
. Throughout the project's duration and into post-production, as necessary, we provide continuous knowledge transfer activities for agency project personnel.

Rollout Phase

Earlier in the project, FAST and agency project personnel develop cutover and contingency plans for the that are used and/or referenced extensively during the Rollout Phase. Cutover-checklist tasks are input, assigned, and managed directly within the workbench, as are post-release deskside-support items and documentation. Users report rollout support issues through FastDS-VS' built-in ticketing functionality, which automates the assignment and tracking of issues to project-support personnel. Final conversion and cutover to production are executed according to the respective conversion and cutover plans and in compliance with FAST and agency standards and procedures for successful promotion of the system to production.

Production Phase

Following production release, FastDS-VS continues to serve as the centralized solution for managing issue resolution and updates. Users can submit service support requests through FastDS-VS' built-in support-ticket functionality. Multiple types of support requests can be configured to align with WVDMV's preferences and priorities. In addition, FastDS-VS' built-in Solution Request functionality, which allows authorized WVDMV personnel to submit solution-modification requests and error notifications, records and manages all technical Solution Requests to enable organization, triaging, reporting, and resolution of defects and change requests. Following production release, FAST will continue to provide application and system environment support to WVDMV, with original project team members providing support through final system acceptance.

Project Deliverables and Work Products

FAST provides standard deliverables and work products for each phase of the FastCore Implementation Methodology. A list of our standard deliverables and work products, by phase, is included in the Proposed Project Management Methodology section of this Technical Proposal. These deliverables and work products include many of the plans identified in the *Modernize the Driver System* RFP, including a project plan, hardware/software plan, training and knowledge transfer plan (including stakeholder engagement), conversion plan, interface/integration plan, test plan, security plan, and operations and support plan.

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

FAST will provide project management services throughout system implementation and operations and maintenance. As part of the Preparation Phase, we will create a project management/work plan and master project schedule, in addition to additional startup activities, like confirming and establishing the project's cloud infrastructure and installing the FastDS-VS software; identifying, documenting, and communicating project objectives; developing the project communication plan; providing system overviews; developing profiles for in-scope business programs and services; inventorying interfaces and system inputs and outputs; and identifying personnel resources and assignments. A project kickoff meeting will be scheduled to provide the agency with an overview of FastDS-VS, the FAST Implementation Methodology, and the high-level project roadmap. Project team members, agency stakeholders, and any other necessary participants will be invited to attend, as determined in collaboration with the WVDMV.

Project Collaboration Environment

FastDS-VS contains built-in features and functions for supporting the project team and their implementation of FastDS-VS. Its project delivery components and capabilities are used for:

- Facilitating project collaboration, reporting, training, and testing.
- Implementing and managing requirements and configurations and providing change control.

- Creating and storing project information, artifacts, and resources.
- Accessing additional integrated springboards, screens, and functions for delivering the FastDS-VS solution.

As the single and centralized solution for project delivery, FastDS-VS integrates and interconnects project work items, schedules, resources, deliverables, and virtually all other aspects of the implementation project. Some of the many project management tools, repositories, and delivery-support functions in FastDS-VS that are used for implementing the solution and expediting project delivery, include:

- Project repository and developer tools
- Schedule management functions
- Risk registry and issue- and decision-management functionality
- Performance monitoring and reporting tools
- Testing tools & scenarios
- Training management and knowledge bank functions
- Conversion tools
- Incident reporting and support ticketing

Status Meetings & Reporting

During the initial Preparation Phase, FAST and agency project managers define the standards and requirements for project status reporting and review. They establish the format of status reporting and define the standard topics and information to include in reports. Our standard format for project status reports includes:

- A recap of the previous reporting period's work, including testing and test results.
- A preview of the next reporting period's work.
- Status of major activities (tasks and deliverables) and milestones.
- Status of any potential delays (risk and issues) in reaching target dates.
- Status of pending decision and their impact on project schedule.
- Additional information to accommodate agency requirements.

Typically, status meetings are held at the individual functional and support team level to discuss team-specific assignments and objectives, while all-project team meetings address project-wide status, issues, and relevant cross-team information. Management and executive level meetings and status reports are conducted at agreed-upon intervals to review project status, issues, risks, and overall progress. FAST and agency project personnel are usually co-located within the project workspace to enable consistent and collaborative in-person status meetings.

The status of virtually all aspects of the project can be viewed directly within the FastDS-VS. Project data and charts can be exported in a variety of formats, along with supporting narrative from the project management team. FastDS-VS provides authorized users with functionality for creating, monitoring, modifying, and managing the project schedule and associated tasks, timelines, and work products. This centralized access to real-time activities, project status, and artifacts supports collaboration in all aspects of project management and status reporting, providing your agency with the necessary transparency to monitor the project schedule, identify project-related issues and concerns, and make data-driven project decisions. Agendas and meeting minutes are also recorded, accessed, and stored in FastDS-VS, which can automate the distribution of agendas, meetings, and additional project status-report information.

For more formal reporting, such as quarterly management meetings, status reports are directly generated in FastDS-VS based on project information, activities, and schedules that are embedded and managed within

the system. Reports can be generated on demand or at agency-selected intervals, such as weekly and monthly, to align with scheduled status meetings and management checkpoints. FastDS-VS can also automate distribution of these reports to authorized personnel.

Risk Management

Our approach to risk and issue management seeks to minimize the impact of unplanned incidents on the project by identifying and addressing potential risks before significant negative issues and consequences occur. Risk management is an ongoing process that continues throughout the project lifecycle. Project managers will start the risk-management process by identifying risks, analyzing and planning accordingly for these risks, and then monitoring and controlling the risks. These steps are repeated throughout the project as new risks are identified, analyzed, planned for, and controlled or mitigated. As part of the ongoing risk-management process, the project managers will identify checkpoints during the project at which time new risk identification will be given a higher priority. For example, new risks are more common prior to project work commencing, during major plan revisions, when significant deviations from the plan occur, and at the beginning of new phases of the project.

We will work collaboratively with WVDMV to create a risk management plan that defines the proposed approach and associated processes used for risk identification, risk analysis and escalation, risk response and contingency planning, and risk monitoring and tracking. The risk management plan, which will be managed by the project management team, includes the following key steps:

- Risk identification
- Risk analysis and measurement
- Risk response planning
- Contingency planning
- Risk monitoring and control
- Risk escalation

FastDS-VS contains built-in risk registry functionality for logging, assigning, and tracking project risks. It supports risk identification, analysis, and escalation; risk response and contingency planning; and risk monitoring, management, and reporting. The risk registry is the primary FastDS-VS function used in our risk-management approach, which is ongoing throughout the project lifecycle and designed to minimize the impact of unplanned incidents by identifying and addressing potential risks before they become impactful issues. Since FastDS-VS has been implemented and is in production for multiple state agencies, standard risks that are common to all FastDS-VS modernization projects can be easily populated into the registry. Additional identified risks are added to the registry during the project's Preparation Phase. Risk and issue status are routinely monitored and measured, and FastDS-VS can automate the distribution of severity alerts and updates. Risks and mitigation activities are identified and disclosed in routine status meetings and reports.

Quality Assurance and Control

Quality assurance planning is included as part of the overall project management plan to define the quality assurance and control activities associated with the project. Quality assurance planning also defines processes for quality reviews and acceptance of internal project deliverables and work products. The project managers develop requisite quality standards, checklists, report templates, and processes during the project's initial Preparation Phase. The iterative nature of the FastCore Implementation Methodology ensures that quality management is a function of every phase from Preparation to Production.

We use multiple quality procedures and controls to ensure that our FastCore software solutions and project configurations provide modern functionality that meets our client agencies' requirements,

expectations, and goals. Some of the tools and techniques that we use during the project to optimize system quality include:

- Daily Configuration Reviews – Quality is monitored on the project floor for the duration of the system-modernization project. As pre-built software that provides out-of-the-box functionality for the administration of government programs, developers on the project can quickly configure the software and demonstrate the results of agency-specific configurations. This expedited and iterative configuration and confirmation approach allows our project team to review and verify software configurations daily.
- Demonstrations – As the system is increasingly configured, members of the project team demonstrate functionality to agency users. This allows users who are not on the project to provide feedback to the project team. It also has the added benefit of exposing more of the user community to the new system during the project.
- Code Reviews – As part of development activities, our development and technical managers review site-specific modules prior to promotion to the test environment. Our standardized system-delivery approach employs guidelines and checklists for effective quality control through system-supported code reviews, standardization checks, and the identification of areas for improvement.
- Code Check-In Tool – As developers check-in code, the system compares the code against FAST coding standards. Developers are alerted when code does not pass validation.
- Compare & Migration Tools – Authorizations are required for all configuration migrations to subsequent environments. Built-in Compare & Migration tools support system developers in comparing and migrating the configurations of two different environments (such as the development and testing environments), all the way up to the production environment. FastDS-VS maintains all historical data and details related to migrated solutions, such as the names of the developer and authorizing manager for the migration, time and date of migration, and additional information.
- Pre-Testing – Once verification is completed and test scenarios are finalized, the project team executes scenarios prior to use by agency testers. This verifies that scenarios are complete, accurate, and ready for use with the solution.
- Testing, Tracking, and Reporting – Our approach for test scenario tracking and reporting centers on use of our solution's built-in testing features, which record and manage all aspects of the project's testing efforts. Integrated test functionality also captures performance data on testing activities for analysis and reporting.

Scope-Change Management

Information on the change-management approach is included in the project management plan to define the process for introducing, evaluating, and potentially incorporating project changes. Schedule, requirements, deliverables, and scope modifications are controlled through the change management process. The implementation of enterprise-level IT systems is a dynamic process that is best served by flexibility. We understand that some requirements will inevitably change during the project, and will address changes to in-scope requirements through a collaborative working relationship between FAST and your agency project personnel.

Due to the flexibility inherent in our COTS software, formal change requests are needed only when an item of significant scope change is presented, such as the addition of a new driver program or a significant change in project direction that would require a formal change request and contract modification. Low-level change impacts are based on multiple considerations. The considerations involve if, when, and how the change will be made based on current project bandwidth and answers to questions such as:

- What additional value will the change provide to the agency?
- Is the change mandated by law?

- Who or what is affected by the change? For example, some or all customers, one or more counties, or external agency partners?
- Does the change fit within the current stage in the project life cycle (for example, does configuration, testing, and training need to be modified)?
- Is the change a configuration or development modification?
- Does the change impact other modules, and if so, in what way?
- What is the nature of the change (for example, cosmetic, additional business rule validations, workflow route, etc.)?
- Is the change needed at go-live or can it be addressed in post-production?
- What will occur, or not occur, if the change is not performed?
- What are the alternatives, if any, to address the requested change?

Based on the above considerations, FAST and WVDMV will determine if a change should be implemented without need for a change request, or if rework or redirection is needed. If rework or redirection is needed, the amount of necessary work is estimated. Relevant baselines are re-baselined upon change-order implementation. The goal of this process is to:

- Ensure that standardized methods, processes, and procedures are used for changes.
- Facilitate the efficient and prompt handling of changes.
- Maintain the proper balance between the need for a particular change and the potential detrimental impact of the change.
- Improve communication within the organization.
- Provide for a centralized repository and maintenance of project changes. A change request is not a risk, issue, or schedule change. However, risk, issues, and schedule changes may result in a change request.

Our standard decision-request process helps to ensure that the project team presents issues to decision makers in a complete and concise fashion as part of the overall change-control process. Issue resolution is facilitated by use of a decision-request form, which requires project personnel to include the issue origination date, the decision "needed by" date, and the project priority level (such as emergency, expedited, or standard). The decision-request form, in conjunction with the decision-request log, track issues and decision requests from inception to resolution and serve as project artifacts.

Because project teams can make most decisions without the input of executive management, issues that are escalated to the executive levels are generally those that cannot or should not be decided by lower or mid-level agency management. For instance, issues that have a high impact on customers (such as the frequency of which to send customer communications) or the agency (such as the automation of a previous manual process, prompting reassignment of agency personnel) are examples of issues that are typically escalated to the executive level.

4.2.2.9 Plan and conduct structured testing during each project phase.

Our testing methodology is a multi-phased approach that aligns with the iterative nature of the FastCore Implementation Methodology. While the goals of each phase of testing are slightly different, the environment set, and testing management tools remain consistent. The FAST Testing and Development teams, in conjunction with WVDMV counterparts and leadership, manage the execution of phase-specific planning tasks and environment maintenance to ensure that the appropriate preparation activities are completed prior to beginning the next phase. WVDMV project staff will be trained on testing activities and data building.

Thorough testing ensures that the production system meets agency business needs in a robust and stable manner. A key success to our testing phases is use of agency users during the testing process to ensure business needs are met. Testers will receive training on integrated testing tools to execute business test scenarios, document any issues, and perform regression testing as needed. Testers will test functionality that is specific to their business units.

Our proposed infrastructure includes development, testing, and pre-production/staging environments that mimic the FastDS-VS production environment. Each environment is a separate instance of the application. In the development and testing environments, project team members are given separate segments of the database which operate independently of other team members and production data. Then, fictitious but realistic customer data is populated following standard business processes. Users can manage and delete their own data. The pre-production/staging environment is a shadow of production with a recent copy of production data and is refreshed on a pre-defined schedule by the project's technical team. The following table provides an overview of the various test types that are typically performed on a FastDS-VS implementation project. The table includes a brief description of the test type and a description of how this type of testing may be performed, including the environment in which it is typically performed.

Testing Types, Activities, and Associated Environments

Test Type	Description	Testing Activities
Verification Testing Environment: Development	• Developers carry out tests at the individual configuration and component level. • Focuses on verifying and evaluating granular business functionality during the Definition, Foundation, and Development phases. • Both native and converted data are used.	• Results of unit testing are tracked by individual developers. • The development team and agency business representatives discuss and review the iterative development in design sessions. • Formal test scenarios are not developed or tracked during unit testing.
Business Testing Environment: Testing	• First formal phase of testing. • Uses formal test scenarios. • Structured in a front-end to back-end manner. • Both native and converted data are used. • Includes functional, converted data, regression, and interface testing.	• WVDMV end users execute formal test scenarios, written by agency business representatives, as well as unstructured ad-hoc testing. • Testing efforts focus on business processes and site-specific configuration— not core functionality.
End-to-End Testing Environment: Staging	• Mimics a full and real-world business cycle. • Verifies full process business flows with converted and native data. • Verifies actions and outcomes dependent on specific dates or periods of time. • Includes security, interface, and performance testing.	• The development team coordinates with business representatives and WVDMV end users to identify key processing dates and establish appropriate scenarios. • WVDMV business representatives and end users execute formal scenarios and ad-hoc testing. • Fee calculations, financial revenue processing, billing and collections stage flow, other interfaces, reports,

Test Type	Description	Testing Activities
		workflow, user security, and system performance are focuses during this phase.
Converted Data Testing Environment: Testing and Staging	• Two-part process consisting of: • Converted data usage – WVDMV end users perform transactions using converted data. • Conversion verification – WVDMV end users examine the data to verify that it converted completely and without corruption.	• Extensive converted data testing is completed as part of the business and end-to-end testing phases, in addition to ad-hoc • testing performed by project members. • A subset of scenarios used in business testing may be repeated using converted data.
Interface Testing Environment: Testing and Staging	• With the support of developers, WVDMV end users confirm that data entering FastDS-VS from external interfaces is received and processed correctly. • Data leaving FastDS-VS is reviewed by FAST developers prior to transmitting; once data is received by the external system the interface partners confirm the data was received and processed correctly. • Carefully coordinated and timed to ensure both sides are thoroughly.	• WVDMV-staff manage communication with interface partners and facilitate planning discussions for interface testing activities. • This is typically incorporated into the project Communication plan. • Most interface testing occurs during end-to-end testing and closely resembles production volumes and complexities to allow for performance tuning and validation.
Performance Testing Environment: Staging	• Performance testing validates the speed, scalability, and stability of the system. • Assures response times of various time-critical business processes and transactions. • Seeks to identify and resolve any serious performance problems before end-to-end testing begins.	• Typically led by the FAST technical team. • Repeated until desired results are achieved
Regression Testing Environment: All	• Seeks to uncover new faults in existing areas of the system when changes to configuration are made.	• Regress testing is typically performed once the system has gone live as part of service • packs and subsequent rollouts to verify that the new functionality does not "break" other areas of the system. • An inventory of regression test scenarios is curated to reflect key business processes and high-impact areas of functionality that will commonly require regression testing

Test Type	Description	Testing Activities
Vulnerability/Penetration Testing (Security Testing) Environment: Staging	• The process typically includes two types of testing: • User role security testing • Technical security testing	• During user role security testing, WVDMV users test that the correct access rules are applied and meet the business process needs of the agency. • During technical security testing, both the FastDS-VS system and self-service web portal are tested to make sure the systems are free from vulnerabilities, risks, and threats.

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

During interface testing, testers—with the support of developers—confirm that data entering and leaving FastDS-VS from external interfaces is received and processed correctly by the system. Bulk-processed data entering or leaving the FastDS-VS system through an external interface is reviewed by project developers prior to processing. Interface Testing is carefully coordinated and timed to ensure that both sides of the interfaces are thoroughly tested. Interface Testing conducted during Business Testing includes small amounts of data (typically with fewer than 100 records) to allow for careful desk-checking of data fields. Interface Testing conducted with external parties uses specific plans put in place with each external vendor, depending on their schedules and requirements.

An inherent benefit for DMV agencies who select a single, integrated system is streamlined development, testing, and deployment of system integrations over alternative vendor offerings that consist of multiple third-party applications that are peripherally interfaced. These systems can unnecessarily increase the overall system complexity, maintenance and support needs, and interface development and testing efforts. In contrast, our objective has been to grow core functionality and limit complexities as a result from additional third-party applications and add-ons.

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

Due to the ease and speed of configuring reports and performance dashboards in FastDS-VS, we do not place a limit on the number of reports, performance measures, or dashboards that we provide to our client agencies as part of our system-modernization projects. During each project phase, we will work with your agency to configure, test, deploy, and support the management reports and dashboards necessary to meet your specific needs and requirements.

Although the base configuration of FastDS-VS includes a variety of sample reports and performance measures, the rapid configuration of WVDMV-specific reports in the solution largely eliminates the need for a catalogue of standard reports. During each rollout/phase of the implementation project, we will work with agency business representatives to configure FastDS-VS reports and dashboards to most effectively meet the reporting and information needs of your agency and stakeholders.

4.2.2.12 Plan and execute data migration.

Our approach to data conversion and migration corresponds with our proposed implementation methodology. During the Conversion Phase, legacy data from various sources, including the WVDMV legacy mainframe data sources, will be converted into the target database of FastDS-VS.

The project's conversion plan will outline the strategy for successfully converting WVDMV legacy data. As we consider the conversion and migration strategy, it is crucial to prioritize the quality and relevance of the data chosen to migrate, ensuring the focus is on what truly adds value to the new solution. A streamlined approach will help an agency not only prioritize migration but also simplifies the transition, making it easier for users to adapt to the new system while maximizing its benefits. The following are high-level activities performed as part of our iterative conversion process.

- Inventory Data Resources: For each of the lines of business that are being converted, the existing data resources are inventoried. This defines the scope of agency data that is available to the conversion process. Each data source is reviewed for integrity and quality.

- Select and Target Conversion Data: Once all sources of legacy data have been identified, the conversion team determines the data that must be converted from each source and how far back in time to convert historic data. Development of conversion-selection criteria usually happens simultaneously at the customer and account levels.

- Conversion Approach: The conversion approach defines how the business data will be converted:
  - Manual versus automated processes.
  - Customer information.
  - Approach to historic data.
  - Financial detail versus summaries.
  - Approach to work in progress.
  - Impact on new system processes.
  - Interim conversion manual or automated processes.

- Data Purification: Prior to the execution of the conversion, the data from each source is inspected to determine if there are inconsistencies. These inconsistencies must be resolved by developing and executing strategies to purify the data prior to conversion. Purification is conducted across multiple stages of the process, as well as phases of the project, to support the conversion of relevant high-quality data. Our experience consistently delivering DMV modernization projects means we can offer best practices and to help an agency with the prioritization of the quality and relevance of the data to be migrated.

- Conversion Extracts: Conversion extract processes are developed and led by agency IT staff to access conversion data sources and create standard extract files. The conversion extract process also provides control reports that detail the extraction process and can be used to confirm the load processes.

- Conversion Loads: Conversion loads include functionality to:
  - Validate the extract files.
  - Reformat and load the extract files into the new data structures.
  - Produce conversion load control reports detailing the validation and load process

- Sample Mock Conversions: Conversion is not a one-time event. For high data volumes, mock conversions are performed initially on a small subset of data and then on increasingly larger subsets.

- Full Mock Conversions: One or more complete mock conversions are performed to provide the basis for user checkout of the converted data. Checkout is supported by a reconciliation document that describes how converted data is reconciled to its legacy source.

Our process leverages the actual FastDS-VS system to load converted data. Multiple mock conversions are performed throughout the implementation project to ensure strategies for handling data issues are routinely undertaken. By iterating through multiple mock conversions, the project conversion team (comprised of FAST and WVDMV personnel) performs the detailed and structured steps that are necessary to ensure legacy data is accurately converted into FastDS-VS.

We sequence data migration/conversion activities so that it is highly unlikely that data migration/conversion activities impact performance or other legacy system operation. If, however, activities such as creating copies of legacy data or conducting extract processes have the potential to impact legacy system operations, then these activities are conducted during times when system demand is low to avoid degradation to performance or operations.

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

We will work with WVDMV to perform and confirm conformance of our proposed FastDS-VS architecture to ensure it is compliant with federal, state, and jurisdiction-specific IT security policies, standards, and audits, as it is for our more than 20 existing FastDS-VS client agencies. FastDS-VS will adhere to, and comply with, applicable security standards.

4.2.2.14 Provide a high performing solution.

Our proposed FastDS-VS solution is designed for high performance through a modern single-application architecture, a robust and well-designed data layer/operational database, and a scalable and responsive cloud-optimized architecture and environments.

A Modern Single-Application Architecture

FastDS-VS is a modular, fully integrated system that supports all major DMV business domains within a single application. Its architecture is based on a four-tier model based on presentation, web, application, and data tiers that are designed to ensure scalability, maintainability, and high performance within a secure, cloud-hosted environment.

- The Presentation Tier delivers the browser-based user interface, optimized for responsiveness and ease of use. It provides real-time validation, configurable workflows, and user-specific dashboards, with no software installation required on client devices.
- The Web Tier is responsible for handling all incoming HTTP requests and API calls. It includes web services and routing mechanisms that securely manage communication between the user interface and the application logic. This tier also supports RESTful APIs for external integrations and internal service orchestration.
- The Application Tier contains business logic and process control engines. It executes configurable rules, manages workflow routing, and controls task scheduling. This tier also manages background processing for asynchronous jobs such as notice generation, nightly updates, and reporting.
- The Data Tier manages persistent data storage and access, supporting PostgreSQL or SQL Server depending on the environment. It maintains referential integrity and includes full auditing, role-based access, and data encryption at rest. The data model is normalized, supports real-time queries, and allows direct extraction for reporting without requiring a separate data warehouse.

At the core of this architecture is FastCore, FAST's reusable application framework that delivers shared services across all tiers, including user authentication, auditing, security enforcement, configuration management, and cross-cutting system functions. FastDS-VS is stateless and horizontally scalable at both the

web and application tiers, enabling elastic scaling in response to demand. This four-tier design provides clear separation of concerns, streamlines maintenance and troubleshooting, and supports flexible deployment strategies across cloud environments.

A Robust & Well-Designed Operational Database

FastDS-VS' operational database consists of a robust and well-designed enterprise-level relational database management system that centrally stores and secures data, including customer data, transaction and financial information, driver and vehicle data, and all other system data. The database is based on a relational, normalized, and organized design that meets all business area needs and the management of common customer information. The operational database manages historical data and live data that is updated in real-time to perform business transactions with current and accurate information, including data from external partners. The operational database is designed for extensibility, allowing authorized users to efficiently add, modify, or remove fields in the data model without disrupting system performance or requiring downtime. This flexibility supports evolving DMV business needs, including future legislative changes, process improvements, and data expansion.

Since FastDS-VS is a packaged solution that contains a fully developed database, any structural changes to the database are related to agency-specific database configurations. Although we will provide complete database administration services as part of our fully managed hosting and system-support services, your agency will have full access to the database structure, data dictionary, and data modeling tools so that your agency's authorized IT personnel and business users can access and understand the structure and available data within the database.

FastDS-VS stores all transactional information, including data related to customers, accounts, financials, payments, cases, tasks, and more, in a unified and optimized operational database designed to provide high performance and availability. Tables in the database are versioned, time-stamped, and user-stamped for full tracking of data history as it is accessed and changed. The database comprises normalized tables that reduce data redundancy and ensure only the most up-to-date information is used throughout the system.

To enhance system resiliency, we employ a multi-layered security approach. This includes implementing robust access controls, data encryption, intrusion-detection functions, regular security assessments, and system backups with off-site replication and offline data copies. FastDS-VS, and its operational database, are designed with security best practices to ensure customer-sensitive data is always protected. FastDS-VS' role-based security tools and functions provide system and security administrators with built-in functionality for defining application and database security controls; maintaining security groups; designating and protecting customer data; managing and recording user access and activities; and performing many other security-related activities. FastDS-VS also encrypts all data at rest and in motion, enables tokenization of sensitive information (like Social Security numbers), and has robust security, data management, and privacy safeguards based on security best practices and controls that comply with U.S. Internal Revenue Service (IRS) Publication 1075, NIST 800-53, and other compliance regimes. In addition, FastDS-VS logs Data Manipulation Language (DML) events and server- and database-level events for all direct database access from outside the application.

Data integrity is enforced at the database design level and within the FastDS-VS architecture. To prevent data inconsistencies, the application architecture uses database transactions to ensure any processing errors are captured within a given transaction. FastDS-VS conducts data validation on all automated system processes that are involved in the acceptance or modification of data, and the solution also supports field-level validation to ensure that users and customers input data in the correct and expected format. FastDS-VS also supports the rollback of any erroneous transactions.

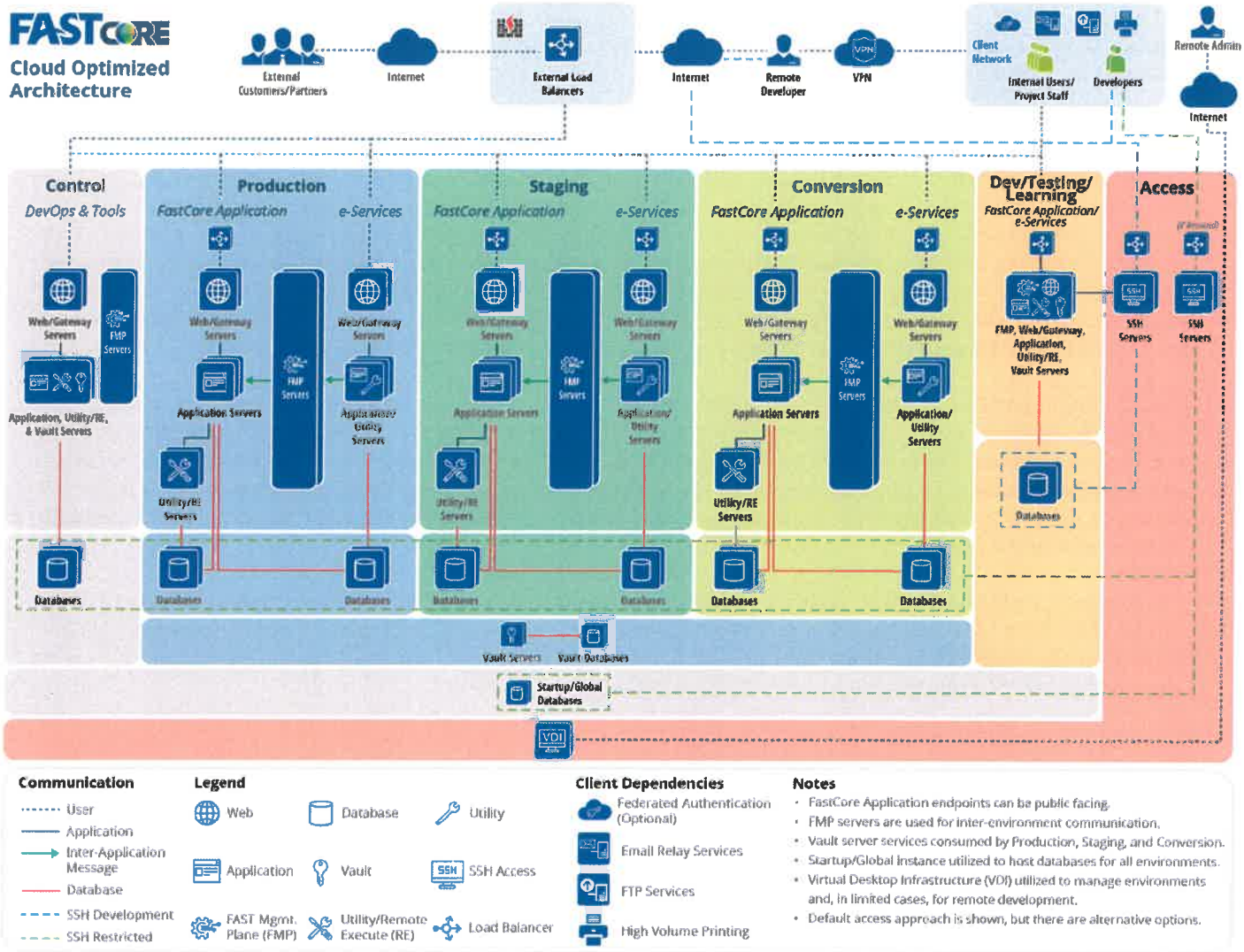
FastDS-VS' data tier supports Open Database Connectivity (ODBC) to enable data access and exchange with external database management systems (DBMS), regardless of the type of DBMS. FastDS-VS also supports database-replication functions to maintain a separate reporting database that contains near-real-time production data for conducting data analysis, reporting, querying, and data retrieval without impacting performance of the operational database.

A Scalable & Responsive Cloud-Optimized Architecture & Environments

FastDS-VS' cloud-optimized architecture and environments are designed to provide secure, scalable, and user-friendly services for both internal agency users and external customers and partners on an Amazon Web Services (AWS) commercial-cloud environment that meets FedRAMP Moderate compliance. The architecture is designed to scale and evolve over time, allowing new programs, external systems, and data services to be added without re-engineering the core solution. This flexibility supports long-term expansion and modernization, while also minimizing technical debt and need to devote agency IT resources to cloud-based maintenance and support, which will be fully managed by our centralized managed services team and dedicated IT professionals at our Denver-based operations center.

We are proposing a fully managed, FAST-hosted solution delivered through AWS under our hosted-services model. Under this model, FAST is responsible for the deployment, configuration, support, and ongoing maintenance of all infrastructure and system software related to the cloud-hosted environments. FastDS-VS is designed to operate efficiently over modern internet connections using secure HTTPS-based communication that is optimized for web browsers and thin-client performance. All connectivity to the AWS-hosted environments is encrypted in transit and established using secure, state-approved networking options such as private connectivity services (e.g., AWS Direct Connect), secure web protocols, or other mutually agreed-upon encrypted channels that align with the State's networking and security standards.

FastCore Cloud Optimized Architecture – FastDS-VS



4.2.2.15 Provide a solution designed for high availability and reliability.

FAST understands the mission-critical nature of DMV systems and is committed to delivering a highly available and resilient solution for WVDMV. The FastDS-VS solution is hosted in a secure, cloud-based environment managed by FAST, with fault-tolerant infrastructure designed for continuity of operations. Our proposed approach will provide your agency with scalability and elasticity to accommodate performance demands and future growth through use of multiple application servers and redundancies that are scaled to ensure high system availability and reliability.

FAST is fully committed to maintaining high availability and will work with WVDMV during implementation to define mutually acceptable SLA thresholds, maintenance windows, and reporting structures tailored to operational priorities.

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

FastDS-VS provides agency users, customers, and partners with a consistent and intuitive user interface that complies with useability and accessibility standards.

Accessibility

FastDS-VS' underlying FastCore software platform and its associated web portal functions are designed to meet federal and state accessibility standards, including Web Content Accessibility Guidelines (WCAG 2.1 Level AA) and Section 508 of the Americans with Disabilities Act. All FastCore user screens are derived from a core set of classes and Cascading Style Sheets that result in a more consistent and flexible design, increased compatibility with multiple browsers and user devices/platforms, and improved performance. We use the latest WCAG guidelines and the International Edition of the Voluntary Product Accessibility Template® (VPAT®) for assessing the accessibility of FastDS-VS and our additional FastCore software solutions.

FastDS-VS supports accessible navigation through use of keyboard shortcuts and can be configured for use with screen readers, such as Job Access With Speech (JAWS) for Windows, Non-Visual Desktop Access (NVDA), and Apple VoiceOver, to support use by the visually impaired. The solution also supports persistent field labels, enabling data fields to retain their values or names across the system and sessions. In addition, FastDS-VS performs real-time transactions and displays the most current data value as users proceed through transactions and screens.

The FastCore code base and core components that make up every FastCore solution undergo routine testing by our dedicated FAST accessibility and usability team. This team also conducts usability and accessibility testing on the FastCore solutions for new FAST client agencies, and agencies can also procure third-party services for independent usability and accessibility testing, if desired.

Usability – Customers

FastDS-VS will provide your customers with anytime access to an intuitive user interface, clear navigation features, and step-based guidance for conducting online self-service transactions. Its built-in web portal functions provide customers with an easy-to-use interface that has a consistent look, feel, and flow across all portal sections, screens, and modern browser versions. The customer web portal provides online access to accurate, centralized, and current customer account information. It also provides customers with options for electronically corresponding with your agency through a variety of communication channels and has easy-to-navigate online self-service features for conducting web-based transactions, like initiating applying for licenses and permits, submitting electronic information and documentation, making online payments, and conducting real-time status queries on businesses regulated by WVDMV.

The FastDS-VS customer portal allows individual and business customers to identify themselves online through agency-approved identity-verification methods, like two-factor authentication and Single Sign-On services. Once authenticated, customers can create and manage their online customer profiles and upload/download documents to complete application processes and other online transactions. After establishing their online profiles and accounts, customers can view current and historical information on their customer records, credentials, endorsements, restrictions, financial obligations, and compliance and enforcement actions.

FastDS-VS provides customers with a summary of their real-time account information. It provides easy access to the status of their customer records, pending and processed payment obligations, expiration dates for

licenses and permits, and additional information and alerts. Important information and alerts, such as those for expired permits and licenses, are also highlighted on the home page of customers' accounts. Customers can also subscribe to receive WVDMV e-mail and/or SMS text notifications, reminders, and alerts, and can use secure web messaging/mail from their online accounts to communicate with WVDMV. FastDS-VS can automatically assign web messages from customers as tasks for agency staff to ensure customer communications are addressed in a timely manner.

Customer portal screens contain navigational aids designed to help customers maintain awareness of their location within the portal and their progress in completing forms, applications, and transactions. Forms and fields within the portal also validate data and provide auto-fill and edit-check capabilities to ensure that customers have entered accurate data prior to allowing them to continue with transaction steps or screens. FastDS-VS securely monitors all online customer activities and transactions and provides an audit trail of all online actions, charges, and changes.

Within their online profiles, customers can update changes to address and contact information, reset pins/passwords, and select options for personalizing their online profiles and preferences, such as designating their preferred forms of electronic communication and notification, language preference, payment methods, and more. Customers can also make online payments and establish automated payment plans. Payment information can be stored for future payments, and autopay options are available to automatically debit customers' designated bank accounts or credit/debit cards according to authorized payment schedules.

The FastDS-VS customer web portal is based on a responsive design that is optimized for use on a variety of browsers, screen sizes, and devices, including tablets, mobile phones, and self-service kiosks. The customer web portal can also expedite transactions that require customers to present their identities or information in person. They can prepare for upcoming office visits by submitting select information and documentation online. Following submission of this information, FastDS-VS provides customers with a checklist of any remaining hardcopy documentation and/or in-person requirements, as well as online appointment scheduling that allows customers to choose a date, time, and office location for completing the transaction in person.

Usability – Agency Users

Agency staff and representatives conduct all aspects of their work in FastDS-VS through a single browser-based user interface that provides a consistent and uniform look and feel and intuitive access to frequently used functionality and real-time information. The in FastDS-VS user interface minimizes the need for clicks and drill-throughs to enable quick access to accurate real-time information, actionable work items, rules-based workflow, and context-sensitive Help information. Relevant and timely information, tasks, notifications, and action items are displayed upon login, and users' home screens and navigation bars display the functionality they use most based on their roles and responsibilities.

Users can personalize and prioritize system functions and navigational elements within their FastDS-VS home page and work screens to quickly access most used features, functions, and information. They can select a default landing page upon login for direct access to commonly used screens (such as their personal work items screen), set and remove bookmarks to key work functions and FastDS-VS functional managers, and establish and reorder navigational links to work areas and dashboards. Users can also personalize select dashboards to present data and information based on their preferences for graph styles and displays (for example, pie charts rather than bar charts).

FastDS-VS also provides intuitive navigation and task flows that guide agency users through predefined steps for efficiently completing customer transactions. Associated documentation for customers is easily accessible on customer accounts, and FastDS-VS provides a checklist of customers' additional required documentation

related to specific user journeys, business processes, regulations, and transactions. In addition, for many situations and activities that require staff intervention or approval, automated decision-support functions in FastDS-VS evaluate circumstances and historical results to provide agency users with recommended courses of action.

User Help

FastDS-VS has systemwide Help functionality that is centrally stored and maintained. This built-in Help functionality provides users with context-sensitive information on active windows, fields, navigation, and other system features and functions directly within the FastDS-VS user interface. Users can also access topic-oriented procedural guides and Help information to obtain step-by-step instructions on conducting specific tasks in FastDS-VS (such as establishing a new customer account/profile). Documentation and guides can be integrated and linked with other Help topics, allowing users to view documentation within FastDS-VS without launching external applications. Site-specific Help topics can be added to core FastDS-VS Help topics during the modernization project and in production to further expand Help information. Users can modify or add site-specific content through the built-in FastDS-VS Help editor, which allows authorized users to directly publish approved content to the system.

User and developer guides are maintained within the Help function. Site-specific documentation can be added to the Help subsystem as standalone documents or can be appended to existing core Help entries. Updates to core Help documentation are imported without overwriting any site-specific documentation. The Help subsystem also serves as a repository for all additional users and technical documentation needed to use or maintain the system.

FastDS-VS also contains Development Help topics to support both FAST and agency IT personnel who perform development and configuration tasks in the system. Development Help is accessed and maintained in the FastCore Central Repository (FCR). Like user Help, the FAST Development Center maintains and updates core development topics and communicates with sites about specific changes and service packs. Site-specific Development Help content is created and maintained by FAST and agency project personnel. Sites create site-specific Development Help topics to document site-specific development standards, like standards for agency naming conventions or numeric sequences for reporting and correspondence templates.

Role-Based Access

FastDS-VS contains comprehensive functionality for quickly configuring system-wide security measures based on an agency's existing security protocols and centrally managing and modifying role-based security settings. Its built-in security functions and management features are based on a least-privilege, role-based security model. Through this role-based security model, users are granted access to only the screens, data, and functions associated with their assigned role or responsibilities. FastDS-VS uses the same least-privilege security model regardless of whether the solution is accessed within a secure network or by internet from outside a firewall. This streamlines security-related maintenance and provides a consistent security model across all security groups, whether these groups represent internal users or external users from partner agencies or other authorized third-party organizations, such as collections agencies. All updates or modifications to security profiles are logged and can be reviewed by internal auditors or security personnel to verify that correct security and access-control procedures are followed.

FastDS-VS' role-based security provides granular permissions capability, such as limiting access to functions, data, reports, and documents of a particular type to a security function. Functional access is granted to agency users through role-based authorization. FastDS-VS allows grouping users into security roles that define their access in the system. Within each role, individual functions can be added and removed as needed. Each user has access to only the screens, data, and functions associated with their assigned role, and FastDS-VS support

supports encryption or masking of fields, with access restricted to authorized users by department/business unit and role and responsibility.

Business Rules & Data Validation

FastDS-VS' built-in business rules engine is fully featured for the lifecycle management of business rules—from rules creation and simulation to the testing, deployment, and ongoing management, modification, and retirement of rules. Rules are stored in business-rule tables in the FastDS-VS reference database and are managed and updated by IT personnel through use of the solution's embedded business-rules editor. The editor provides business-rule organization, predictive text for expediting rule creation, and testing facilities for rule validation. It also enforces referential integrity to ensure rule consistency by preventing many invalid entries.

To further expedite system changes and updates, business rules that change frequently and have standardized change values and paths can be maintained as system values in FastDS-VS. These system values enable authorized business users to make rapid changes and updates to system values and factors, with requiring programmer intervention. For example, authorized business users can modify the rate and effective date of a system value related to financial calculations to enable a rate increase or decrease on a specific date. With this example, a user could enact a scheduled legislative change related to increased fees to take place on a specific date, like January 1. Once the date is reached, FastDS-VS automatically uses the new system value rate for system processing. Like more complicated configurations, system-value changes are secured, can require multiple user approvals, and undergo standard system validation and testing before final migration to production.

FastDS-VS supports data validation within form fields to ensure that only expected data formats are accepted from users or automated processes. On the customer web portal, this functionality is conducted in real time to immediately flag invalid entries and prompt correction by the customer. Incoming files and records are configured based on agency business rules to ensure that FastDS-VS only processes valid data. FastDS-VS can suspend files or records that do not pass data validation checks, then flag the issue for staff review and resolution. One method of ensuring data accuracy is through the configuration of logical field-level checks and rules that are enforced throughout the system. For example, certain types of identifiers, like Social Security numbers, can be configured to prevent the same number from being associated with more than one customer. Addresses are checked against external data sources, like the U.S. Postal Service database, for validity and accuracy, and data fields are configured to enforce data type and masking rules, such as only allowing numbers in a number field or requiring 10 digits for a U.S. phone number. These, and other rules, are enforced throughout the system to prevent errors and ensure data integrity.

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

FastDS-VS has built-in enterprise content and document management functionality for managing all statewide/agency-wide program content, providing all users of the software with a centralized source and management solution for documents, images, payment remittances, correspondence, and more. This integrated content and document management functionality is part of the FastCore software architecture. As such, agencies do not need to procure a separate software product or manage additional hardware outside of the scanning machines already existing.

Additional FastDS-VS document management functionality includes:

- Side-by-side display of documents, forms, and other correspondence in the same window allowing for agents to more quickly assist customers during a transaction.

- Automatic indexing.
- Manual indexing.
- Establishing pre-defined zoom regions.
- Zooming images manually.
- Annotating all or a portion of images.
- Printing images.
- Key-from-image data entry.
- Creating image-based workflow that more efficiently streamlines work for WVDMV agents.

FastDS-VS is also equipped with procedures and tools for mitigating storage concerns with massive amounts of image data, as well as following all retention policies. Because our software continually evolves to meet government agency needs, many of our clients find the native document management functionality within FastDS-VS surpasses the functions found in many alternative product offerings, third-party ancillary solutions, and value-added services and features that are priced separately from other vendors' core proposed systems.

Alternatively, FastDS-VS will support integration with WVDMV's existing document management solution. FastDS-VS document management functionality manages documents and image files that are input through an agency's third-party scanning and imaging hardware. It provides multiple capabilities for integrated digital document imaging and is compatible with industry standard formats such as TIFF, Bitmap (BMP), PCX, DCX, JPEG (JPG), PDF, and XIF. FastDS-VS supports online and batch image processing; documents and images can be indexed by a variety of data points. In the case where indexing information is not provided by the third-party scanning system, a work item can be generated to prompt a user to manually index the image. When integrating with an agency's existing document management systems, driver photos and signatures must be stored in FastDS-VS and will require the State to provide the necessary conversion extracts during the implementation period.

4.2.2.18 Provide audit trail functionality.

FastDS-VS provides complete audit trail and system-monitoring functionality as part of its built-in security and audit features. The solution logs all system activities, changes, and transactions and records a permanent history of these events in the system. It logs the types of transactions, date and time of the transactions, and the users who conducted the transactions. FastDS-VS also tracks all actions performed by users, including inquiry access to accounts, the date and time an account was accessed, how many times an account was accessed, and whether users were denied access. A higher-level overview identifies how frequently a user has performed various functions over time, including automatic system actions and user actions. FastDS-VS also tracks and logs access to customers, accounts, records, financial history, correspondence, cases, reports, and other data items and records. Authorized users and security personnel can view this audit trail at any time to review user activity.

Upon installation, baseline FastDS-VS security and audit functionality meets, and exceeds, WVDMV's minimum audit trail capabilities, including:

- Maintaining an audit trail of all user actions related to database access and updates, including any updates conducted through online, batch, web services, or self-service functions. This includes, at a minimum, user ID, action performed, and time/date stamp.
- Recording the user ID and providing a timestamp for when a record was last changed or inserted.
- Storing the program ID of a program that inserted, deleted, or last changed the record, along with the old and new value of the data changed.

- Generating e-mail notifications to designated users, based on WVDMV business rules, when certain auditable events occur.
- Maintaining an audit trail of report execution, including the requested report, the user ID of the user who requested the report, and time/date stamp.
- Managing the retention and archiving of audit trails based on user-defined business rules.

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

FAST will operate and maintain FastDS-VS in production according to contractual service levels, as negotiated and mutually agreed to by the State and FAST. Please see the Exceptions and Clarifications section of this Technical Proposal for additional information on this requirement.

4.2.3. Desired Project Requirements

Information on our FastDS-VS solution and approach to meeting WVDMV's desired project requirements is included in our responses to the following requirements from the *Modernize the DMV Driver System* RFP.

4.2.3.1 Complete implementation of all phases within the agreed to timelines.

FAST will successfully complete all schedules for project rollouts and implementation phases and will meet agreed-to criteria for go-live/production release within the scheduled timelines. More detailed information on our proposed project schedule and phases for the FastDS-VS Driver Services project rollout and the optional FastDS-VS Vehicle Services project rollout can be found in the Proposed Project Phase Approach section of this Technical Proposal.

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

As previously stated in this section of our proposal, FAST will implement WVDMV's new FastDS-VS Driver Services system on an expedited timeline that reduces agency business risk, improves business processes and efficiencies, and operates on a production-proven platform and modern technologies, including RESTful web services that enable effective interface and interaction with the AAMVA network and its system's latest technical standards. Our FastDS-VS solution and implementation approach enable a compressed schedule timeline that consolidates WVDMV's anticipated phases 1, 2, and 3 into a single 18-month project rollout. This single Rollout 1 for FastDS-VS Driver Services includes complete implementation of modern driver licensing functionality (including Mobile ID/mDL), REST APIs and built-in AAMVA interface functionality available upon installation, enhanced driver license system features and functions, and a pre-built common customer framework for driver and vehicle programs and services.

With a project start date of June 1, 2026, the 18-month FastDS-VS Driver Services project rollout schedule will enter production at the end of November 2027, prior to decommissioning of AAMVA's Unified Network Interface. More detailed information on our proposed project schedule and phases can be found in the Proposed Project Phase Approach section of this Technical Proposal.

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

FAST will address identified defects during Operations and Maintenance based on service levels that are mutually defined and agreed to by WVDMV and FAST. Please see the Exceptions and Clarifications section of this Technical Proposal for additional information on this requirement.

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

FAST has over 2,400 full-time professionals, including over 600 experts in our FastDS-VS software and its implementation for driver and motor vehicle agencies. Our dedicated project team will collaborate with your agency project personnel as part of a joint project team. Our company's dedicated network of FastDS-VS professionals has extensive experience in implementing FastDS-VS for 24 state motor vehicle agencies and, along with our WVDMV project team, are available to provide supplemental support to ensure successful project delivery.

We have selected a team of qualified personnel based on the business needs, project requirements, and modernization goals for West Virginia's DMV Driver System project. With a combined total of over 55 years of experience on FastCore system-modernization projects, our key personnel are committed to the successful delivery of the project. We propose the following three key personnel to support West Virginia's FastDS-VS-based DMV Driver System project. Two-page resumes for key personnel are included in Forms and Attachments section of this Technical Proposal.

- **Project Manager – Sean Murphy** is a 20-year FAST employee with experience leading large-scale FastDS-VS system-modernization projects, including over seven years as the project manager for the stage of Georgia's FastDS-VS system-modernization project. Georgia's FastDS-VS system manages nearly 10.9 million active driver's licenses and state ID cards and issued approximately 2.5 million new driver license and state ID cards in 2024. Mr. Murphy has extensive expertise in leading and providing oversight for FastCore projects and their production support. He holds active Project Management Profession (PMP) certification from the Project Management Institute.

- **Functional Lead – Donald Browning** is a 20-year FAST employee who has provided management and support services for West Virginia Department of Revenue's FastCore-based GenTax system for over 13 years. He actively manages the day-to-day implementation and support activities. Mr. Browning is an expert in the FastCore system architecture, management of its implementation, and ongoing system support and enhancement.

- **Technical Architect – Matt Munyan** is a technical architect with over 17 years of experience on FastCore system-modernization projects. He has held a variety of technical roles on these FastCore projects, including work as development manager, conversion manager, and system architect. In his current assignment, he is supporting implementation of the FastDS-VS Driver Services system for the Kentucky Transportation Cabinet, where he provides technical and functional guidance on FastCore project management tools and FastDS-VS registration, identity management, and compliance functions.

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.

FAST is not proposing, nor do we require, the use of subcontractors for the WVDMV Modernize the DMV Driver System project or contract (including the agency-option Digital Title and Registration System portion of the project/contract). For FAST hardware, like our FastCore cameras, kiosks, and service tablets, we have a partner relationship with an IT logistics provider for equipment procurement and in-office installation, as needed.

4.3. Qualifications and Experience

Information on FAST's company and staff qualifications and experience, as well as client references, can be found within the Experience & Qualifications section of this Technical Proposal.

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.

Proposed Cloud Operating Environment

FAST proposes delivering the FastDS-VS solution as a fully hosted and managed service using Amazon Web Services (AWS) Commercial Cloud. Under this model, FAST is solely responsible for the provisioning, security, monitoring, maintenance, and overall operation of all infrastructure and platform components necessary to support the solution. Hosting is included as a standard part of the proposed FastDS-VS offering and is fully managed by FAST. The solution does not rely on WVDMV infrastructure or software licensing and is designed to minimize complexity for the agency.

The hosted environments are deployed and managed by FAST personnel based in the United States and supported 24x7x365. Hosting responsibilities include:

- Infrastructure provisioning and lifecycle management
- Virtual networking and firewall configuration
- Security configuration and compliance implementation
- Continuous system monitoring and alerting
- Backup, disaster recovery, and long-term retention
- Capacity planning and performance optimization

The cloud-hosted environments provided under this model include development, testing, conversion, staging, production, and disaster recovery. These environments are provisioned at project inception and maintained throughout the system's lifecycle.

FAST's hosting model eliminates the infrastructure management burden for WVDMV. The agency is not expected to manage or share responsibility for any aspect of the hosted platform. We work collaboratively with WVDMV in areas where coordination is beneficial, such as integration with external identity providers (for example, SAML or OpenID Connect) and the definition of role-based access controls. In these areas, we provide configuration expertise and technical support while ensuring the agency retains full control over access policies and user governance.

We have performed development, testing, deployment, training, and support services on cloud environments as part of 18 FastDS-VS system-modernization projects for our FastDS-VS state client jurisdictions. Of these jurisdictions, 12 have been deployed to AWS FedRAMP commercial cloud, our proposed cloud platform for WVDMV's modern FastDS-VS system, as shown in the following table.

FAST Client Jurisdictions with FastDS-VS Systems on AWS FedRAMP Commercial-Cloud

	FastDS-VS Components & Services			
FastDS-VS Client Jurisdiction	Driver	Vehicle	Motor Carrier	AWS FedRAMP Commercial Cloud
State of Arkansas[1]	✓	✓		✓
State of Georgia[1]	✓	✓	✓	✓
Commonwealth of Kentucky	✓			✓
State of Maryland[1]	✓	✓	✓	✓
State of Minnesota[2]	✓	✓	✓	✓
State of Montana	✓	✓		✓
State of Nebraska	✓	✓		✓
State of New York	✓	✓		✓
State of Oklahoma	✓	✓		✓
State of South Dakota		✓		✓
State of Utah[1]		✓	✓	✓
Commonwealth of Virginia			✓	✓

[1]*Although FAST led deployment and development of FastDS-VS on cloud environments for Arkansas, Georgia, Mayland, and Utah, these jurisdictions use state resources for maintaining and managing their cloud platforms and hosting services. For other jurisdictions, we provide fully managed cloud hosting services, like those proposed for your agency.*

[2]*As required by the state, FAST led deployment and development of FastDS-VS on an Azure commercial-cloud platform for Minnesota's driver and vehicle services system-modernization project that began in November 2017. At the direction of the agency, we transitioned the FastDS-VS production system from Azure to an AWS commercial-cloud platform in 2024.*

Primary and Backup Data Centers (Disaster Recovery)

FastDS-VS will be deployed in AWS data centers located within the continental United States. The primary production environment is designed for high availability and operational resilience, using multiple Availability Zones within a single AWS Region to protect against localized failures.

We provide a disaster recovery environment as part of the hosted solution. The disaster recovery environment includes replicated application components, configurations, and data to enable recovery in the event of a service disruption. Depending on risk assessments and agency preferences, the disaster recovery environment may reside in a separate Availability Zones or separate cloud resources within the same region.

Key disaster recovery features include:

- Deployment of disaster recovery components separate from production resources
- Encrypted, automated backups and point-in-time recovery

- Regular testing of failover and recovery procedures
- Alignment with Recovery Time Objectives (RTO) and Recovery Point Objectives (RPO), as defined with WVDMV.

Because the solution is cloud-based and securely accessible from any internet-connected location, agency personnel are not dependent on a specific physical location for system access. This flexibility supports continuity of operations during localized incidents or other disruptions.

FAST's disaster recovery plan includes documented recovery procedures, communication protocols, escalation paths, and trained personnel to support the timely restoration of services. These capabilities are maintained throughout the system lifecycle to ensure consistent operational assurance and minimize downtime.

Cloud Architecture Design Overview

The proposed cloud architecture is designed to deliver a secure, scalable, and resilient solution for DMV operations. Key components include:

- Load-balanced application servers supporting secure browser-based and thin-client access
- Highly available relational database clusters optimized for transactional workloads
- Elastic file storage for correspondence, document uploads, and system artifacts
- Virtual Private Cloud (VPC) with network segmentation, firewall rules, and access controls
- Centralized monitoring and alerting
- Automated backups, failover procedures, and recovery plans for operational continuity

All data is encrypted in transit and at rest using FIPS-compliant standards. Connectivity to the hosted environment is established using encrypted protocols such as HTTPS (TLS 1.2).

Roles and Responsibilities Overview

The figure below provides a visual overview of the roles and responsibilities associated with the proposed FAST-hosted FastDS-VS solution. It replaces a traditional RACI matrix and reflects FAST's turnkey service delivery model, in which FAST retains full responsibility for managing the hosted environments and supporting the associated infrastructure and services.

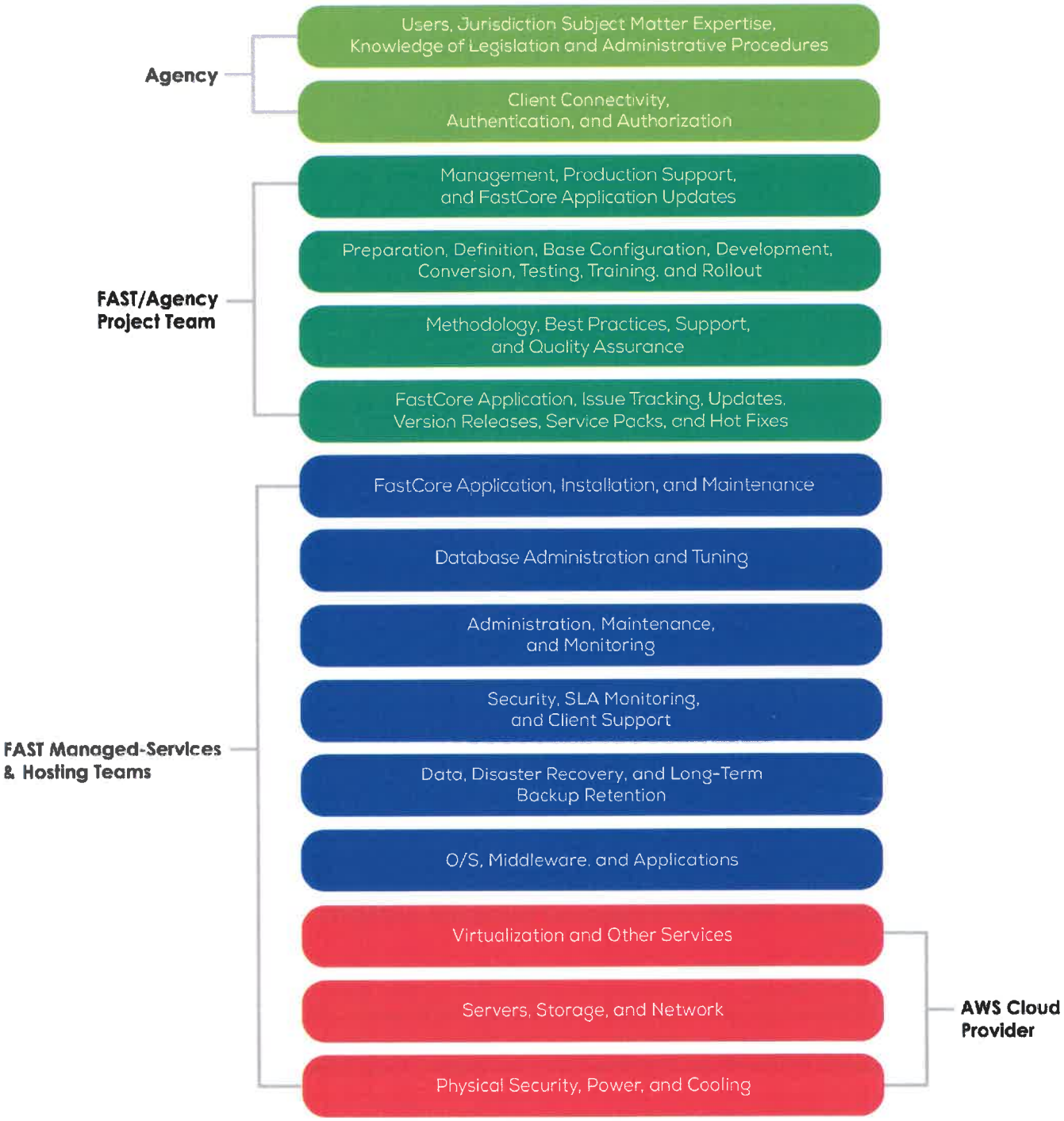
Responsibilities are organized by logical service areas, including project implementation, system administration, security, infrastructure, and platform support. Hosting responsibilities, from operating system through physical data center infrastructure, are fully managed by FAST and our Amazon Web Services (AWS) commercial-cloud provider. WVDMV is not expected to provision, configure, or maintain any components of the hosted environment.

The agency's role is focused on business-side activities, such as user governance, connectivity preferences, authentication policy definition, and subject matter expertise. FAST works collaboratively with WVDMV in areas requiring integration or policy coordination, such as identity and access management (IAM), external interfaces, and security review, while remaining fully accountable for the delivery and support of the solution.

This model provides WVDMV with a clear separation of responsibilities, reduced operational burden, and a secure, reliable foundation for long-term system performance and maintainability.

PROPOSED CLOUD OPERATING ENVIRONMENT

FAST & Agency Areas of Responsibility



Hosting Scope Exclusions and Assumptions

FAST-managed hosting services do not include the following:

- Client-site internet connectivity, including network circuits from the client to AWS
- Client-owned infrastructure and networking components
- Graphics Processing Unit (GPU) resources for artificial intelligence (AI) or machine learning workloads
- Procurement or provisioning of a third-party SAML or OpenID-compatible identity provider
- SFTP servers
- Email relay services
- Windows Server Client Access Licenses (CALs) for WVDMV personnel accessing the hosted environment

We assume that WVDMV will provide any required Windows Server Client Access Licenses (CALs) under a Bring Your Own License (BYOL) model for all users accessing the hosted servers, including WVDMV personnel and FAST staff assigned to the project. Use cases that extend beyond the defined scope or require additional environments, services, or capacity may incur additional costs for licensing, infrastructure, storage, or maintenance. If such needs arise, FAST will notify WVDMV of anticipated costs in advance, and work with the agency to determine next steps.

Software Licensing List

FastDS-VS is a single, comprehensive solution that eliminates the need for third-party applications, point solutions, or software engines commonly required in alternative systems. By avoiding external dependencies, the FastDS-VS architecture reduces overall system complexity, risk, licensing costs, and long-term support overhead.

No third-party software components are required to implement, operate, or maintain FastDS-VS, aside from Visual Studio Professional 2022, which is needed only for development work by state/agency personnel (FAST developers maintain their own licenses). All other necessary components, including third-party Microsoft elements required for infrastructure, are included within our proposed Amazon Web Services (AWS) cloud environment.

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.

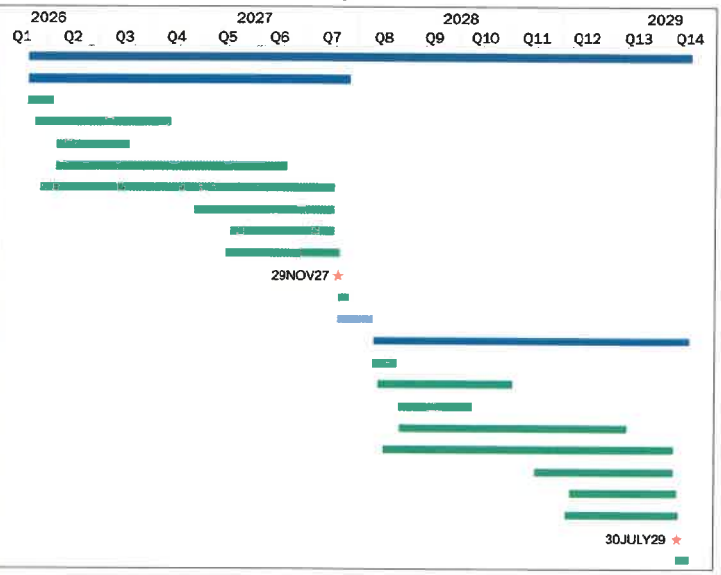
5.3.6.2.6 Describe the Vendor's proposed approach for executing Phase 2 and 3 of the project. Provide a high-level timeline for completing the work depicting key tasks/activities and milestones. As an attachment (not counted in page limit), provide an initial project work plan for Phase 2 and Phase 3.

Rather than the three-phased approach outlined in the *Modernize the DMV Driver System* RFP, our proposed solution and approach to the WVDMV system-modernization project is based a single 18-month Rollout 1 for FastDS-VS Driver Services and an optional 18-month Rollout 2 for FastDS-VS Vehicle Services. This expedited approach, and the corresponding implementation schedule shown below, are based on the phases of our standardized FastCore Implementation Methodology and our successful FastDS-VS system-modernization projects for more than 20 U.S. state motor vehicle agencies that implemented our solution through similar project schedules.

The total schedule length for implementing both FastDS-VS Driver Services and Vehicle Services, including a two-month stabilization and optimization period after Rollout 1 for Driver Services, is 38 months. An initial/draft project work plan for our proposed Rollout 1 – FastDS-VS Driver Services implementation project, and optional Rollout 2 – FastDS-VS Vehicle Services implementation project, is included as an attachment within the Forms and Attachments section of this Technical Proposal.

Proposed Total 38-Month Project Schedule for FastDS-VS Driver Services & Optional Vehicle Services

Rollout Phases & Milestones	Start	Finish	Duration
WVDMV Driver's License Modernization Project	6/1/2026	8/17/2029	840 days
Rollout 1 - Driver Services & Comm. Customer Framework	6/1/2026	12/17/2027	405 days
Preparation Phase	6/1/2026	7/10/2026	30 days
Definition Phase	6/15/2026	2/5/2027	170 days
Foundation Phase	7/20/2026	11/20/2026	90 days
Development Phase	7/20/2026	8/27/2027	290 days
Conversion Phase	6/22/2026	11/19/2027	370 days
Testing Phase	3/22/2027	11/19/2027	175 days
Training Phase	5/24/2027	11/19/2027	130 days
Rollout Phase	5/17/2027	11/29/2027	141 days
Production Release - Driver Services	*11/29/2027*	*11/29/2027*	*1 day*
Production Phase	11/29/2027	12/17/2027	15 days
Stabilization & Optimization Period	11/29/2027	1/28/2028	45 days
Rollout 2 - Vehicle Services (Agency Option)	1/31/2028	8/17/2029	405 days
Preparation Phase	1/31/2028	3/10/2028	30 days
Definition Phase	2/14/2028	10/6/2028	170 days
Foundation Phase	3/20/2028	7/21/2028	90 days
Development Phase	3/20/2028	4/27/2029	290 days
Conversion Phase	2/21/2028	7/20/2029	370 days
Testing Phase	11/20/2028	7/20/2029	175 days
Training Phase	1/22/2029	7/27/2029	135 days
Rollout Phase	1/15/2029	7/30/2029	141 days
Production Release - Vehicle Services	7/30/2029	7/30/2029	1 day
Production Phase	7/30/2029	8/17/2029	15 days



18-Month Rollout 1 – FastDS-VS Driver Services

We will implement WVDMV's new FastDS-VS Driver Services system on an expedited timeline that reduces agency business risk, improves business processes and efficiencies, and operates on a production-proven platform and modern technologies, including RESTful web services that enable effective interface and interaction with the AAMVA network and its system's latest technical standards. Our FastDS-VS solution and implementation approach enable a compressed schedule timeline that consolidates WVDMV's anticipated phases 1, 2, and 3 into a single 18-month project rollout. This single Rollout 1 for FastDS-VS Driver Services

includes complete implementation of modern driver licensing and enforcement functionality (including Mobile ID/mDL), REST APIs and built-in AAMVA interface functionality available upon installation, enhanced driver's license system features and functions, and a pre-built common customer framework for driver and vehicle programs and services. Functionality will include, but is not limited to:

- Support for issuance of all driver licenses, identification cards, and credentials, including commercial and non-commercial driver licenses and permits, REAL ID, motorcycle endorsements, learner's permits, and graduated licenses, as well as identification cards for individuals, state government employees, law enforcement, and other designated identity groups, like State Bar members.
- Online web portal and self-service features that enable individual and business customers to conduct driver- and identity-related transactions, and enable authorized agency partners (like law enforcement, courts, medical providers, and other authorized parties) to gain access to real-time information and submit data and documentation.
- Complete management of current and historical driver records, including license restrictions, traffic citation convictions, suspensions, revocations, and reinstatements; with real-time access to suspension status and secure role-based access to driving records for authorized requestors.
- Automated driver enforcement and control, including points tracking, configurable suspension workflows, and integration with external program data, as well as monitoring driver compliance with compulsory insurance requirements.
- Managing and tracking driver-license-related investigations, including employee and customer fraud and other license-related fraud.
- Electronic scheduling and queuing with real-time reporting and analytics.
- Complete financial-management capabilities, including automated fee and tax calculations, cash drawer/point-of-sale functions, payment processing, and monetary allocation of revenue across agencies.
- Managing additional in-scope programs and services related to drivers, including automated knowledge exams/testing and handicap placard and ignition interlock programs.
- Support for electronic/mobile driver's licenses (mDL) and identification cards (Mobile ID) through hardware security module integration that includes secure API integration for credential provisioning and verification; enables secure lifecycle management of Mobile DL/ID credentials; provides FIPS 140-2 or higher certified cryptographic key generation, storage, and management; supports digital signing and encryption of Mobile DL/ID data in alignment with AAMVA and ISO/IEC 18013-5 standards; maintains audit logs of all cryptographic operations; and provides redundancy and high availability to ensure uninterrupted Mobile DL/ID issuance and verification services. A dedicated group within the FastDS-VS Driver Services project team will focus on implementing FastDS-VS Mobile ID/mDL functionality in tandem with other FastDS-VS Driver Services functionality. Although the project team will complete implementation of FastDS-VS Mobile ID/mDL functionality during the 18-month implementation project, schedule timing is dependent on digital wallet providers, like Apple and Google, and their availability to support integration and testing.

Two-Month Stabilization & Optimization Period

This two-month stabilization and optimization period allows your agency and users to adapt to the new FastDS-VS Driver Services system and business processes. It also enables the project team to focus on fine tuning system performance and providing support to agency users and production-operations personnel.

18-Month Rollout 2 – FastDS-VS Vehicle Services (Agency Option)

At your agency's option, we will implement the FastDS-VS Vehicle Services component to enable a single and fully unified platform and common customer framework for the administration of West Virginia's driver, identity, and vehicle programs and services. This Rollout 2 for FastDS-VS Vehicle Services includes complete implementation of modern vehicle title and registration functionality. Functionality will include, but is not limited to:

- Support for electronic and paper vehicle titles, including creation of a West Virginia electronic title from a Manufacturer's Certificate of Title/Origin, conversion of paper titles to electronic titles, transfer of in-state and out-of-state titles (electronic and paper), correction of electronic titles, and managing and tracking mailed-in title documentation. Title functionality also enables dealers to transfer a title to a customer, upload required electronic documentation to WVDMV, and collect applicable fees. The FastDS-VS Vehicle Services will also manage and track titles that are on hold pending receipt of a paper title from a lienholder.
- Complete vehicle registration and renewal capabilities, including online customer self-services features for digital registration and renewal.
- Online web portal and self-service features that enable individual and business customers to conduct title, registration, renewal, and other vehicle-related transactions, and allow authorized agency partners (like law enforcement and dealerships) to access vehicle information and conduct authorized transactions, like dealer title transfers to customers and the ability for sheriff offices to renew vehicle registrations for citizens of their counties. Based on state and AAMVA policies and guidelines, online self-services will also support secure transfer of electronic titles between authenticated in-state customers, as well as between West Virginia residents and residents of other states that participate in the interstate electronic title program.
- Business/dealer licensing management.
- Complete financial-management capabilities, including automated fee and tax calculations, cash drawer/point-of-sale functions, payment processing, and monetary allocation of revenue across agencies.
- Inventory, ordering, and issuance of plates, registration cards, and stickers, including personalized plates and specialized plates for government and law enforcement. Support for title printing through interconnection with third-party printing hardware.
- Managing and tracking vehicle titles, registration, and dealer-related investigations.

Ongoing Maintenance & Support

Our proposed schedule includes maintenance and support for the FastDS-VS solution's AWS commercial cloud environment throughout the five-year contract period, and up to 2,000 hours per year for FastDS-VS application support and enhancements, like changes to software configurations, implementing FastDS-VS updates and service packs, designing and developing requested reports, and designing, developing and testing approved changes to the software. On-site application support resources and services are included at a sufficient level to ensure, at a minimum, that for the system delivered at production rollout:

- Defects with FastDS-VS core code are resolved.
- Defects with custom WVDMV specific programs are resolved.
- Defects resulting from configurations are resolved.
- Performance and maintenance are conducted in a manner to ensure the system operates in good running order.

Maintenance and support begin at production release for Rollout 1 – Driver Services, continue throughout the duration of the initial contract, and are included as part of any State-authorized option years.

Proposed FastDS-VS System-Modernization Project Schedule: R1 Driver Services & R2 Vehicle Services

The following table outlines start and finish dates for the proposed FastDS-VS system-modernization project's key rollouts, phases, activities, and milestones. Schedule dates can be adjusted to meet the needs, preferences, and priorities of WVDMV.

Rollouts, Phases, Activities, & Milestones	Start	Finish	Duration
WVDMV Driver's License Modernization Project	6/1/2026	8/17/2029	840 days
Rollout 1 - Driver Services & Comm. Customer Framework	6/1/2026	12/17/2027	405 days
Preparation Phase	**6/1/2026**	**7/10/2026**	**30 days**
Install FAST Software	6/1/2026	6/12/2026	10 days
Identify Project Objectives	6/1/2026	7/3/2026	25 days
Create Project Schedule	6/1/2026	7/3/2026	25 days
Prepare Inventories	6/8/2026	7/10/2026	25 days
Develop Communication Plan	6/8/2026	7/10/2026	25 days
Develop Business Profiles	6/15/2026	7/10/2026	20 days
Perform System Overview	6/22/2026	7/10/2026	15 days
Definition Phase	**6/15/2026**	**2/5/2027**	**170 days**
Develop Resource Plan	6/15/2026	7/3/2026	15 days
Perform Infrastructure Recommendations	6/22/2026	7/17/2026	20 days
Perform Developer Technical Training	7/13/2026	7/24/2026	10 days
Define Business Requirements	7/13/2026	2/5/2027	150 days
Plan Test Scenarios	7/20/2026	12/4/2026	100 days
Conduct Training Needs Analysis	7/20/2026	12/4/2026	100 days
Foundation Phase	**7/20/2026**	**11/20/2026**	**90 days**
Define Scope of Foundation	7/20/2026	8/14/2026	20 days
Perform Foundation Setup	7/20/2026	11/6/2026	80 days
Perform Verification	11/9/2026	11/20/2026	10 days
Development Phase	**7/20/2026**	**8/27/2027**	**290 days**
Perform Development Tasks	7/20/2026	5/28/2027	225 days
Develop Interfaces	7/20/2026	5/28/2027	225 days
Perform Change Impact Analysis	7/20/2026	8/27/2027	290 days
Perform Business Verification	7/27/2026	6/25/2027	240 days
Develop Correspondence	8/10/2026	6/18/2027	225 days
Develop Reports	8/24/2026	6/11/2027	210 days
Develop Architecture Plan	9/14/2026	12/25/2026	75 days
Define Application Security	12/7/2026	4/16/2027	95 days
Conversion Phase	**6/22/2026**	**11/19/2027**	**370 days**
Inventory Data Resources	6/22/2026	7/10/2026	15 days
Purify Data	7/20/2026	10/22/2027	330 days
Define Conversion	8/3/2026	3/12/2027	160 days
Perform Extracts	8/10/2026	11/19/2027	335 days
Develop Conversion	8/10/2026	11/19/2027	335 days
Run Mock Conversions	9/28/2026	11/19/2027	300 days
Verify Conversion	11/9/2026	11/19/2027	270 days

PROPOSED PROJECT PHASE APPROACH

Rollouts, Phases, Activities, & Milestones	Start	Finish	Duration
Testing Phase	**3/22/2027**	**11/19/2027**	**175 days**
Create Testing Plan	3/22/2027	5/14/2027	40 days
Perform Business Testing	7/12/2027	10/8/2027	65 days
Perform Converted Data Testing	7/12/2027	11/5/2027	85 days
Conduct Performance Testing	10/11/2027	11/12/2027	25 days
Perform End-to-End Testing	10/4/2027	11/19/2027	35 days
Perform Application Security Testing	10/4/2027	11/19/2027	35 days
Training Phase	**5/24/2027**	**11/19/2027**	**130 days**
Create Training Plan	5/24/2027	7/9/2027	35 days
Localize User Help and Documentation	7/12/2027	9/10/2027	45 days
Develop Curriculum	7/12/2027	9/17/2027	50 days
Train Trainers	9/6/2027	10/1/2027	20 days
Train Users	10/4/2027	11/19/2027	35 days
Rollout Phase	**5/17/2027**	**11/29/2027**	**141 days**
Prepare Installation Report	5/17/2027	6/11/2027	20 days
Create Cutover Checklist	6/28/2027	10/29/2027	90 days
Prepare Operations & Support Plan	9/13/2027	10/29/2027	35 days
Set Up Help Desk	10/4/2027	10/22/2027	15 days
Update Disaster Recovery Plan	10/11/2027	11/5/2027	20 days
Perform Operations Training	11/1/2027	11/12/2027	10 days
Run Conversion	11/26/2027	11/27/2027	2 days
Production Release - Driver Services ★	11/29/2027	11/29/2027	1 day
Production Phase	**11/29/2027**	**12/17/2027**	**15 days**
Perform Rollout Support	11/29/2027	12/17/2027	15 days
Perform Production Support	11/29/2027	12/17/2027	15 days
Perform Operations Support	11/29/2027	12/17/2027	15 days
Stabilization & Optimization Period	**11/29/2027**	**1/28/2028**	**45 days**
Rollout 2 - Vehicle Services (Agency Option)	**1/31/2028**	**8/17/2029**	**405 days**
Preparation Phase	**1/31/2028**	**3/10/2028**	**30 days**
Identify Resources and Work Team Assignments	1/31/2028	2/25/2028	20 days
Identify Project Objectives	1/31/2028	3/3/2028	25 days
Create Project Schedule	1/31/2028	3/3/2028	25 days
Develop Communication Plan	2/7/2028	3/10/2028	25 days
Prepare Inventories	2/7/2028	3/10/2028	25 days
Develop Business Profiles	2/14/2028	3/10/2028	20 days
Perform System Overview	2/21/2028	3/10/2028	15 days
Definition Phase	**2/14/2028**	**10/6/2028**	**170 days**
Update Resource Plan	2/14/2028	3/3/2028	15 days
Define Business Requirements	3/13/2028	10/6/2028	150 days
Plan Test Scenarios	3/20/2028	8/4/2028	100 days
Conduct Training Needs Analysis	3/20/2028	8/4/2028	100 days
Foundation Phase	**3/20/2028**	**7/21/2028**	**90 days**
Define Scope of Foundation	3/20/2028	4/14/2028	20 days

PROPOSED PROJECT PHASE APPROACH

Rollouts, Phases, Activities, & Milestones	Start	Finish	Duration
Perform Foundation Setup	3/20/2028	7/7/2028	80 days
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Perform Extracts	4/10/2028	7/20/2029	335 days
Develop Conversion	4/10/2028	7/20/2029	335 days
Run Mock Conversions	5/29/2028	7/20/2029	300 days
Verify Conversion	7/10/2028	7/20/2029	270 days
Testing Phase	**11/20/2028**	**7/20/2029**	**175 days**
Create Testing Plan	11/20/2028	1/12/2029	40 days
Perform Business Testing	3/12/2029	6/8/2029	65 days
Perform Converted Data Testing	3/12/2029	7/6/2029	85 days
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Perform Application Security Testing	6/4/2029	7/20/2029	35 days
Conduct Performance Testing	6/11/2029	7/13/2029	25 days
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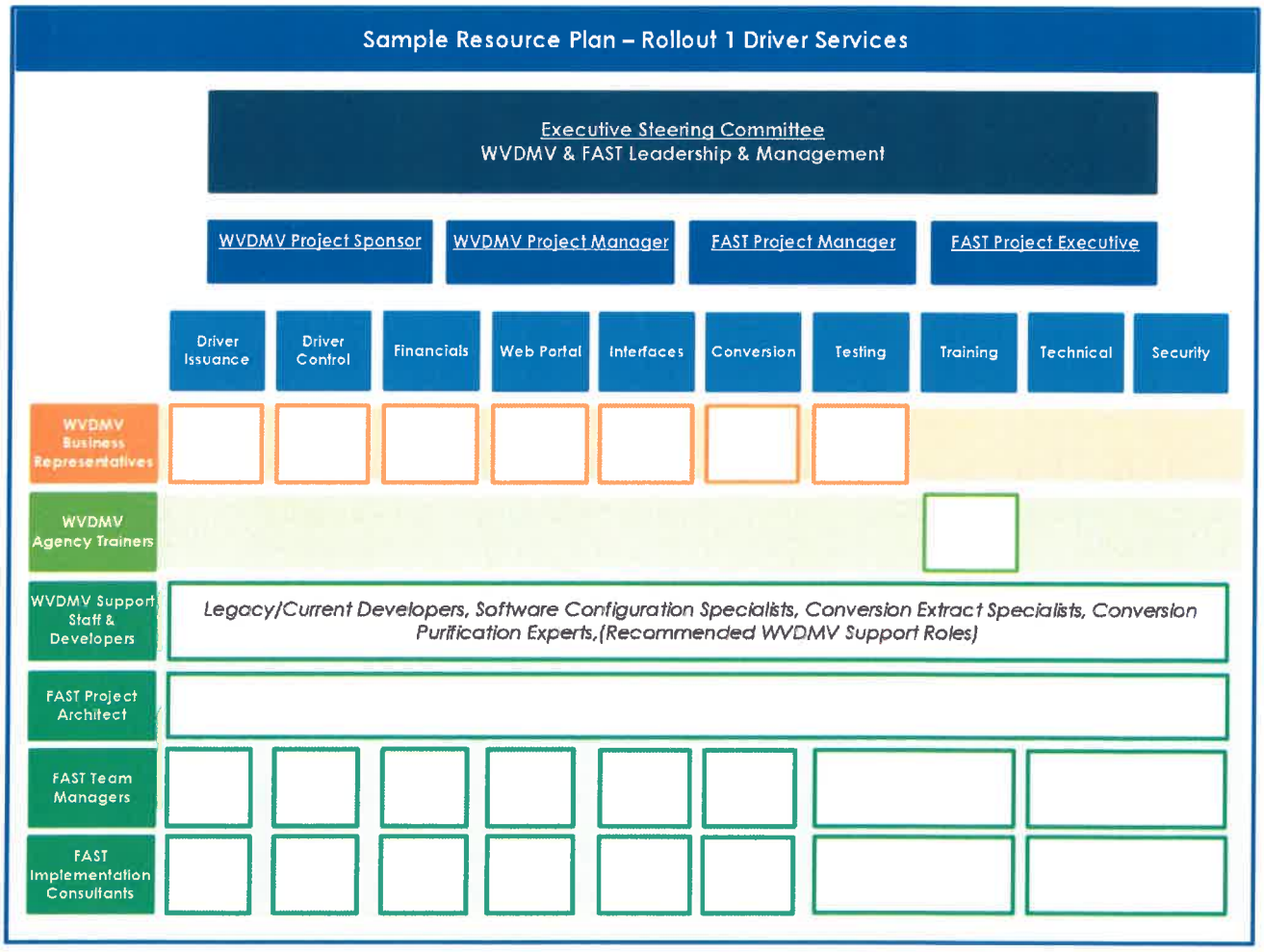
Production Phase	**7/30/2029**	**8/17/2029**	**15 days**
Perform Rollout Support	7/30/2029	8/17/2029	15 days
Perform Production Support	7/30/2029	8/17/2029	15 days
Perform Operations Support	7/30/2029	8/17/2029	15 days

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.

Proposed Project Organization

We will align our staffing and project organization with the agency's team members and adjust accordingly to the phases and activities within the project to ensure that the appropriate qualified staff are assigned to the project at the appropriate times. The project organization structure will define project team members and their roles and responsibilities; each team member's level and duration of commitment to the project; organization of project staff into teams; and how the teams will operate and collaborate.

The following diagram provides a proposed high-level resource plan for FAST and WVDMV personnel. The plan is designed to encourage collaboration while delivering meaningful project outcomes. FAST projects rely on a joint FAST/agency team approach to ensure that the expertise of agency business and technical experts is leveraged to configure the software to incorporate agency best practices and business processes. The following reflects this collaborative project-partnership organization for the driver services rollout and will be finalized during the Preparation Phase.



PROPOSED PROJECT ORGANIZATION

Proposed Project Team and Key Resources

From project inception, our FAST project personnel collaborate with your agency project personnel as part of a joint project team. Most FAST personnel will live in the Charleston area during their time on the project. Our proposed key personnel will be committed to the project and will serve in their assigned roles until the rollout goes live in production. During the implementation period, the number of FAST resources dedicated to the project will vary between 25 and 30. These staffing levels can be expected to change depending on the phase of the project work.

FAST Project Personnel – Roles and Responsibilities

Project Role	Description of Responsibilities
Project Manager **Sean Murphy** PMP Certified	The project manager is a senior executive who serves in a role that supports the agency and FAST project team in delivering the FastCore software. They are responsible for the contractual relationship between FAST and the agency, provides strategic direction on implementation issues, and serves as the liaison to coordinate with agency program sponsors, senior agency managers, and external stakeholders. Additional responsibilities include: • Serve as FAST's primary point of contact for the project. • Promote FAST's implementation methodology and provide executive support through all phases. • Work with the agency to identify and communicate project objectives. • Participate in the steering group meetings and cooperate with agency executives. • Ensure adherence to the project contract and budget. • Track and monitor FAST project deliverables in the Delivery Workbench. • Resolve business decisions and issues, including helping to identify when decision requests are needed. • Organize team status meetings and prepare status reports and presentations. • Manage FAST's overall project budget and invoices.
Functional Lead **Donald Browning** Full-time, 100% dedicated on-site to the project	The functional lead provides direct support to the project manager and oversight on implementation activities, checking for standardizations, reviewing site-specific components prior to promotion and identifying areas for improvement. Additional responsibilities include: • Manage the schedules, quality, and functional/technical requirements of the project, identifying potential risks and developing mitigation strategies to ensure that projects stay on track. • Ensure the standards and policies related to architecture are followed. • Oversee development activities focusing on complex and site-specific solutions. • Provide leadership and guidance to developers, business representatives, and subject-matter experts in the implementation of FastDS-VS.

PROPOSED PROJECT ORGANIZATION

Project Role	Description of Responsibilities
	• Promote the FastCore Implementation Methodology from development through deployment. • Assume overall responsibility for ensuring that the delivered solution meets the agency's business requirements while keeping the project following best practices.
Technical Architect **Matt Munyan** Full-time, 100% dedicated on-site to the project	The technical architect is responsible for the environment changes with site-specific design extensions and database schemas, the hosted FastDS-VS platform/environment, and overall tuning and optimizing performance of the FastDS-VS system. Additional responsibilities include: • Monitoring the configuration, tools, and repositories to ensure quality processes are maintained. • Overseeing implementation of security measures and server backup and providing support to agency security administrators. • Providing technical support to the project team. • Assisting technical staff with procurement, installation, and support of the hardware and software platform. • Leading the design and architecting of hosting systems. • Implementing best practices for networks and distributed computing. • Designing and implementing the solution environments. • Performance tuning, capacity planning, and troubleshooting. • Ensuring adherence to technology standards and IT best practices. • Supporting the FAST and agency conversion teams in the organization, management, and execution of the conversion process to move data into FastDS-VS. • Delivering proactive measures to provide optimal system performance and reduced information system risks and focuses on assisting FAST customers and personnel with security issues and improving security posture.
Data Conversion Manager Full-time, 100% dedicated on-site to the project	The data conversion manager is responsible for the organization, management, and execution of the conversion process to move legacy data into FastDS-VS. Conversion team members work closely with the manager and complete any delegated tasks related to the execution of the conversion process. Team member responsibilities may vary depending on the project needs, experience, and team manager directions. Primary responsibilities include: • Guide the client throughout the conversion process and explain the FAST conversion approach. • Assist with conversion verification activities. • Provide customer lists for data purification activities. • Work and communicate with agency resources for extracts and other legacy system needs. • Support the client technical staff and data extractors. • Manage and support the team, if applicable.

PROPOSED PROJECT ORGANIZATION

Project Role	Description of Responsibilities
	• Create the conversion-related deliverables, such as the conversion approach and conversion plan. • Support the review and approval of the applicable project deliverables (e.g., conversion plan). • Report the conversion progress to the project and agency management. • Complete any additional tasks delegated by the Project Manager and Functional Lead.
Testing & Training Coordinator Full-time, 100% dedicated on-site to the project	The Testing & Training Coordinator (TTC) is responsible for overseeing project activities, including planning, organizing, and overseeing all project-related training activities, developing and coordinating the training program for project members and users, and Business and End-to-End Testing activities. Additional responsibilities include: • Creating training plans, materials, and documentation. • Planning and coordinating train-the-trainer programs. • Planning and coordinating testing schedules, resources, test execution, and reporting. • Defining user access and application security needs. • Identifying changes in business processes and organizational structures and evaluating user readiness.
Implementation Consultants Full-time, 100% dedicated on-site to the project 25 - 30 Resources	Implementation Consultants (ICs) configure and develop system functionality for specific areas of the system. In addition to acting as implementation consultants, some ICs may also serve as team leads on various project teams. IC responsibilities may vary depending on the project needs and team managers' directions. Primary responsibilities include: • Work closely with agency business representatives (BRs) to ensure that the solution meets user needs. • Support the business with verification, demo, and testing activities. • In the Preparation Phase, assist with preparation activities and the delivery of system overviews and learn any new functional areas. • In the Definition phase, participate in the definition-gathering process and analyze business rules. This can include definition meetings and research. Assist with or perform demos. • In the Foundation phase, perform and verify the foundation and assist with foundation demos and data setup. • In the Development phase, execute tasks and produce deliverables as outlined in the project plan and directed by the Team Manager. • Work on configuration and site-specific programming tasks (including correspondence, reports, and interfaces).

PROPOSED PROJECT ORGANIZATION

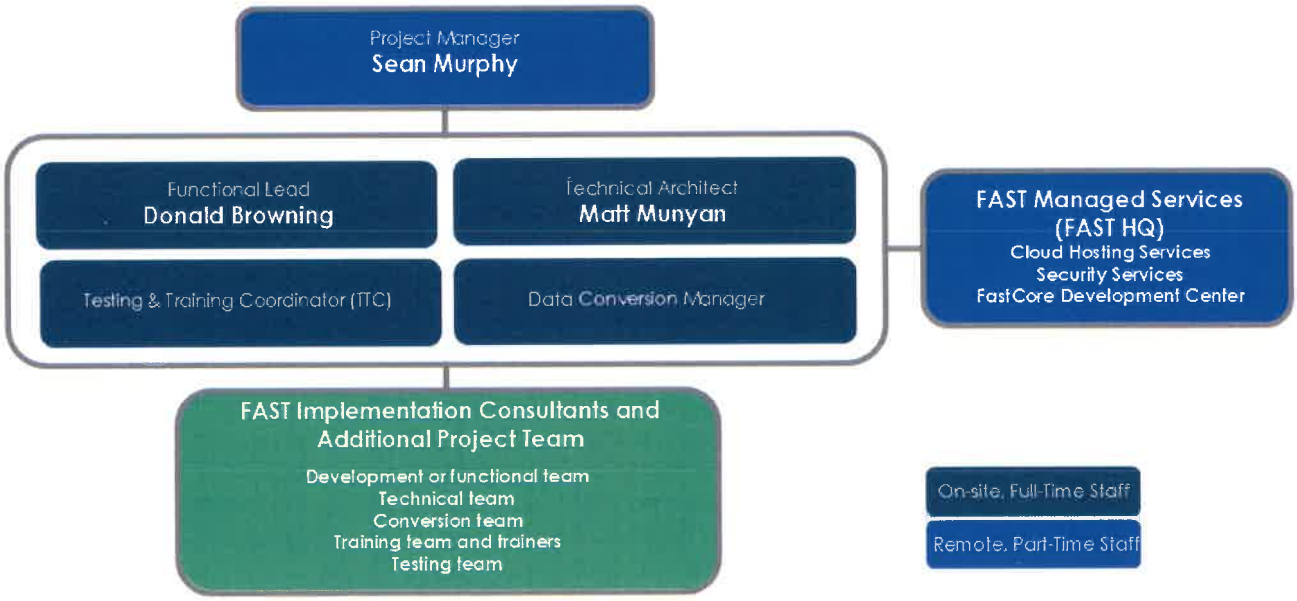
Project Role	Description of Responsibilities
	• In the Conversion phase, review converted data for the area and provide feedback. Fix development-related issues that cause conversion errors. • In the Testing phase, understand the project testing plans and methodology and meet development deadlines based on testing plans. • Complete unit testing and participate in pre-testing activities, if applicable and participate in scenario reviews, if applicable. • Fix failed test scenarios and resolve issues discovered during testing or training preparations. • In the Training phase, be aware of training timelines, activities, and needs, and support the training data build and resolve related issues. • In the Rollout phase, be aware of cutover activities and the development freeze timeline and assist with any assigned cutover activities, including system pre-testing. • In the Production phase, provide Deskside Support after go-live and assist and support the agency to ensure that the project is successful.

FAST has over 2,400 full-time professionals, including over 600 experts in our FastDS-VS software and its implementation for driver and motor vehicle agencies. Our dedicated project team will collaborate with your agency project personnel as part of a joint project team. Our company's dedicated network of FastDS-VS professionals has extensive experience in implementing FastDS-VS for 24 state motor vehicle agencies and, along with our WVDMV project team, are available to provide supplemental support to ensure successful project delivery.

We have selected a team of qualified personnel based on the business needs, project requirements, and modernization goals for West Virginia's DMV Driver System project. With a combined total of over 55 years of experience on FastCore system-modernization projects, our key personnel are committed to the successful delivery of the project. We propose the following three key personnel to support West Virginia's FastDS-VS-based DMV Driver System project. Two-page resumes for key personnel are included in Forms and Attachments section of this Technical Proposal.

PROPOSED PROJECT ORGANIZATION

FAST Project Team Organization



Project Manager – Sean Murphy is a 20-year FAST employee with experience leading large-scale FastDS-VS system-modernization projects, including over seven years as the project manager for the stage of Georgia's FastDS-VS system-modernization project. Georgia's FastDS-VS system manages nearly 10.9 million active driver's licenses and state ID cards and issued approximately 2.5 million new driver license and state ID cards in 2024. Mr. Murphy has extensive expertise in leading and providing oversight for FastCore projects and their production support. He holds active Project Management Profession (PMP) certification from the Project Management Institute.

Functional Lead – Donald Browning is a 20-year FAST employee who has provided management and support services for West Virginia Department of Revenue's FastCore-based GenTax system for over 13 years. He actively manages the day-to-day implementation and support activities. Mr. Browning is an expert in the FastCore system architecture, management of its implementation, and ongoing system support and enhancement.

Technical Architect – Matt Munyan is a technical architect with over 17 years of experience on FastCore system-modernization projects. He has held a variety of technical roles on these FastCore projects, including work as development manager, conversion manager, and system architect. In his current assignment, he is supporting implementation of the FastDS-VS Driver Services system for the Kentucky Transportation Cabinet, where he provides technical and functional guidance on FastCore project management tools and FastDS-VS registration, identity management, and compliance functions.

Recommended Roles and Responsibilities WVDMV

Involving agency personnel in the project significantly increases project success, provides valuable hands-on experience to staff, and supports learning from FAST personnel. In the following table, we have listed recommended WVDMV staffing roles and responsibilities based on our experience in implementing FastDS-VS for projects of a similar scope and scale. The roles represent staffing suggestions and are not necessary for successful system delivery. However, the involvement of existing agency personnel with agency experience and knowledge in the roles of business representatives/subject-matter experts, testers, conversion

specialists, trainers, and previous system developers are critical to the project team. The agreed-upon staffing/resource plan, developed collaboratively by FAST and WVDMV during the project's initial Preparation Phase, will outline final staffing roles and responsibilities for FAST and WVDMV project personnel. As part of the development of this plan, FAST will work collaboratively with WVDMV staff to reach agreement and synchronization on the final staffing plan.

Recommended Technical, Functional, and Operational Responsibilities of WVDMV Staff

Recommended Role	Description of Responsibilities
Project Sponsor	This individual is responsible for securing resources for the project and acts as a vocal and visible champion, legitimizes the project's goals and objectives, keeps abreast of major project activities, and is a decision-maker for the project. They will provide support for the project manager; assists with major issues, obstacles, problems, and policy conflicts. The project sponsor serves as primary liaison between the steering committee and project managers.
Project Manager	The project manager functions as a project decision maker. The project manager champions the project, removes any barriers, and acts as the key point person for all issues regarding the project. The project manager also provides any necessary support to the project and signs off on all deliverables. The project manager works closely with FAST project management to direct day-to-day project activities. The project manager also oversees the agency's resources (both functional and technical) assigned to the project and resolves business decisions and issues arising within the agency's administration. We recommend that the project manager: • Be a full-time agency employee from the business side; • Be an individual who has expertise in the agency's business practices, rules, policies, etc.; • Move their office to the project space for the project duration; • Expend at least 90% of their working hours directly on project work from their office in the project space; • Be the agency's senior-most manager for purposes of directly all agency employees involved with the project; and • Have the authority to make final decision on behalf of the agency for all matters related to the project including business requirements, prioritization of work, approval of deliverables, personnel assignment, invoice approval, and project activities.
Business Representative(s)	Business representatives will provide business knowledge expertise and contribute significantly to the implementation by describing current and desired outcomes. They assist in making decisions regarding the configuration and escalate decisions requiring senior management resolution and perform configuration verification. They create system testing (user acceptance) and end-to-end testing scenarios; perform converted data verification testing; make detail-level decisions on behalf of the agency in a timely manner on a day-to-day basis; review training material for completeness and accuracy; and provide project solution expertise to users.
Trainer(s)	Agency trainers will attend train-the-trainer sessions, work with FAST to create the job-specific training material and data, deliver user training, and modify

PROPOSED PROJECT ORGANIZATION

Recommended Role	Description of Responsibilities
	online Help to accommodate agency-specific functionality. They are part of the team that performs rollout support and schedule agency staff to attend training.
Tester(s)	Agency testers will execute business test scenarios., document any issues found during testing, and perform regression testing as needed.
Conversion Extract Specialist(s)	These individuals support conversion activities; provide legacy system knowledge base; code automated data cleansing jobs, if practical; code conversion extracts and programs; coordinate with staff performing data cleansing; and perform legacy system and extract reconciliation.
Conversion Data Purification Expert(s)	These individuals focus on cleansing activities prior to conversion to relevant data including common purification items like invalid characters, orphaned data or inactive ID types that may entail strategies such as manual correction using legacy systems or an automated correction program in legacy.
Legacy/Current Solution Developer(s)	Provide and assist with interface inventory and definition. Decommission and turn off previous systems.
Software Configuration Specialist(s)	WVDMV can opt to include agency personnel to serve as software configuration specialists. These personnel implement and maintain software configurations for items such as correspondence and reports. Agency software configuration specialists work with FAST project personnel to more fully understand the configuration of their agency's particular instance and configuration of FastDS-VS, with a particular focus on the configurations of items of frequent change.
Security Administrator	Assist in defining application security. Load and validate access rules. Grant and revoke user access to system functions. Manage security levels and investigate access and permission requests.
System/Network Administrator(s)	Supports legacy system/network operation and maintenance as needed.
Organizational Change Management Manager	Leads Organizational Change Management planning for the modernization project. This individual works with FAST support to ensure that agency leadership is kept informed of project activities and changes, to prepare communication plans, and to incorporate change-management related implementation tasks into the schedule. They also work with agency managers and supervisors to engender support throughout the agency for change.

We anticipate that the agency will support the project team by providing:

- Project workspace(s) to accommodate approximately 50-60 people, with the final count depending on the number of agency resources assigned to the project who are not already seated in or near the project space. Ideally, the project workspace will be in the same building used by most agency users. Although a separate workspace is acceptable, we have found that co-location with a broader pool of agency users and business experts increases opportunity to leverage their expertise in discussions and decisions related to the new system.
- To support various project deadlines, FAST and agency resources assigned to the project will require access to the project workspace after business hours. This includes weekends and state holidays.
- Local-area-network (LAN) infrastructure and support. Network connection at each workstation and access to network printers and scanners.
- Office space for FAST project management.

- Use of meeting rooms/conference rooms and data projectors.
- Workstations, dual monitors, keyboards, pointer devices, network connections, electrical outlets, and electrical extension cords.
- Stationery, offices supplies, whiteboards, chairs, desks.
- Project administration support.
- FAST and agency project staff will have the required access to systems and communication tools in the event work must be performed remotely due to agency health and safety guidelines.
- The project will require a testing space that can accommodate 10-15 people and training spaces that can accommodate 10-15 people. These spaces should be equipped with desks, chairs, workstations connected to the LAN, whiteboards, and other office items.

Full-time FAST project staff will work on site with agency personnel during the project. Additional FAST staff may assist part-time, either on site or remotely. Individuals who have performed similar tasks in other jurisdictions will periodically visit the project to share their expertise and experience with specific functional or technical areas of the project.

Most of FAST's services will be performed in Charleston at the project office. Some work may take place in FAST development centers. We anticipate WVDMV will allow off-site FAST personnel working on project deliverables to remotely access the hosted infrastructure. Costs associated with any travel that may be required for FAST employees to and from FAST development centers will not be billed to WVDMV and are included in our price.

Some select services may be delivered by FAST personnel who work for an affiliated FAST company, branch, or team. For example, our Fast Hosting Services team in Denver will provide support in establishing the agency's hosting environment.

In circumstances in which an agency's employees are represented by a union, cooperative activities are required to ensure project performance and deliverables. The agency should be aware that this may result in the following activities:

- Need for agency personnel to work on the project (which may fall outside of an employees' job description including testing and training roles and responsibilities).
- Changes to job titles and/or responsibilities due to the implementation of the new, modern system.
- Expectation for WVDMV personnel to work more than the standard hours or on holidays during some portions of the project.
- Engage unions to genuinely support the change and participate in change management activities.

FAST also requests that WVDMV will endeavor, to the greatest extent possible, to assign to the project existing agency staff who have experience and knowledge in the agency and its programs and services.

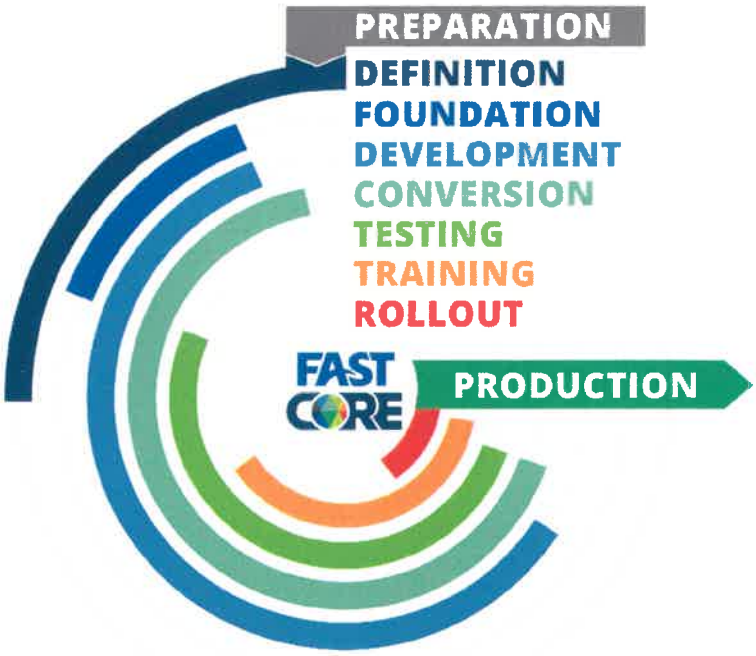
5.3.6.2.8 Describe the Vendor's proposed project management methodology and approach. This section should not exceed 5 pages.

FAST will use our FastCore Implementation Methodology to guide the project management and methodology approach for the WVDMV modernization project. Our methodology is designed expressly for the implementation of our commercial off-the-shelf (COTS) FastDS-VS solution and additional FastCore-based software products. It serves as a proven approach to project delivery that contains phases and tasks that interconnect our software and the activities designed for its implementation. The proposed methodology is the same proven approach used to deliver and maintain the FastCore-based system for the West Virginia Department of Revenue promoting regular collaboration, communication, and successful project delivery.

As shown in the following figure, our methodology is both iterative and incremental, with overlapping phases, allowing decisions to be revisited to further improve system configurations, functions, and business processes. Our methodology is use-case driven, delivering functional value to users through iterative development that is guided by real-world scenarios. We involve users in not only the definition of requirements but also the testing of system functionality—modifying the solution in response to their feedback and needs. Because we involve stakeholders regularly and test early and frequently, we avoid the risk of developing a solution that does not align with client (user) expectations and are able to course-correct before risks escalate. Also, with developers, testers, and business representatives from WVDMV working together with our FAST team, we promote collective ownership and mitigate risks from multiple perspectives.

A brief overview and corresponding bullet list of the primary activities for each phase is included after the FastCore Implementation Methodology illustration below.

The Iterative Phases of the FastCore Implementation Methodology



PROPOSED PROJECT MANAGEMENT METHODOLOGY

Preparation Phase | Definition Phase | Foundation Phase | Development Phase | Conversion Phase | Testing Phase | Training Phase | Rollout Phase | Production Phase

Preparation Phase

Install Software • Identify Project Objectives • Develop Communication Plan • Perform System Overview • Develop Business Profiles Overview • Prepare Inventories • Create Project Schedule • Identify Resources and Develop Work Team Assignments

During the Preparation Phase, planning based on the FastCore Implementation Methodology is undertaken for the project-specific implementation schedule and scope of work. It involves the installation of the FastDS-VS software solution and its out-of-the-box baseline functionality for driver and/or motor vehicle administration. Additional primary implementation activities include:

- Identifying, documenting, and communicating project objectives.
- Developing the project communication plan, system overview, and business profiles.
- Finalizing the scheduling of general timelines for production release.
- Confirming the project infrastructure.
- Inventorying interfaces and additional inputs and outputs.
- Identifying and assigning resources.

Definition Phase

Develop Resource Plan • Define Business Requirements • Plan Test Scenarios • Conduct Training Needs Analysis • Perform Developer Technical Training • Perform Infrastructure Recommendations

The Definition Phase focuses on identifying and defining the requirements and work necessary for configuring the solution's functionality for your agency's distinct programs and services. It includes multiple project definition activities, such as specifying personnel assignments, working with agency business experts in gathering system requirements, creating and finalizing the technical architecture plan, and conducting developer technical training.

Foundation Phase

Define Scope of Foundation • Perform Foundation Setup • Perform Verification

During the Foundation Phase, initial system configurations are implemented based on defined requirements to provide the foundation for a more tailored solution that is further detailed and refined during the Development Phase. Once this foundation is in place, the system supports basic navigation and core processing for business functions, allowing your agency project personnel and users to gain hands-on exposure to, and experience with, the baseline FastDS-VS solution. The Foundation Phase involves the use of recurring configure, review, and refine cycles that support the continual refinement of configurations to ensure that FastDS-VS operates according to the unique processes, requirements, and needs of your agency. Verification steps during this phase, along with the business-process changes identified during the Definition Phase, provide the training and organizational-change-management team with insight into the major areas that will be affected by the new solution. This insight helps them to prepare the best course of action for a smooth transition to the new solution by your agency employees.

Development Phase
Perform Development Tasks • Develop Correspondence • Develop Reports • Develop Interfaces • Perform Business Verification • Define Application Security Plan • Perform Change Impact Analysis • Develop Architecture Plan

In the Development Phase, the project team uses definition items identified in the Definition Phase to produce work packages that specify parameters, establish options, define thresholds, and perform other types of configurations or development work. Although aspects of configuration and development take place in virtually all phases of the project, work in this phase consists largely of developing correspondence, reports, interfaces, and site-specific programming (if needed), as well as reviewing configurations and establishing application security requirements and configuration.

Conversion Phase
Inventory Data Resources • Define Conversion • Purify Data • Perform Extracts • Develop Conversion • Run Mock Conversions • Verify Conversion

During the Conversion Phase, legacy data is identified, purified, extracted, converted, and reconciled, and multiple mock conversions are conducted to ensure the solution operates with accurately converted data. The conversion process starts early in the project and is conducted throughout its duration to provide sufficient time for purification and use of a fully converted database for end-to-end testing. As the cutover date approaches, mock conversions are conducted to optimize the time it takes to convert the entire database so that conversion is completed during the allotted cutover timeframe.

Testing Phase
Create Testing Plan • Perform Business Testing • Perform Converted Data Testing • Conduct Performance Testing • Perform End-to-End Testing • Perform Application Security Testing

Multiple test types and activities are employed during the Testing Phase to ensure that FastDS-VS is thoroughly tested, and any issues or instabilities are identified and resolved prior to production. The Testing Phase includes business testing, converted data testing, performance testing, end-to-end/user-acceptance testing, and application security testing. The test plan is created during this phase while configuration is being confirmed and verified toward the end of the Development Phase. Development items from earlier phases are used as the basis for creating test scenarios. The FastDS-VS software manages the test scenarios, is used to support the execution of the scenarios, and tracks their results.

Training Phase
Create Training Plan • Localize User Help and Documentation • Train Trainers • Develop Curriculum • Train Users

During the Training Phase, training materials and curriculum are prepared, and users are trained through a variety of training methods, including live training sessions, computer-based training modules, and hands-on use of the solution. Our training personnel conduct train-the-trainer sessions with agency trainers and develop agency-specific training materials. Training documentation incorporates insight derived from organizational change management activities, which start early in the project to support your agency's transition to the new FastDS-VS solution. Computer-based training sessions and agency-specific training materials are stored and accessed within FastDS-VS, and we collaborate with your agency trainers to develop complete and comprehensive training on FastDS-VS system components and its agency-specific functionality. We also provide a pre-production environment that mimics production to support real-world training in the software.

Rollout Phase

Prepare Installation Report • Prepare Operations and Support Plan • Perform Operations Training • Update Disaster Recovery Plan • Create Cutover Checklists • Set Up Help Desk • Run Conversion • Perform Production Cutover

The Rollout Phase focuses on activities that are necessary for smooth and successful deployment of FastDS-VS and its operational use by your agency's employees and customers. Preparations for the production rollout are captured in a series of cutover checklists that are created within the solution to support the assignment, management, and completion of cutover tasks prior to production release.

Production Phase

Perform Production Support • Perform Operations Support

As part of the Production Phase, the project team provides desk-side support and solution-specific help-desk support during the initial production period to establish the foundation for successfully operating and maintaining the production system over the long term.

Standard Deliverables

We provide standard deliverables for each phase of our FastCore Implementation Methodology. A list of our standard deliverables by phase of the FastCore Implementation Methodology are identified below.

Preparation Phase

- Hardware/software plan
- Project plan
- Resource assignments
- Business/program profile(s)
- Communication plan

Definition Phase

- Business requirements recorded as Definition Items
- Inventories of inputs and outputs, including letters, reports, and interfaces
- Interface design documentation

Foundation Phase

- Updated definition items
- Preliminary configuration of FastDS-VS
- Foundation configuration demonstration

Development Phase

- Application security plan
- System Configuration
- Site-specific code

Conversion Phase

- Conversion plan
- Conversion definition items
- Conversion reconciliation report

Testing Phase

- Testing plan

- Test scenarios
- Test results

Training Phase

- Training plan and approach
- Training materials
- Online Help

Rollout Phase

- Operations & Support Plan
- Cutover checklist
- Help desk/deskside-support plan
- Updated disaster-recovery plan

Production Phase

- System maintenance and support overview
- Listing & prioritization of solution requests (changes, enhancements)

The integrated FastDS-VS project management tool, the workbench, incorporates and supports the activities and work products that are used on every FastCore software implementation project and guides and supports project personnel in their progression through the project's steps, phases, and milestones. Deliverable specifications, work-product templates, project checklists, and additional project documentation are accessed and updated in the workbench throughout the project's duration, supporting continual review and refinement of the FastDS-VS solution.

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.

Our proposed project schedule and phases can be found in the Proposed Project Phase Approach section of this Technical Proposal, which outlines our approach to the WVDMV system-modernization project based a single 18-month Rollout 1 for FastDS-VS Driver Services and an optional 18-month Rollout 2 for FastDS-VS Vehicle Services. Our proposed schedule includes maintenance and support for the FastDS-VS solution's AWS commercial cloud environment throughout the five-year contract period, and up to 2,000 hours per year for FastDS-VS application support and enhancements. Maintenance and support begin at production release for Rollout 1 – Driver Services, continue throughout the duration of the initial contract, and are included as part of any State-authorized option years.

If WVDMV elects to initiate its option to implement the FastDS-VS Vehicle Services component, a two-month stabilization and optimization period will follow the completion of Rollout 1 Driver Services before the start of the 18-month implementation for Rollout 2 Vehicle Services. This stabilization and optimization period allows your agency and users to adapt to the new FastDS-VS Driver Services system and business processes. It also enables the project team to focus on fine tuning system performance and providing support and training to agency users and production-operations personnel.

Rather than the three-phased approach outlined in the *Modernize the DMV Driver System* RFP, our proposed solution, approach, and accelerated schedule will optimize effective knowledge transfer and training by limiting the risks often associated with managing the implementation of multiple system components across parallel phases. Releasing the driver system functionality in a single, 18-month rollout along with proven methodology for the creation, execution, and monitoring of training and knowledge transfer activities, will help to build both capability and confidence in agency staff while avoiding change fatigue.

Knowledge Transfer and Technical Training Approach Throughout the Project

Throughout the project lifecycle, FAST provides knowledge transfer and technical training to support the ability of agency personnel to operate and maintain FastDS-VS in production. WVDMV project members are a part of the team from project onset and will be trained throughout the implementation period to prepare them to maintain the system long-term. This includes training methods such as on-the-job training, mentoring, and classroom training.

Common areas of hands-on involvement for agency staff on the project include:

- **Developer** involvement, including system configuration, testing, data conversion, training, and production rollout.
- **System administration** duties, such as setting up web services, self-service web portal servers, application servers, database servers, and file servers, as well as monitoring system performance, performing technical and database administration, conducting backup and recovery processes, enforcing FastDS-VS database standards, and configuring FastDS-VS environments.
- **Security administration** responsibilities, including creating and maintaining user security profiles and managing function numbers, security groups, and security role relationships.
- **Operator** responsibilities, including gaining experience in FastDS-VS architecture for jobs, queues, and scan jobs; supporting batch processing; overseeing critical "must-run" processes; and performing troubleshooting procedures.

An Operations and Support Plan is created with the agency to prepare for the transition of daily support and maintenance activities to agency personnel. The plan outlines the resources and timing necessary for

transferring day-to-day operational support to the agency. The plan also outlines the activities to be performed, at a high level, to support FastDS-VS and its environments, such as:

- Bringing the application up or down.
- Executing scheduled tasks.
- Diagnosing and remedying common problems.
- Scheduling backups.

The plan defines the tasks that should be performed daily, routinely, and proactively to support and maintain the system and associated staffing. FAST will ensure that we appropriately staff the production support team to manage transition services task activities. After the system has transitioned to agency management, FAST staff will be available for consultation in accordance with the operations and maintenance contract.

Role-Based Skillsets

Because various skills are required to support different aspects of the system, the project team trains and transfers knowledge to agency staff across a wide range of agency technical roles. The following table presents the recommended qualifications and potential training/knowledge transfer activities for each of these agency roles engaged in the maintenance of the solution.

Role	Requisite Skills/Qualifications	Training and Knowledge Transfer Activities
Developers —These IT professionals are involved in the configuration of the application and typically focus on specific functionality within the solution.	• Familiarity with C# programming. • Skilled in Structured Query Language (SQL) programming. • Basic understanding of SQL Server, including SQL Data Definition Language (DDL) and Data Manipulation Language (DML). • Thorough knowledge of IT technology standards, guidelines, policies, procedures.	• Participate in FastDS-VS overview sessions to learn how the agency will use the solution. • Attend developer training courses on developing and configuring the solution. • Apprentice with FAST developers to observe and work together to configure the solution and create site-specific modules, letters, reports, and interfaces.

System Administrator —This role focuses on the technical aspects to maintain the system, rather than on specific application functionality. It includes responsibility for both FastDS-VS application and database administration.	• Understanding of SQL Server.
	• Experience with network support.
	• Experience with desktop support.
	• Knowledge of database standards.
	• Skills in technical and database administration.
	• Skills in backup and recovery processes.
		• Participate in training on FastDS-VS architecture and tools.
		• Serve as an understudy to a FAST project team member.
		• Through a hands-on, on-the-job training approach, learn:
		  ○ Setting up web services, self-service web portal servers, application servers, database servers, and file servers.
		  ○ Configuring the solution's environments and performing migrations between them.

	• Skills and experience in operational infrastructure and procedures. • Understanding of system security, batch job streams, and batch printing operations. • Judgment about when to escalate batch job problems.	○ Maintaining and administering the solution's tools. ○ Monitoring the production environment and system performance. ○ Enforcing database standards. ○ Performing technical and database administration and production support administration. ○ Conducting backup and recovery processes. ○ Providing batch processing and support.
Security Administrator —This role involves the configuration and maintenance of functional and business level security within the application.	• Skills with Microsoft Windows desktop environment. • Effective communication skills. • Good organizational skills.	• Participate in classroom training on 1) understanding FastDS-VS configuration; 2) creating and maintaining a user security profile; 3) understanding function number and security group relationships; and 4) creating and maintaining function numbers and security groups. • Receive mentoring and on-the-job training, following classroom instruction.
Operator —This role focuses on the execution and maintenance of production job streams.	• Skills with Microsoft Windows desktop environment. • Experience with operational support. • Good organizational skills.	• Attend a two-day, classroom training course on FastDS-VS architecture for jobs, queries, and scan jobs. • Critical "must-run" processes. • FastDS-VS batch processing. • Troubleshooting procedures. • Gain hands-on experience with FAST staff during a transition period of one to two weeks after rollout.

FAST collaborates with agency staff to learn more about the responsibilities of these agency roles, refining the anticipated training and knowledge transfer activities to reflect current day needs. Additionally, FAST works with agency staff to identify additional technical roles and responsibilities, beyond those captured in this table, and to create a technical training plan for those roles.

Training Course Materials and Training Environment

FAST gives agency developers the same course curriculum that we deliver to FAST developers during their first month of employment with the company. Curricula for system administrators, security administrators, and operators are based on existing FastDS-VS modules, tools, and guides and customized to your agency. The project team gives agency developers access to a training environment in which they complete exercises associated with each section of the curriculum. Because they have their own local version of the training environment, they can perform the exact same exercises independently without interfering with the work of another participant.

Learning Management

The integrated FastDS-VS learning management tool allows trainers to view, complete, and track the progress of classes and learning modules. It also lets agency staff view their available, assigned, completed, and overdue training classes and modules, as well as the start dates, end dates, and due dates of training courses.

Additionally, the learning management tool provides trainers and other project staff with access to evaluation tools to measure the effectiveness of the training and knowledge transfer activities as well as to identify areas to improve future instruction. Using this tool, trainers or project staff can prompt agency technical staff to complete a course evaluation to assess the degree to which they mastered the content. They use the tool to solicit feedback from agency staff on whether the training or knowledge management activity met key objectives and expectations.

Documentation and Guides

User guides and other documentation are largely integrated throughout the FastDS-VS solution, including through screen-specific contextual tips and Help topics for users. User guides can also be maintained within the solution's Help subsystem. Agency-specific documentation can be added to the Help subsystem, either as standalone documents or as additions to existing core documents. Updates to the core documentation are imported without overwriting any site-specific documentation. Documentation related to changes and updates also resides heavily within FastDS-VS's Help functionality. For changes to site configuration and code, documentation is maintained within FastDS-VS and kept up to date for major changes.

WVDMV will also have access to all technical documentation contained within FastDS-VS, including developer guides, developer Help topics, FastDS-VS functionality Help topics, information on solution infrastructure, and common processes for performing specific support tasks. Below are examples of topics on which there is additional technical information and documentation within FastDS-VS:

- Authentication & Authorization
- Server Installation Guides
- Application Settings
- Architecture Components
- Batch Manager Guide
- Database Management Guide
- Developer Machine Setup
- Active Directory Groups & Accounts
- Encryption Technologies
- Environment Maintenance
- Infrastructure Best Practices
- Backup and Retention
- Firewall Ports
- FAST Gateway Interface Integration Layer Setup
- FastDS-VS Health Check Overview
- Storage Management

FastDS-VS documentation is also continuously updated by several sources, including:

- On-site developers, who create new guides for solution-specific functionality, as needed, and create and update information within FastDS-VS' Developer Help center.
- On-site production-support personnel, who update the Operations and Support Plan with information related to hours of operation, on-call support, hardware responsibilities, application responsibilities, and team structure and contacts.
- The FastCore Development Center, which creates, distributes, and updates technical documentation related to version upgrades, enhancements, fixes, and best practices and procedures.
- FastDS-VS' integrated documentation-through-delivery functionality, which automates the creation of details for documentation based on the activities that project and production-support staff conduct for implementation activities, maintenance and support services, and changes and updates to the solution.

FAST EXPERIENCE & QUALIFICATIONS

4.3. Qualifications and Experience: Vendor should provide information and documentation regarding its qualifications and experience in providing services or solving problems similar to those requested in this RFP. Information and documentation should include, but is not limited to, copies of any staff certifications or degrees applicable to this project, proposed staffing plans, descriptions of past projects completed (descriptions should include the location of the project, project manager name and contact information, type of project, and what the project goals and objectives where and how they were met.), references for prior projects, and any other information that vendor deems relevant to the items identified as desirable or mandatory below.

We serve as the prime contractor on every system-modernization project based on our FastCore government software solutions, including our FastDS-VS solution for the administration of driver and vehicle programs and services. In this capacity, we provide our client agencies with full lifecycle system-modernization services that include FastCore software development services, complete system implementation services and ongoing maintenance, support, and system-enhancement services.

The following table lists our FastDS-VS system-modernization projects for 24 U.S. jurisdictions, 21 of which are currently in production. On these projects, we implemented (or are currently implementing) FastDS-VS for the administration of U.S. state driver and vehicle programs and services. To provide information on the size and status of the FastDS-VS projects in the table below, our client jurisdictions are listed in alphabetical order. The FastDS-VS components and services that were implemented (or are currently being implemented) are also included to demonstrate the scope of each state's FastDS-VS project.

Scope & Status of FastDS-VS System-Modernization Projects for 24 U.S. States

		FastDS-VS Components & Services		
Client Jurisdiction	**Pop.**	**Driver**	**Vehicle**	**Project Status**
State of Alabama	5.1M	✓	✓	Maintenance & Support (system in full production)
State of Arkansas	3.06M	✓	✓	Maintenance & Support (system in full production)
State of Colorado	5.9M	✓	✓	Maintenance & Support (system in full production)
State of Georgia	11M	✓	✓	Maintenance & Support (system in full production)
State of Iowa	3.2M	✓	✓	Active Implementation Project
Commonwealth of Kentucky	4.6M	✓		Active Implementation Project
State of Maryland	6.2M	✓	✓	Maintenance & Support (system in full production)
Commonwealth of Massachusetts	7.1M	✓	✓	Maintenance & Support (system in full production)
State of Michigan	10M	✓	✓	Maintenance & Support (system in full production)
State of Minnesota	5.8M	✓	✓	Maintenance & Support (system in full production)
State of Mississippi	2.9M		✓	Maintenance & Support (system in full production)
State of Missouri	6.2M	✓	✓	Maint. & Support (Driver Services in production) Active Implementation Project (Vehicle Services)
State of Montana	1.1M	✓	✓	Maintenance & Support (system in full production)
State of Nebraska	2M	✓	✓	Maint. & Support (Vehicle Services in production) Active Implementation Project (Driver Services)
State of New Mexico	2.1M	✓	✓	Maintenance & Support (system in full production)
State of New York	19.5M	✓	✓	Active Implementation Project
State of North Dakota	746K	✓	✓	Maintenance & Support (system in full production)

		FastDS-VS Components & Services		
Client Jurisdiction	Pop.	Driver	Vehicle	Project Status
State of Oklahoma	4.05M	✓	✓	Maint. & Support (Vehicle Services in production) Active Implementation Project (Driver Services)
State of Oregon	4.3M	✓	✓	Maintenance & Support (system in full production)
State of South Dakota	909K		✓	Maintenance & Support (system in full production)
State of Tennessee	7M	✓		Maintenance & Support (system in full production)
State of Utah	3.3M		✓	Maintenance & Support (system in full production)
State of Vermont	650K	✓	✓	Maintenance & Support (Vehicle Services) Active Implementation Project (Driver Services)
State of Washington	8M	✓	✓	Maintenance & Support (system in full production)

4.3.1. Qualification and Experience Information: Vendor should describe in its proposal how it meets the desirable qualification and experience requirements listed below.

- **4.3.1.1.** The Vendor's proposed driver license solution should have been implemented to a production status for at least one United States jurisdiction as of the date of proposal submission.

FAST confirms we overwhelmingly meet the experience qualification outlined on 4.3.1.1. FAST has implemented our software as the modern system for administration of driver license and credential programs and services for 15 U.S. client sites. Additionally, we have six active ongoing implementations for our driver license module, each on target to go into production on time and on budget.

- **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.

FAST confirms we overwhelmingly meet the experience qualification outlined on 4.3.1.2. FAST has implemented our software as the modern system for administration of motor vehicle and titling programs and services for 18 U.S. client sites. Additionally, we have four active ongoing implementations for our motor vehicle module, each on target to go into production on time and on budget.

- **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.

FAST confirms we overwhelmingly meet the experience qualification outlined on 4.3.1.3. FAST serves as the software developer/provider, consulting services provider, and product support and maintenance vendor for at least 15 production U.S. State driver license modernizations. FAST provides complete project lifecycle services, including FastCore installation, configuration, extension, integration, interfacing, and testing, as well as data conversion, training, communications support, and system rollout.

- **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.

FAST confirms we overwhelmingly meet the experience qualification outlined on 4.3.1.4. FAST serves as the software developer/provider, consulting services provider, and product support and maintenance vendor for at least 18 production U.S. State motor vehicle modernizations. FAST provides complete project lifecycle

services, including FastCore installation, configuration, extension, integration, interfacing, and testing, as well as data conversion, training, communications support, and system rollout.

4.3.2. Mandatory Qualification/Experience Requirements - The following mandatory qualification/experience requirements must be met by the Vendor as a part of its submitted proposal. Vendor should describe how it meets the mandatory requirements and include any areas where it exceeds the mandatory requirements. Failure to comply with mandatory requirements will lead to disqualification, but areas where the mandatory requirements are exceeded will be included in technical scores where appropriate. The mandatory qualifications/experience requirements are listed below.

Information on how our proposed project manager, functional lead, and technical architect meet and exceed the RFP's mandatory qualification/experience requirements is included below. For additional information on our proposed project and team organization, please see the Proposed Project Organization section of this Technical Proposal.

- **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.

Our proposed project manager, Sean Murphy, is a 20-year FAST employee with experience leading large-scale FastDS-VS system-modernization projects, including over seven years as the project manager for the stage of Georgia's FastDS-VS system-modernization project. Georgia's FastDS-VS system manages nearly 10.9 million active driver's licenses and state ID cards and issued approximately 2.5 million new driver license and state ID cards in 2024. Mr. Murphy has extensive expertise in leading and providing oversight for FastCore projects and their production support. He holds active Project Management Profession (PMP) certification from the Project Management Institute. A copy of his PMP certificate is included with his resume located in the Forms and Attachments section within this Technical Proposal.

- **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.

We have selected a team of qualified personnel based on the business needs, project requirements, and modernization goals for West Virginia's DMV Driver System project. Our proposed functional lead, Donald Browning, and proposed technical architect, Matt Munyan have over 20 and 17 years of experience respectively implementing FastCore software working in similar roles. They come prepared with in-depth experience and the skills required to deliver a successful modern system

5.3.6.2.10 Provide up to three client references which demonstrate the required and desired experience of the Vendor's proposed solution and the Vendor's implementation experience with the proposed solution. Please provide a brief description of the client project, and the client contact name, email and phone number. At least one reference should be for implementation of a driver license system and one reference for implementation of a vehicle registration system. Please note that the Agency reserves the right to check other references not provided by the Vendor and to consider Vendor's prior performance with the Agency (if any) in assessing the Vendor's relevant experience. technical capabilities and ability to deliver on-time and on-budget.

After carefully reviewing the requirements of the RFP, FAST presents the following client references and implementation experience that most closely matches the size and complexity of the West Virginia DMV Driver System. Below are references that reflect engagements of similar size, nature, and complexity as defined by the RFP requirements. Each project includes a description and client reference information that demonstrates FAST's capability to successfully deliver the services outlined in this RFP. Additional client references are available on request.

	GEORGIA DEPARTMENT OF REVENUE Motor Vehicle Division (DOR) / Department of Driver Services (DDS)
✓	Similar size, nature, and complexity: FastDS-VS implementation including driver and vehicle for a jurisdiction of 11 million
✓	FastDS-VS 38-month implementation project from November 2017 to January 2021
✓	Location of the project: Conyers, Georgia and Atlanta, Georgia

Implementation Timeline
Rollout 1 – Vehicle Services (FastVS)
Implementation Period: November 2017 – May 2019

Rollout 2 – Driver Services (FastDS)
Implementation Period: July 2019 – January 2021
Mobile Driver License (mDL) functionality included

Description
FAST's FastDS-VS solution was implemented for the Georgia Department of Revenue's Motor Vehicle Division (DOR's) and the Georgia Department of Driver Services (DDS) for their Driver Record and Integrated Vehicle Enterprise System (DRIVES) modernization project. The implementation was delivered through two statewide rollouts, Vehicle Services (FastVS) from November 2017 to May 2019 and Driver Services (FastDS) from July 2019 to January 2021. As the prime contractor for each rollout, FAST provided services for the entire project lifecycle, including consulting services and software installation, configuration, code extensions, interface development, testing, and conversion, as well as user training, production cutover, system knowledge transfer, and follow-on system support and maintenance services.

The implementation retired multiple legacy systems and consolidated siloed applications into a single statewide platform. During implementation, the project team worked with multiple internal applications, including a variety of web portal applications, and over 200 additional interfaces from over 30 interface partners. Extensive testing was performed to validate system functionality and readiness prior to rollout. Training and rollout support reached more than 2,000 staff and external partners across more than 200 county registration offices and more than 70 DDS licensing locations, with flexible virtual and in-person delivery during COVID-19 restrictions. An average of 50 FAST staff supported implementation, and 14 remain onsite to provide long-term support and maintenance.

Since going live, DRIVES has delivered measurable results across Georgia. In 2024 alone, the system supported more than 13.4 million in-office transactions alongside 11.1 million online transactions. These transactions accounted for approximately $2.4 billion in payments collected statewide. DRIVES also manages significant driver and vehicle program volumes. The system currently maintains over 10.8 million active vehicle/vessel registrations with more than 12.5 million registrations issued in 2024. Georgia's vehicle services program supports 27 million active titles within DRIVES. The driver services program manages nearly 10.9 million active driver license and state ID cards, and in 2024 issued approximately 2.5 million new driver license and state ID cards.

Georgia Department of Driver Services (DDS) deployed the FAST Mobile Credential system launched in Apple Wallet, on-time and on-budget. On June 13, 2023, Georgia DDS announced they had 150,000 enrollments

within the first month of launching their mDL solution. Currently available for iOS platforms, Georgia's residents have embraced the benefits of this forward-thinking option.

Project Goals and Objectives

The Georgia Department of Revenue and Department of Driver Services needed to find a single software system that could meet the needs of both agencies. This modernization effort was the largest and most complex the State had ever undertaken, requiring a solution that could deliver full functionality without customization or dependence on multiple third-party systems. The State selected FAST as its vendor and implemented the FastDS-VS solution. Out of the box, FastDS-VS met all requirements, enabling both agencies to operate on a single, modern platform while maintaining their independent operations. By eliminating the risks of customization and third-party dependencies, FAST delivered a unified system that satisfied the needs of both agencies and positioned Georgia for long-term success.

Georgia's Driver and Vehicle Services modernization faced an unexpected challenge when the COVID-19 pandemic struck in the middle of a major rollout. The abrupt transition to remote work disrupted established processes and put critical activities at risk. Maintaining schedule and quality under pandemic conditions was a significant concern. FAST and the Georgia agencies quickly adapted by shifting to a fully remote delivery model while sustaining project momentum. Leveraging the FastDS-VS solution and FAST's FastCore Implementation Methodology, every phase of the rollout continued to be executed on schedule. Despite the challenges of the pandemic, the rollout was delivered successfully and on time, ensuring the modernization of Georgia's Driver and Vehicle Services continued without disruption.

In today's increasingly digital world, DDS recognized the need to offer mobile driver licenses (mDLs) to provide Georgia residents with a secure, convenient, and modern credentialing option. The agency needed a solution that met AAMVA and ISO standards, protected customer privacy, and could be implemented without disruption to existing operations. Mobile driver license (mDL) was enabled within the FastDS-VS solution, allowing Georgia DDS to issue mDLs through Apple Wallet using existing data, business rules, and workflows. Because FastDS-VS natively supports digital credentialing, the State achieved full compliance with all AAMVA and ISO standards without additional customization or external components. The FAST Mobile Credential solution launched on time and on budget, and within the first month, more than 150,000 residents enrolled. Georgia remains the largest state to provide this capability, delivering a secure, modern, and convenient digital licensing experience that continues to be widely adopted by residents statewide.

Customer Name and Contact Information

Georgia Department of Revenue
Georgia Motor Vehicle Division (DOR) & Department of Driver Services

FastVS - Georgia Department of Revenue
Keith Thomas, Deputy CIO
2295 Century Center Parkway NE
Atlanta, GA 30345
Phone: 404-387-5936
Keith.Thomas@dor.ga.gov

FastDS - Georgia Department of Revenue
Brett Young, Assistant Deputy Commissioner of Innovation & Technology
2206 Eastview Pkwy
Conyers, GA 3001
Phone: 678-764-2377
E-mail: byoung@dds.ga.gov

	STATE OF MINNESOTA MINNESOTA DEPARTMENT OF PUBLIC SAFETY (DPS)
✓	Similar size, nature, and complexity: FastDS-VS implementation including drivers, vehicle, IRP and IFTA for a jurisdiction of 5.8 million
✓	FastDS-VS 47-month implementation project from November 2017 – October 2021
✓	Location of the project: Saint Paul, Minnesota

Implementation Timeline
Rollout 1 – Driver Services (FastDS)
Implementation Period: November 27, 2017, to June 3, 2019

Rollout 2 – Vehicle Services (FastVS)
Implementation Period: August 15, 2019, to November 16, 2020

Rollout 3 - IFTA/IRP
Implementation Period: January 1, 2021, to October 1, 2021

Description
Prior to selecting FAST as their modernization vendor in 2017, the agency moved forward on an initial attempt to modernize their legacy driver system. This initial modernization project left the agency with inadequate reporting capabilities, lack of pre-populated functionality, insufficient editing rights, and poor user-interface design (especially the color scheme and font size). In order to meet pending federal compliance deadlines, the FastDS-VS solution was then selected through a fast-tracked procurement and implemented for the Minnesota Department of Public Safety (DPS) for driver licensing and control. The Minnesota Driver and Vehicle System (MNDRIVE) project began as a ten-month accelerated implementation of FastDS that enabled the state to meet its deadline for issuing REAL ID-compliant credentials. During this phase, more than 7.4 million customer records were converted, and FAST trained 1,700 users statewide.

The success of this initial rollout paved the way for future work with DPS, including additional implementations that delivered self-service enhancements, titling and vehicle services functionality, and IFTA/IRP programs that were added to the project scope through a contract amendment expanding the initial driver licensing and control scope. FastDS-VS currently manages more than 8.1 million active vehicle and vessel registrations, with 7.9 million new registrations issued in 2024. The vehicle services program maintains 10.5 million active titles, with 1.5 million titles issued in 2024, and supports 95 active fleet accounts. The driver services program manages nearly 5 million active driver licenses and state ID records, issuing approximately 1.3 million new credentials in 2024.

Project Goals and Objectives
DPS needed to replace its legacy driver system with a modern, integrated solution to support the issuance of REAL ID compliant driver licenses and identification cards. To meet the federal compliance timeline, DPS required an accelerated implementation that could deliver new REAL ID compliant credential issuance capabilities without disrupting statewide field office operations. The existing system lacked the flexibility and scalability needed to meet evolving credential standards and efficiently manage high transaction volumes. FAST implemented its FastDS solution for driver services using the FastCore Implementation Methodology to deliver the Minnesota Driver and Vehicle System (MNDRIVE) within a ten-month accelerated schedule. The

rollout provided the functionality needed for REAL ID issuance, met the federal deadline, and established a modern platform for all driver services.

During the Vehicle Services rollout, the COVID-19 pandemic emerged, requiring a sudden transition from in-person collaboration to remote project work and delivery. The change impacted ongoing development, configuration, testing, and training activities, creating new challenges for maintaining project schedule and collaboration across project teams. FAST and Minnesota DPS quickly adapted by adopting a remote project model that allowed work to continue without delay. Using the FastCore Implementation Methodology and integrated tools within the FastDS-VS solution, MNDRIVE project teams maintained coordination, executed testing and training virtually, and advanced all pre-release project activities as planned. Despite the disruption caused by COVID-19, the vehicle services rollout was delivered successfully and on time.

Customer Name and Contact Information
State of Minnesota, Department of Public Safety
445 Minnesota St.
St. Paul, Minnesota 55101

Tim Lynaugh, Assistant Commissioner*
Phone: 651-201-7167
E-mail: timothy.lynaugh@state.mn.us
***Mr. Lynaugh has requested initial contact to be conducted through e-mail.**

	TENNESSEE DEPARTMENT OF SAFETY AND HOMELAND SECURITY REGISTRY OF MOTOR VEHICLES
✓	Similar size, nature, and complexity: FastDS implementation including drivers for a jurisdiction of 7.2 million.
✓	FastDS 18-month implementation project from August 2013 – February 2015
✓	Location of the project: Nashville, Tennessee

Implementation Timeline
Rollout 1 – Driver Services (FastDS)
Implementation Period: July 1, 2013, to February 18, 2015

Description
FAST implemented the FastDS software for driver services with a project start in August 2013 and entered production in February 2015. Through this modernization project, Tennessee Department of Safety and Homeland Security (TDOSHS) was able to replace the 30-year-old mainframe system and hard copy-dependent business processes over the 18-month implementation period. The project deployed on-time and on-budget, trained over 950 users across 45 district offices and 50 country clerk offices, and deployed nearly 50 inter-agency interfaces to pass information between systems, helping all agencies run more efficiently.

Since the project, more commonly referred to as A-LIST, went live in 2015, the project team has continued to improve the system and add new business and technical functionality. This has included not only a new handgun online portal and various legislative changes but also included functionality that allowed the agency to join AAMVA's state-to-state system, new functionality for commercial driver licenses (CDLs) at the time of implementation, and additional functionality for the agency's online web portal. The project has undergone

several version upgrades, allowing the agency's investment to stay modern including an upgrade to version Core21 in 2024 and ongoing enhancements to driver control and AAMVA RESTful services.

FAST serves as the developer/provider, consulting services provider, and product support and maintenance vendor for the project. FAST provides complete project lifecycle services, including FastDS installation, configuration, extension, integration, interfacing, and testing, as well as data conversion, training, communications support, and system rollout.

Project Goals and Objectives

The agency desired to deliver a modern web portal that offered expanded functionality to keep up with customer and stakeholders' expectations. As part of the successful rollout, the TDOSHS has a new e-Services system that allows customers to view the status of their licenses, schedule appointments, change addresses, and perform other actions in real-time. Previously, the agency's online offerings were limited to only requesting duplicates or renewing licenses. Allowing customers to perform these tasks online has helped reduce the amount of traffic in the agency's offices.

A common project goal is effective knowledge transfer. Working closely to understand turn-over preparation and activities help to ensure agency staff have the exposure required to manage production support. In Tennessee, A-LIST trainers were fundamentally involved during initial implementations, which helped them to develop expert level skills in the new system. After completing the major driver programs into production, A-LIST trainers work with each business area to train employees and deploy training sessions. By providing training and knowledge transfer throughout the entire project lifecycle, agency personnel develop the skills to support FastDS into the future.

Keeping up with ongoing state legislation and system enhancements effectively is a consistent project objective for the A-LIST team. The older model in the legacy system was cumbersome and difficult to update. FAST worked with TDOSHS to accommodate legislation and implement changes on time. For example, the project released the addition of knowledge exams functionality after the initial implementation rollout that allowed for upload of the exam results along with the ability for county sheriffs to upload background checks information. This increased positive relations and resulted in TDOSHS offering better services to citizens and county sheriffs.

Additional enhancements include the initiative to have A-LIST manage Tennessee's handgun permitting process. By building handgun permits into the system, the permit team benefits from built-in workflow and document management features leading to accelerated issuance of permits and use of a new portal to allow handgun safety schools and examiners to manage their information.

Customer Name and Contact Information

Tennessee Department of Safety and Homeland Security
1144 Foster Avenue
Nashville, Tennessee 37210

Tiffanie Morgan, Director - Driver Services Division
Phone: 615-251-5248
E-mail: Tiffanie.Morgan@tn.gov

FORMS & ATTACHMENTS

The following forms and attachments are included in this section of our Technical Proposal.

- Designated Contact Certification
- Exceptions & Clarifications
- RFP Review & Certification
- Addenda Acknowledgement
- FAST Resumes
- Initial Project Work Plan

FAST ENTERPRISES

Designated Contact Certification

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) James G. Harrison, Authorized Signatory & Company Representative

(Address) 7229 S. Alton Way, Centennial, CO 80112

(Phone Number) / (Fax Number) **Phone:** 877-275-3278 **Fax:** 303-770-3701

(email address) BusinessTeam@FastEnterprises.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.

Fast Enterprises, LLC
(Company)

James G. Harrison
(Signature of Authorized Representative)

James G. Harrison, Authorized Signatory & Company Representative, 01/16/2026
(Printed Name and Title of Authorized Representative) (Date)

Phone: 877-275-3278 **Fax:** 303-770-3701
(Phone Number) (Fax Number)

BusinessTeam@FastEnterprises.com
(Email Address)

FAST ENTERPRISES

Exceptions & Clarifications

EXCEPTIONS & CLARIFICATIONS

22. EXCEPTIONS AND CLARIFICATIONS: The Solicitation contains the specifications that shall form the basis of a contractual agreement. Vendor shall clearly mark any exceptions, clarifications, or other proposed modifications in its bid. Exceptions to, clarifications of, or modifications of a requirement or term and condition of the Solicitation may result in bid disqualification.

General Terms and Conditions

FAST requests the opportunity to discuss and negotiate the items identified in the table below.

Section	Proposed Modification	Rationale
6	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 and Vendor cannot otherwise provide those goods or services.	Vendor seeks to clarify that such emergency purchases related to the Contract are for goods and services that Vendor cannot otherwise provide.
11	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: ~~... Liquidated Damages Contained in the Specifications.~~ Liquidated Damages Are Not Included in this Contract.	Vendor and the State have a history of successful contract partnerships without the imposition of Liquidated Damages. If invited to negotiations, Vendor requests the opportunity to discuss this term.
13	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's COTS system for government modernizations is dynamically priced based upon the circumstances of each jurisdiction. Vendor requests the opportunity to discuss this Section.
15	15.PAYMENT METHODS: Vendor must accept payment by electronic funds transfer ~~and PCard. (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.)~~	Vendor does not traditionally accept PCard payment given the contract circumstances.
16	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. If the State becomes required to pay a transaction tax that a buyer of goods would pay, like a sales tax, or the goods or services provided under this contract become subject to a transaction tax, like a gross receipts tax, the State will reimburse Seller for any such taxes that Seller pays hereunder.	Vendor seeks clarification in the event a new tax or fee is imposed or the State is no longer exempt.
28	28.WARRANTY: During the Warranty Period the Vendor expressly warrants that the goods and/or services covered by this Contract will: (a) conform to the specifications,	Vendor seeks clarification that the warranty is limited to the warranty period included in

	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 material defect in material and workmanship.	the Response to the CRFP.
30	30. PRIVACY, SECURITY AND CONFIDENTIALITY... Vendor further agrees to comply with the mutually agreed upon Confidentiality Policies and Information Security Accountability Requirements, set forth in www.state.wv.us/admin/purchase/privacy.	If invited to negotiations, Vendor requests the opportunity to discuss applicable security and confidentiality standards and policies. FAST is proposing its standard software, maintenance and hosting offerings which must work across many states the federal requirements.

Software as a Service Addendum

FAST requests the opportunity to negotiate the Software as a Service Addendum if it applies to the services included in FAST's Response to the CRFP. FAST is proposing its standard hosting service based on AWS. To ensure that the hosting service meets the requirements of all our clients, FAST cannot agree to separate requirements for each individual hosting instance. FAST welcomes the opportunity to discuss its approach to security and will provide its standard hosting specifications upon request. Additional concerns are included in the table below.

Software as a Service Addendum	
Public Jurisdiction Data and Section 2. Data Ownership	FAST requests clarification that the State will own all data created by Vendor for the sole use of the State. To ensure that we are meeting obligations to all our clients, FAST must retain ownership of all data created for the use of multiple clients.
5. Breach Responsibilities	FAST expects breach responsibilities would only apply to the extent the Vendor causes a Data Breach. Further, FAST requests that credit monitoring only be required if required by applicable law and that the vendor's data breach liability be limited to the amount covered and paid by its cyber liability insurance policy, up to an agreed limit.
8. Background Checks	FAST requests the opportunity to discuss this requirement. Typically, the State coordinates background checks for FAST employees working on site who have access to State data.

CRFP Requirements

FAST requests the opportunity to discuss the following requirements in the CRFP if invited to negotiations.

CRFP Requirement	Requested Modification
4.2.2.19 Operate and maintain Vendor solution in production per service levels as negotiated and mutually agreed to in the Contact.	FAST requests the opportunity to mutually agree upon applicable service levels. FAST's standard service levels can be provided upon request.
4.2.3.3 Address identified defects during Operations and Maintenance per Agency defined service levels.	FAST requests the opportunity to discuss and mutually agree upon applicable service levels and service credits. FAST's standard service levels can be provided upon request.
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	FAST may utilize its affiliated entities and commercial service providers to assist in its fulfillment of any resulting contract. FAST does not anticipate that these commercial service providers or affiliated entities will be subject to this requirement.

Additional Requested Terms and Conditions	
Limitation on Liability	If invited to contract negotiations, FAST requests the opportunity to discuss a limitation of liability with respect to its liability under the Contract.
License and Maintenance Terms	FAST requests the opportunity to discuss incorporation of FAST's standard license and maintenance agreement.
Standard Hosting Specifications	As noted above, FAST has standard hosting specifications it requests be included in any resulting Contract.

FAST ENTERPRISES

RFP Review & Certification

Example:

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

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

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

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

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

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

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

Fast Enterprises, LLC
(Company)

James G. Harrison, Authorized Signatory & Company Representative

(Representative Name, Title)

877-275-327
(Contact Phone/Fax Number)

01/16/2026
(Date)

FAST ENTERPRISES

Addenda Acknowledgement

ADDENDUM ACKNOWLEDGEMENT FORM
SOLICITATION NO.: CRFQ DMV2600000001

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

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

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

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

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

Fast Enterprises, LLC
Company

Authorized Signature

01/16/2026
Date

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

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Fast Enterprises, LLC
Company

James G Harrison
Authorized Signature

01/16/2026
Date

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

FAST ENTERPRISES

FAST Resumes

Sean Murphy

Project Manager

FAST ENTERPRISES

PROJECT MANAGER

City of Atlanta, Georgia
October 2024 – Current
GenTax Implementation Project
Role: Project Manager

FAST ASSIGNMENTS

Georgia Department of Revenue
October 2017 – October 2024
GenTax Implementation Project
Roles: Project Manager and Project Architect

Hawaii Department of Taxation
August 2015 – October 2017
GenTax Implementation Project
Role: Implementation Team Lead

Tennessee Department of Safety & Homeland Security
October 2014 – February 2015
FastDS Implementation Project
Role: Implementation Consultant

California Employment Development Department
September 2009 – October 2014
FastUI Implementation Project
Role: Implementation Team Lead

Wisconsin Department of Revenue
May 2005 – September 2009
GenTax Implementation Project
Role: Implementation Consultant

PROFESSIONAL SUMMARY

Sean Murphy is a Fast Enterprises (FAST) Director and project manager with over 20 years of experience implementing and supporting FastCore software. He has worked as a project manager, application architect, implementation team lead and developer on projects for multiple jurisdictions. In this time, he has contributed to 10 successful rollouts of the FastCore software. Most recently, Mr. Murphy has worked as a project manager in the City of Atlanta, where the team delivers business and professional licenses through a FastCore-based modernization project. Prior to this assignment, Mr. Murphy served as the project manager for the Georgia Driver and Vehicle Services project, working with the Georgia Department of Revenue and Department of Driver Services. During this time, he oversaw the implementation of a FastDS-VS Driver Services rollout, while also upgrading FastDS-VS Vehicle Services to the latest version of FastCore. His experience in various leadership roles has provided him with extensive expertise in our software, implementation methodology, and associated business processes.

HIGHLIGHTED SKILLS & QUALIFICATIONS

Project Management

- Overseeing and directing FastCore system-modernization projects, planning, resources, and day-to-day activities.
- Communicating project status, risks, and decisions to the agency executive leadership.
- Tracking and preparation of project deliverables in the FastCore Delivery Workbench.
- Development and management of project schedules and resources to ensure timely project delivery.
- Resolving business decisions and issues, including helping to identify when decision requests are needed.
- Monitoring and escalating risks to the successful rollout of the project.

Executive Client Relationships

- Working closely with client agency executives to identify and communicate project objectives.
- Ensuring adherence to the project contract and budget.
- Managing the agency's relationship with FAST senior management and the FAST Development Center.

Solution Development

- Managing the overall FastCore product system design.
- Helping the project architect identify the need for decision requests related to definition that require site-specific or overly complex solution.

EDUCATION

BS, Computer Science
Marquette University
Milwaukee, Wisconsin

CERTIFICATIONS

Project Management Profession (PMP) from Project Management Institute (PMI)
2023

PROJECT EXPERIENCE & RESPONSIBILITIES

Large-Scale Drivers and Vehicle Modernizations

- A long-term FastDS-VS professional with extensive project experience and an understanding of what risks to anticipate before they can impact a modernization project.

TECHNICAL SKILLS

- FastCore software architecture and software tools
- T-SQL
- Visual Basic .NET
- C#
- Java
- Linux
- Microsoft Office Suite

Project Management Institute.

THIS IS TO CERTIFY THAT

Sean Murphy

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: 3633667

Original Grant Date: 15 August 2023

Citizenship: United States

Expiration Date: 15 August 2026

Donald Browning

Functional Lead

FAST ENTERPRISES

PROJECT MANAGER

West Virginia Department of Revenue

March 2018 – Current

GenTax Project Support & Updates

Role: Project Manager

FAST ASSIGNMENTS

Illinois Department of Revenue

January 2012 – March 2018

GenTax Implementation Project

Role: Project Manager and Team Manager

West Virginia Department of Revenue

January 2006 – January 2012

GenTax Implementation Project

Role: Implementation Consultant

EDUCATION

BA of Business Administration, Management Information Systems

Marshall University

Huntington, West Virginia

PROFESSIONAL SUMMARY

Donald Browning is a Fast Enterprises (FAST) employee who has over 20 years of management and developer experience with FAST's commercial off-the-shelf (COTS) FastCore integrated platform and software. Since March 2018, he has served as the project manager for West Virginia Department of Revenue's FastCore-based GenTax tax and revenue system. He currently leads a team of 16 FAST personnel who are responsible for FastCore software version upgrade that will deliver new GenTax technology and functionality for the stakeholders and constituents of West Virginia. Mr. Browning holds extensive expertise in leading GenTax system enhancement and production-support.

HIGHLIGHTED SKILLS & QUALIFICATIONS

Definition and Functional Requirements

- Participating in definition meetings, demos, business discussion, and design sessions.
- Gathering and analyzing data in support of business cases, development initiatives, and system requirements.
- Providing requirements and business process support within and external to the project team.
- Raising, monitoring, and resolving decision requests.
- Promoting cross-functional team communication.

Project Management

- Overseeing FAST project resources and daily activities.
- Adhering to the project contract, budget, and plans.
- Preparing and tracking contract deliverables in the FAST Delivery Workbench.
- Assuming overall responsibility for ensuring that the delivered solution meets agency business requirements while keeping the project following best practices.
- Facilitating communication with client leadership, including client relationship management, issue determination and resolution.
- Resolving business decisions and issues, including helping to identify when decision requests are needed.
- Management of post-production support activities.

Executive Client Relationships

- Working closely with client agency executives to identify and communicate project objectives.
- Ensuring adherence to the project contract and budget.
- Managing the agency's relationship with FAST senior management and the HQ Development Center.

Manage Project Schedule, Tasks, and Timelines

- Managing the implementation of functional and technical requirements of the project.
- Managing and supporting Team Managers in their activities as leads, including oversight, guidance, and feedback.
- Providing leadership for project governance, team communications, and quality assurance.

Production Support

- Transitioning clients from active projects to production support.
- Developing a service pack implementation framework for the client to follow that takes agency needs into consideration and minimizes risk.

PROJECT EXPERIENCE & RESPONSIBILITIES

Championing Innovation in West Virginia

- Aiding in the initial implementation of FastCore-based GenTax system for West Virginia's Department of Revenue.
- Leading the team through two major version upgrades during tenure as project manager.
- Nurtured strong relationships with Tax Division executives and stakeholders.

TECHNICAL SKILLS

- FastCore software architecture
- Microsoft SQL Server
- Visual Basic .NET
- C#
- Microsoft Office Suite

Matt Munyan

Technical Architect

FAST ENTERPRISES

CURRENT FAST ROLE

Kentucky Transportation Cabinet
July 2025 - Present
FastDS Implementation Project
Role: Conversion Manager

FAST ASSIGNMENTS

Michigan Department of Treasury, Department of Technology, Management, and Budget
February 2025 – July 2025
GenTax Implementation Project
Role: Development Manger

FAST Development Center
March 2015 – February 2025
FastCore Solution
Role: Technical and Development Manager

Georgia Department of Revenue
May 2010 – March 2015
GenTax Implementation Project
Role: Functional Team Manager

Utah State Tax Commission
April 2008 – May 2010
GenTax Implementation Project
Role: Implementation Consultant

EDUCATION

Bachelor of Science, Mechanical Engineering
Brigham Young University
Provo, Utah

PROFESSIONAL SUMMARY

Matt Munyan is a Fast Enterprises (FAST) technical and conversion manager with over 17 years of architecture and developer experience with FAST's commercial off-the-shelf (COTS) FastCore platform and software products. Since July 2025, he has served as the conversion manager for Kentucky Transportation Cabinet's FastCore-based FastDS-VS Driver Services system. Mr. Munyan's tenure with FAST has encompassed a range of technical and management roles, including 10 years as a team manager and developer supporting core software and development from the FAST Development Center. In this role, he provided guidance on project management tools, registration, identity management, and compliance functions for all FastCore implementation and upgrade projects. In this role he has acquired extensive experience with FAST's core software architecture, compliance functions, project management tools, and the configuration of FastCore software to meet the specific business and technical requirements of driver licensing and vehicle registration agencies.

HIGHLIGHTED SKILLS & QUALIFICATIONS

Project Architect

- Providing leadership and guidance to developers, business analysts, and subject-matter experts in the implementation of FastCore software solutions.
- Implementing FastCore software solutions using the FastCore Implementation Methodology from development through deployment.
- Assuming overall responsibility for ensuring that the delivered solution meets the agency's business requirements while keeping the project following best practices. Supporting the project manager and overseeing the technical aspects of project work.
- Delegating responsibilities to the project team managers based on the project requirements.

Technical Management

- Working closely with the project, technical, and conversion teams to set standards and optimize performance of the system.
- Ensuring adherence to technology standards and IT best practices.
- Supporting FAST and agency conversion teams in the organization, management, and execution of data conversion into FastDS-VS.

Large-Scale Project Delivery

- Managing the schedules, quality, and technical requirements of the project.

- Identifying potential risks and developing mitigation strategies to ensure that projects stay on track.

Product Development, Statewide Deployment, and Maintenance

- Overseeing development activities focusing on complex and site-specific solutions.

PROJECT EXPERIENCE & RESPONSIBILITIES

Large-Scale Conversion of Legacy Driver Data

- Understanding, migrating, and reconciling Driver License data concepts from mainframe systems into Issuance and Driver Control Fast-DS structures.
- Processing millions of photos and documents from Idemia and SharePoint into Fast-DS-VS.

Client Relationships

- Participating in definition meetings, demos, business discussions, and design sessions with agency team members.
- Gathering and analyzing data in support of business cases, development initiatives, and system requirements.
- Providing requirements and business process support within and external to the project team.

Leading Technical Integration and Workflow Modernization

- Ensuring compliance with AAMVA pointers for a state joining SPEXS.
- Developing custom scheduling and enrollments functionality for hearings and traffic school classes.

TECHNICAL SKILLS

- FastCore software architecture
- C, C++, C#, VB.Net
- Microsoft SQL Server, PostgreSQL
- HTML

FAST ENTERPRISES

Initial Project Work Plan

FAST ENTERPRISES

Modernize the DMV Driver System Project

Initial Project Work Plan

West Virginia Department of Transportation,
Division of Motor Vehicles

Version: Draft

Table of Contents

Project Plan Overview

The purpose of this initial project plan is to provide a documented framework for the management and control of the organizational, developmental, managerial, and supporting processes necessary for the successful execution of West Virginia Department of Transportation, Division of Motor Vehicles' (WVDMV's) DMV Driver System project. This version of the plan is a draft. The formal version of the plan will be completed during the Preparation Phase of the project's first rollout for Driver Services and will be updated for the second rollout for Vehicle Services.

This plan describes the establishment, execution, and monitoring activities of the project as they relate to the implementation of FastDS-VS. It outlines the implementation approach and the processes for change, quality, and risk management. It also describes the work-breakdown structure, project schedule and milestones, staffing and resource planning, communication planning, and deployment planning.

The project controls and procedures outlined in this document are founded on our FastCore Implementation Methodology. A high-level overview of our methodology is included in the Implementation and Project Management Approach section of this plan.

Project Goals and Objectives

The project is based on implementing Fast Enterprises, LLC's (FAST's) commercial-off-the-shelf (COTS) FastDS-VS software as a modern system of record for the administration of driver services and vehicle services. FAST will work in partnership with WVDMV to implement the software, configure it to meet agency-specific requirements, and integrate the best industry practices within FastDS-VS to advance WVDMV's goals.

Project objectives include:

- Providing functionality that supports the agency's foundational components of driver services, vehicle services, and identity management, while also delivering seamless integration of supplemental functionality through interfaces to external applications.
- Delivering excellent customer service experience through the addition of alternate service platforms.
- Increasing efficiency by simplifying tasks through automation, reducing manual data entry and document handling, and shortening customer experience time when performing transactions.
- Implementing a system that is easily modified to quickly and efficiently incorporate system changes or updates resulting from mandated or agency-imposed modifications.
- Providing timely and accurate reporting and analysis to support partner organization operations.
- Integrating and leveraging future technological advancements to allow for continuous improvement and expansion of capabilities.
- Minimizing the risk of fraud and breaches.

Assumptions and Constraints

The focus of the project is to configure and leverage FastDS-VS to meet WVDMV's business and technical needs and modernization objectives. Following is a list of general start-up assumptions.

- During the project, the agency will provide FAST with office space, desks, chairs, telephones, workstations, printer access, internet connections, MS Office, access badges, and project technical

support.

- FAST and agency project staff will have the required access to systems and communication tools in the event work must be performed remotely due to agency health and safety guidelines.
- The agency will provide FAST all necessary information related to processing and interfaces.
- The agency will review FAST work products and provide relevant feedback within agreed-upon timeframes.
- WVDMV will provide a full-time project manager from the business area and will be FAST's main contact on the project. The primary role of the WVDMV project manager is to coordinate business activities and ensure the project delivers the capabilities required to perform WVDMV's business. The WVDMV project manager will have the authority to make contract and project decisions.
- The agency's relevant business and technology offices will facilities to improve communication and decision making.
- Core functionality and configuration will be used to meet the business requirements wherever possible. WVDMV may find the implementation project provides an opportunity to align business processes with system capabilities. Leveraging core processes helps to reduce the need to develop WVDMV-specific components and reduces overall maintenance burden.

Implementation and Project Management Approach

Project Start-Up and Integration Management

We use our FastCore Implementation Methodology for the successful implementation of our software on all our system-modernization projects. The methodology provides a proven project-management approach for the implementation of our COTS software and has been used to successfully deliver all production rollouts of our software products on time and within budget. It facilitates work by providing a common and consistent approach that leverages standard work products, lessons learned, and best practices.

A recurring theme in the methodology is the use of iterative cycles to complete tasks. This iterative approach is based on performing small increments of work, submitting them for review and verification by agency experts, incorporating review feedback into the next small increment of work, and continuing to refine functionality in this manner until it is optimized.

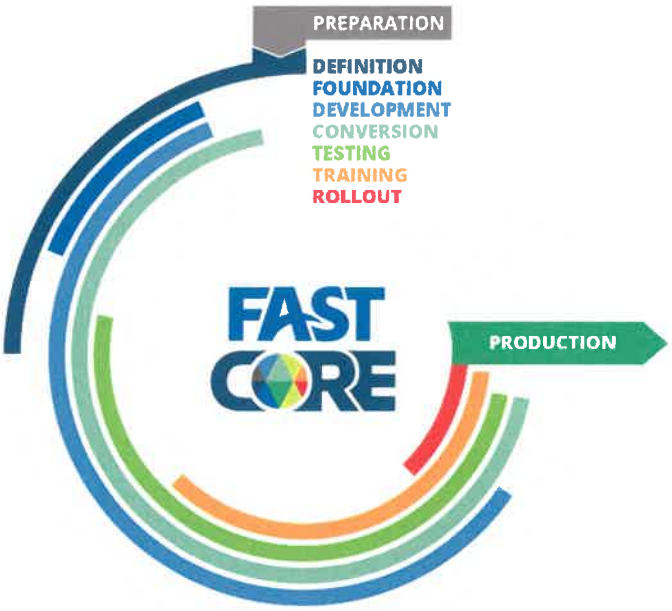
The FastCore Implementation Methodology:

- Emphasizes working with pre-developed and pre-tested core FastDS-VS software components (modules and subsystems) rather than on documents describing components that have yet to be developed.
- Involves early and frequent user participation through direct use of FastDS-VS' pre-built software functionality, which can be accessed by users and project personnel within days or weeks of project initiation. This allows users and agency project personnel to focus on providing input on the configuration of agency-specific functionality and business and accessibility requirements, rather than requiring them to focus on basic system functions.
- Incorporates human- and user-centered design approaches to maximize usability and accessibility for all users and customers.

- Empowers project participants to make decisions. No decisions translate to zero progress. Our methodology and the ease of configuration of FastDS-VS allows the project team to enact decisions without fear of significant or lasting consequences to the system and project.
- Recognizes that in application systems, change is constant. As new ideas emerge, as people's understanding of requirements improve, or as business needs change due to external factors such as new legislation, the project team works cooperatively to tune FastDS-VS and adapt to the changes.
- Allows project phases to be executed out of sequence, to overlap, and to run in parallel. This iterative and agile approach is based on project phases, decisions, and configurations that are flexible and can be revisited to further improve system configurations, functions, and business processes.

The FastCore Implementation Methodology's nine phases are shown in the following diagram.

FastCore Implementation Methodology



Following are high-level descriptions of each phase of the FastCore Implementation Methodology.

- **Preparation Phase** – Planning based on the FastCore Implementation Methodology is undertaken for the project-specific implementation schedule and scope of work.
- **Definition Phase** – Defines the requirements and work necessary for configuring the solution's functionality for distinct agency programs and business lines.
- **Foundation Phase** – Initial system configurations are implemented based on defined requirements to provide the foundation for a more tailored agency solution that is further detailed and refined during the Development Phase.
- **Development Phase** – To deliver a solution based on specific agency business rules and requirements, detailed configurations and development tasks are undertaken for forms, correspondence, reports, interfaces, and additional system functions.

- **Conversion Phase** – Legacy data is identified, purified, extracted, converted, and reconciled throughout the bulk of the project schedule, and multiple mock conversions are conducted to ensure the solution operates with accurately converted data.
- **Testing Phase** – Multiple test types and activities are employed to ensure that the solution is thoroughly tested, and any issues or instabilities are identified and resolved prior to production.
- **Training Phase** – Training materials and curriculum are prepared, and users are trained through a variety of training methods, including live training sessions, computer-based training modules, and hands-on use of the solution. Organizational change management activities also prepare users and the organization for effective system use.
- **Rollout Phase** – Cutover and closeout activities are conducted, and the solution is delivered to production.
- **Production Phase** – Immediately following production release, the project team provides deskside support, a solution-specific help desk, and support for maintaining the production system over the long term.

In addition to providing complete functionality for the administration of essential driver and vehicle programs and services, FastDS-VS contains integrated tools and functions that support the implementation project. FastDS-VS' integrated Delivery Workbench, for example, provides users with functionality for creating, monitoring, modifying, and managing the project schedule and associated tasks, timelines, and work products. It allows the project team to summarize and view project status, assigned and unassigned tasks, project resources, historic schedules, and more. Notes, attachments, correspondence, and other support documentation can also be included as reference information or project artifacts in the Delivery Workbench. The Delivery Workbench displays the project schedule in calendar-based and Gantt-chart formats that have a graphics-based hierarchical structure like that found in packaged project management applications. All Delivery Workbench information is reportable and exportable, allowing agencies to easily develop and share reports with agency personnel and additional stakeholders.

The Delivery Workbench incorporates and supports the activities and work products that are used on every FAST software implementation project and guides and supports project personnel in their progression through the project's steps, phases, and milestones. Deliverable specifications, work-product templates, project checklists, and additional project documentation are accessed and updated in the Delivery Workbench throughout the project's duration, supporting continual review and refinement of the FastDS-VS solution. It supports project personnel in conducting the activities of each phase of our FastCore Implementation Methodology. It also serves as a centralized and easily auditable project repository for work products, training exercises, artifacts, reports, documentation, and additional information and project-support resources.

Requirements and Scope Management

Requirements management is essential to ensure the project delivers the capabilities necessary for the business to operate effectively. FAST and WVDMV business representatives work together to develop a set of high-level business requirements that cover all system functionality to be provided by the modernization project. These high-level business requirements help to frame discussion of more detailed functional requirements. During the Definition and Foundation phases, WVDMV's detailed functional requirements and business rules for the rollout are identified, discussed, clarified, and verified. WVDMV business representatives document the detailed business requirements and rules in the form of definition items in the Delivery Workbench. Definition sessions are then conducted to ensure all requirements have been addressed.

We assist agency business representatives in documenting definition items. Definition items outline how the

system will be configured to support WVDMV requirements. Our FAST project personnel review the definition items to ensure there is a shared understanding of the requirements and consistency in how they will be configured in FastDS-VS. Functional demonstrations in the Definition and Foundation phases illustrate how FastDS-VS will accommodate the business requirements. WVDMV business users (with FAST support) ensure that confirmed requirements are properly tested during the Development and Testing phases. Requirements testing begins with unit testing and then progresses through business testing and end-to-end testing.

FastDS-VS' Delivery Workbench is used to support requirements traceability by linking definition items with relevant testing. This method allows requirements to be traced across the implementation lifecycle, from definition, to development, and then through testing.

Methods, Tools and Techniques

During the project, the team will use various methods, techniques, and tools to accomplish the project goals. The techniques support and enhance the iterative nature of our implementation methodology. The following sections introduce a representative set of project activities.

System Overviews

Functional overviews of FastDS-VS are presented during the project's initial Preparation Phase. The overviews and demonstrations are designed to increase agency personnel's familiarity with the FastDS-VS system, the approach to its implementation, and common project and system tools, techniques, and terminology. The overviews also provide context for future discussions, meetings, and configuration decisions through demonstration of core FastDS-VS software features and functions.

Business Profiles

Business profiles are prepared for primary business areas included in the project's scope of work. Business profiles document high-level statistical and processing information. In addition, an early organizational assessment is performed to gain insight into any potential needs or obstacles that may have an impact on the project's acceptance by users.

Inventories

FAST and WVDMV work together to prepare an inventory of legacy letters, forms, reports, interfaces, and data stores. A status for each inventory item is tracked to indicate if the legacy item is being replicated, replaced, combined, or made obsolete in FastDS-VS. Like many other aspects of the project, legacy inventories are input and managed by FastDS-VS' Delivery Workbench functionality.

Inventory Type	Description
Letters	Includes information for each outbound letter used by the agency. Details gathered include legacy letter name, legacy identifier, volume, frequency, agency subdivision, samples, printing information, and addressing information.
Forms	Includes any forms necessary for customer services, registrations, and other form-related items. Details gathered include legacy form name, legacy identifier, volume, frequency, lines of business, samples, printing information, and addressing information.
Reports	Includes all current reports. Details gathered include legacy report name, legacy identifier, lines of business, unit(s) who utilize the information, and frequency of generation.
Interfaces	Includes inputs and outputs to identify possible integration needs within the modernized system. Details gathered include interface name, interface type, system initiating interface, system being interfaced, owner, business unit(s) who utilize the information, frequency of interaction, and interface-partner contact information.

Definition Meetings

The project team holds definition meetings to refine requirements, establish plain language and terminology standards, and identify implementation tasks. These meetings provide details on how the team will implement FastDS-VS to meet the agency's business needs. The team documents the results of the definition meetings within the Delivery Workbench, entering the information necessary for to-do lists, business-process items, and development tasks for each business process.

Meeting Minutes

FastDS-VS Delivery Workbench functionality is used to support meetings and the documentation of meeting minutes. Meetings begin with a team member creating a Meeting Item within the Delivery Workbench. The team member then creates an agenda and adds both required and optional attendees. The agenda and a calendar invite are e-mailed from the Delivery Workbench to all meeting attendees. Notes and minutes are recorded in the Delivery Workbench during all meetings in which decisions are made, or configurations are discussed.

After the meeting, the recorder of the minutes reviews the Meeting item, indicates attendance status for each participant, and adds action items for assignment to responsible action-item owners. Action items include details of required research and/or follow-up, as well as due dates for resolution of the item. They are retained in the Delivery Workbench and associated with the meeting in which they were identified.

Meeting minutes are e-mailed from the Delivery Workbench to all participants who are responsible for reviewing the minutes. Once minutes are reviewed and approved, the recorder updates and distributes the minutes.

Development Tasks

Development tasks are created as smaller and more manageable work components of the higher-level definition items. They are the output of requirements reviews, interviews, definition meetings, demonstrations, inventories, and reports. The tasks are recorded and managed in FastDS-VS' Delivery Workbench, where they are accessed by the project team to schedule, manage, monitor, and report the completion of each task.

Organizational Change Management

The FAST organizational change management (OCM) approach supports the transition of agency employees to the new FastDS-VS system. It focuses on activities that support the agency and project team in completing their tasks while also providing employees and stakeholders with the information, education, training, and support they need to ease their transition to the new system, business processes, and duties. Specifically, these OCM activities enable WVDMV to:

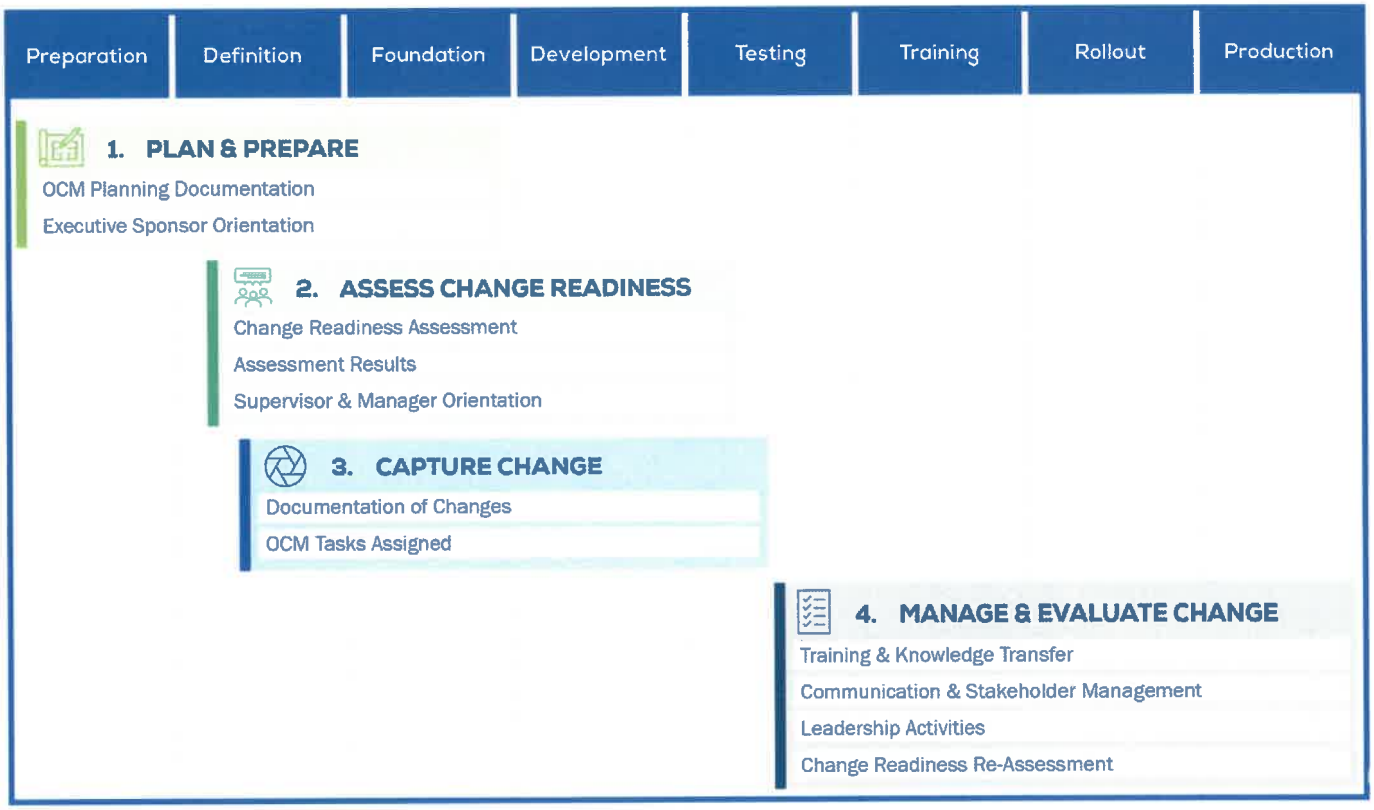
- Create an OCM road map from the current state of the legacy systems to the target state of the modern FastDS-VS solution.
- Develop skills and awareness in your agency leaders and employees to communicate, manage, and accept the changes that come with transition to the modern system.
- Address employees' and stakeholders' concerns that arise from changes in organizational structure, policies, business processes, and technology.
- Reduce the number of surprises that might otherwise impact employees and other stakeholders.
- Encourage employees to embrace and continually champion change to improve agency operations, services, and processes.

Fundamental to the effective implementation of our OCM approach are the following factors:

- An engaged and visible executive sponsor to champion change.
- An effective means to capture and manage policy and process organizational impacts that will occur because of a change.
- An effective training program that provides employees with the ability to effectively perform their revised duties.
- Frequent communication that provides timely and accurate information about the changes.
- Supervisors and managers who genuinely support the changes and help explain how they will benefit the organization, staff, and stakeholders.

Our OCM approach is built into our FastCore Implementation Methodology to ensure change activities are ingrained in project processes and activities, rather than applied sporadically or reactively through supplemental actions and exercises. The following graphic illustrates the four stages of our OCM approach that occur throughout the phases of the methodology. Like the phases of our FastCore Implementation Methodology, these stages are iterative and frequently overlap to support refinement of the OCM approach and activities. OCM activities restart at the initial stage for each new project rollout.

OCM Stages within the FastCore Implementation Methodology



Below are descriptions of the OCM stages and activities identified in the illustration above.

Stage 1: Plan & Prepare
OCM Planning Documentation • Executive Sponsor Orientation

During the Plan & Prepare stage of our OCM approach, we tailor FAST's proven OCM planning documentation to the specific scope, requirements, and objectives of your agency's modernization project. This documentation includes the OCM plan; OCM summary documentation that provides a high-level overview of the OCM approach, stages, and activities to orient agency leadership; and presentation materials to broadly communicate the OCM approach to agency employees. Additionally, we work with key agency stakeholders to:

- Identify and confirm agency OCM stakeholders and their engagement roles on the project.
- Analyze the impact of change, using data gathered through meetings with stakeholders, evaluation of how the new system will change (and is changing) existing business processes, and assessments of associated training needs.
- Develop a specific OCM plan based on the needs of your agency and the impact of the new system on employees and their roles and responsibilities.
- Coach the executive sponsor and other agency OCM leaders on the importance of their role and methods of demonstrating their support for change over the course of the modernization project.

Stage 2: Assess Employees' Readiness for Change

Change Readiness Assessment • Assessment Results • Supervisor & Manager Orientation

Considering that the solution's new functionality will impact agency employees, the project team uses surveys, discussions, and other assessment tools already in use within your agency to assess:

- Employees' readiness to change—as measured by their support for, enthusiasm for, and willingness to change.
- Employees' capacity to change—as measured by their ability and desire to acquire the skills necessary to embrace change.

Assessments are conducted with groups of key stakeholders that are typically based on functional areas, business areas, or staff roles. Following assessments, we present a summary of employees' change readiness and change capacity and use these findings–combined with those from the training needs assessments—to design OCM activities to prepare employees for changing business processes and responsibilities. FAST's project team shares the findings with supervisors and managers during OCM coaching to provide them with an understanding of how best to support their employees during the transition to the new solution.

Stage 3: Capture Change

Documentation of Changes • OCM Tasks Assigned

During this Capture Change stage, the project team and agency counterparts identify changes to business processes and policies, determine mitigation activities, assign responsible staff, and develop the OCM timeline. Using FastDS-VS's built-in project management tool, Delivery Workbench, they document these changes and their impacts as well as strategies for mitigating change. We also incorporate business process changes into user training, within the solution's user Help feature, and in other relevant documentation.

Stage 4: Manage Change & Evaluate the Acceptance of Change

Training & Knowledge Transfer • Communication & Stakeholder Management • Leadership Activities • Change Readiness Re-Assessment

FAST works with agency leadership and staff to execute, monitor, update, and review the OCM activities as well as assess employees' acceptance of the new system, business processes, and modern ways of working. OCM activities include updating policies and procedures, providing training, transferring knowledge, managing change communication, coaching and supporting stakeholders, and making appropriate adjustments to staff roles and responsibilities. Although the agency is at the forefront of these activities, we provide guidance and support throughout the process, manage OCM milestones, and conduct additional input and support activities. Once the new system is live, we readminister the change readiness assessment to evaluate the agencywide acceptance of change. We use these assessment results to determine areas of resistance to change and target OCM activities to address these and other remaining issues during the next rollout.

Quality Management and Quality Assurance

The Quality Management Plan defines the relevant quality planning, assurance, and control activities associated with the project. It also defines processes for quality reviews and acceptance of internal project deliverables and work products.

Quality Planning

Quality planning involves the identification and monitoring of established quality standards, as well as determining how to satisfy them within the constraints of the project schedule, available resources, and internal policies and procedures. The initial product of quality planning is the Quality Management Plan. The project managers develop requisite quality standards, checklists, report templates, and processes during the project's initial Preparation Phase.

All major project documents and processes undergo quality reviews to ensure alignment with the standards and products established during the Preparation Phase. This includes reviews of the project plan, the project schedule, resources, and project processes and products. The project's project-management processes and products are based on the FastCore Implementation Methodology.

Quality Assurance Approach

Quality assurance includes periodic review of key project processes, development of documentation, and interviews with key business and technical staff. Quality assurance also includes evaluating, identifying, and recommending adjustments to activities or tasks that must be performed to achieve the project's quality standards. Quality assurance activities focus on processes used to manage and deliver the program deliverables and objectives. Achieving quality assurance standards requires routine evaluation of overall project performance.

To achieve quality outcomes, the project will adhere to the following quality assurance principles:

- The required project infrastructure necessary for completing development is in place when needed.
- The FastCore Implementation Methodology is used to implement FastDS-VS.
- Implementation/configuration decisions adopt best practices that are inherent to FastDS-VS.
- The joint FAST/agency project team works collaboratively and productively.
- The project meets all scheduled milestones and operates within the contract budget.

The quality assurance approach includes:

- Formal, structured reviews of project deliverables.
- Collection and reporting of project performance, including scope, schedule, and budget.
- Risk and issue management, along with recommended changes to scope, schedule, and cost baselines.
- Status reporting to communicate project progress and effectiveness.
- Coordination with oversight and assessment entities to ensure compliance with the FastCore methodology and implementation processes.

Cost Management Approach

The flexibility of our software and approach to its configuration enables activities and work products from various project phases to be undertaken simultaneously. For example, the steps in our methodology's

Foundation Phase provide the project team with a working version of FastDS-VS based on your initial configurations of the solution. This foundation of your FastDS-VS solution is demonstrated to your users and accessible for exploration and review, even though many design questions will not be fully resolved until the end of the following Development Phase. This capability of moving forward without formal signoffs for interim steps and work provides essential benefits, such as:

- Our proven and repeatable implementation methodology, coupled with FastDS-VS' pre-built functionality, enable us to successfully expedite and deliver the project schedule through software configuration, rather than through time-consuming code development and multi-product integrations. Every FAST project since our company's inception more than 25 years ago has been delivered on time and on budget.
- Our commitment to every FAST client agency is to deliver our solutions at our originally proposed fixed price. This commitment has been met on every FAST system-modernization project for more than 100 government agencies over the past 25 years. We also deliver our FAST solutions to meet our client agencies' requirements without change-order profiteering. Our projects are based on the ability to implement system configurations at all points in the project schedule, even in later phases, to implement and improve FastDS-VS functionality. This means we don't impose checkpoints on your agency that require change orders for future modifications. It also means the quality of configuration of your FastDS-VS solution is continually improved as new ideas emerge, as people's understanding of requirements improve or evolve, or as business needs change due to external factors, such as new mandates or legislation. The project team works collaboratively to continually optimize the solution rather than enforcing arbitrary boundaries and definitions through signoffs designed to generate change orders.

Deliverable Acceptance

The deliverable schedule and major deliverable-acceptance criteria will be finalized by WVDMV and the FAST project manager during the project's initial Preparation Phase. Deliverables progress through submission and review cycles to reach final acceptance by WVDMV. FAST will submit one electronic copy for each written deliverable (draft and final).

Written deliverables will demonstrate due diligence in meeting the quality, scope, and requirements of the associated final written deliverable. Written deliverables shall:

- Satisfy the deliverable scope and requirements.
- Be presented in a format appropriate for the subject matter and depth of discussion.
- Meet the acceptance criteria developed for each deliverable.

Once a deliverable has been accepted by the agency, the agency's project manager approves the document in FastDS-VS Delivery Workbench. Since many deliverables are tied to invoice milestones, formal agency deliverable-acceptance documentation will accompany milestone-based invoices.

Please note that we have proposed a schedule, implementation activities, work products, and price based on the use of our FastCore Implementation Methodology. Our commitment to all our client agencies is successful project delivery, and use of our methodology is the greatest assurance of this success.

Standard Work Products and Deliverables by FastCore Implementation Methodology Phase

Preparation Phase
- Hardware/software plan
- Project plan
- Resource assignments
- Business/program profile(s)
- Communication plan

Definition Phase
- Business requirements recorded as Definition Items
- Inventories of inputs and outputs, including letters, reports, and interfaces
- Interface design documentation

Foundation Phase
- Updated definition items
- Preliminary configuration of FastDS-VS
- Foundation configuration demonstration

Development Phase
- Application security plan
- System Configuration
- Site-specific code

Conversion Phase
- Conversion plan
- Conversion definition items
- Conversion reconciliation report

Testing Phase
- Testing plan
- Test scenarios
- Test results

Training Phase
- Training plan and approach
- Training materials
- Online Help

Rollout Phase
- Operations & Support Plan
- Cutover checklist
- Help desk/deskside-support plan
- Updated disaster-recovery plan

Production Phase
- System maintenance and support overview
- Listing & prioritization of solution requests (changes, enhancements)

Risk Management

Implementing a new system always leads to disruption in work processes and environments. Many business processes and procedures will change, some will disappear, and new ones will be established. It is critical to the success of the project that all levels of agency management make known their strong desire to deliver the project on time and within budget. A clear and frequent message must be communicated throughout the agency that the initiative is critical to the future of the organization. At milestone events, agency executives should deliver supportive presentations to business users and technical personnel. When it is delivered, the message should include an acknowledgement of the magnitude of the changes that are taking place. Staff must be aware that temporary drops in productivity are to be expected and that management understands and accepts that productivity will temporarily decrease during parts of the implementation process.

Risk Management Plan

WVDMV and FAST will collaboratively create a risk management plan that defines the proposed approach and associated processes used for risk identification, risk analysis and escalation, risk response and contingency planning, and risk monitoring and tracking. Project risks are future uncertainties, liabilities, or vulnerabilities that may have a negative impact on the project. Since every project carries some element of risk, it is important to manage risk proactively through a risk-management process. Our approach to risk management seeks to minimize the impact of unplanned incidents on the project by identifying and addressing potential risks before significant negative issues and consequences occur.

The risk management plan, which will be managed by the project management team, includes the following key steps.

1. Risk identification
2. Risk analysis and measurement
3. Risk response planning
4. Contingency planning
5. Risk monitoring and control
6. Risk escalation

Potential project-level risks are identified and documented during the project's Preparation Phase. The work and project-management processes will be designed to avoid, mitigate, or transfer these risks. Since FastDS-VS is a true COTS product that is in production for multiple agencies, many common risks are known and documented. Our risk registry is therefore well defined at the outset of the implementation project and stakeholder interviews will identify additional unknown risks.

Risk-Management Process

Risk management is an ongoing process that continues throughout the project lifecycle. Project managers will start the risk-management process by identifying risks, analyzing, and planning accordingly for these risks, and then monitoring and controlling the risks. These steps are repeated throughout the project as new risks are identified, analyzed, planned for, and controlled or mitigated. As part of the ongoing risk-management process, the project managers will identify checkpoints during the project at which time new risk identification will be given a higher priority. For example, new risks are more common prior to project work commencing, during major plan revisions, when significant deviations from the plan occur, and at the beginning of new phases of the project.

The project managers review project risks and decide if risks should be researched, accepted, mitigated, watched, or avoided. Risks become issues when it is evident that they have been triggered and at that time should be handled according to the procedures detailed in the plan.

During risk response planning, stakeholders are consulted to provide a variety of perspectives and to provide valuable input into risk-response planning. The diversity of perspectives and knowledge held by stakeholders can be leveraged to create a meaningful risk response plan.

FastDS-VS' integrated Delivery Workbench is used for logging, assigning, and tracking project risks. The Delivery Workbench can be used to document, describe, prioritize, assign, and track risks, as well as to report on their progress and resolution.

Reducing Risk

Regardless of the systems and preparation put into place, not all risk can be completely avoided. We use a risk-tracking matrix to identify potential risks, assess impacts and probabilities, catalog mitigation steps, assign responsibility, and monitor status. This matrix can be especially useful for communicating known risks on a regular basis to agency management and external stakeholders.

Risk can be significantly reduced through committed executive sponsorship, early and frequent communication, using a proven methodology, and promoting flexibility. As part of our risk-mitigation strategy, the project should include a highly engaged and visible senior-management support structure comprised of a steering committee, project sponsor, and project champion.

Communicating Risk and Issue Status and Progress

Project risks and mitigation/resolution activities are included in routine status reports prepared by the FAST project manager. Potential project-level risks will be identified and documented during the project's Preparation Phase. The work and project-management processes will be designed to avoid, mitigate, or transfer these risks.

Risks are documented in the Delivery Workbench. Risks and mitigation activities will be clearly identified and discussed in status meetings and reports. Project team members can access the Delivery Workbench at any time to receive updates on project risks and issues.

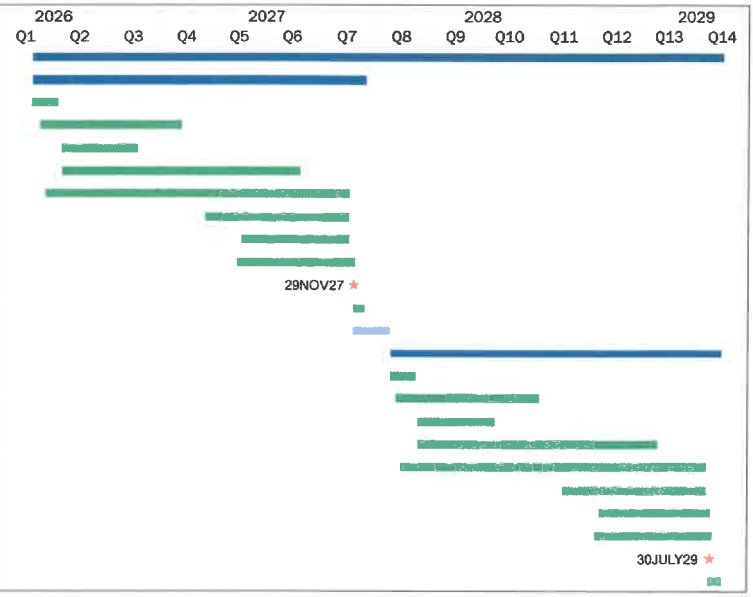
Proposed Schedule

As shown below, the total schedule length for implementing both FastDS-VS Driver Services and Vehicle Services, including a two-month stabilization and optimization period after Rollout 1 for Driver Services, is 38 months. Precise schedule length and timing can be adjusted to meet the State's needs, preferences, and priorities.

INITIAL PROJECT WORK PLAN

Proposed Total 38-Month Project Schedule for FastDS-VS Driver Services & Optional Vehicle Services

Rollout Phases & Milestones	Start	Finish	Duration
WVDMV Driver's License Modernization Project	**6/1/2026**	**8/17/2029**	**840 days**
Rollout 1 - Driver Services & Comm. Customer Framework	**6/1/2026**	**12/17/2027**	**405 days**
Preparation Phase	6/1/2026	7/10/2026	30 days
Definition Phase	6/15/2026	2/5/2027	170 days
Foundation Phase	7/20/2026	11/20/2026	90 days
Development Phase	7/20/2026	8/27/2027	290 days
Conversion Phase	6/22/2026	11/19/2027	370 days
Testing Phase	3/22/2027	11/19/2027	175 days
Training Phase	5/24/2027	11/19/2027	130 days
Rollout Phase	5/17/2027	11/29/2027	141 days
Production Release - Driver Services	*11/29/2027*	*11/29/2027*	*1 day*
Production Phase	11/29/2027	12/17/2027	15 days
Stabilization & Optimization Period	**11/29/2027**	**1/28/2028**	**45 days**
Rollout 2 - Vehicle Services (Agency Option)	**1/31/2028**	**8/17/2029**	**405 days**
Preparation Phase	1/31/2028	3/10/2028	30 days
Definition Phase	2/14/2028	10/6/2028	170 days
Foundation Phase	3/20/2028	7/21/2028	90 days
Development Phase	3/20/2028	4/27/2029	290 days
Conversion Phase	2/21/2028	7/20/2029	370 days
Testing Phase	11/20/2028	7/20/2029	175 days
Training Phase	1/22/2029	7/27/2029	135 days
Rollout Phase	1/15/2029	7/30/2029	141 days
Production Release - Vehicle Services	7/30/2029	7/30/2029	1 day
Production Phase	7/30/2029	8/17/2029	15 days



Detailed Project Timeline

The following table outlines start and finish dates for the proposed FastDS-VS system-modernization project's key rollouts, phases, activities, and milestones based on the phases of our standardized FastCore Implementation Methodology. These phases guide the project team and its use of FastDS-VS for conducting project activities that create the work products and deliverables necessary for successful project execution and delivery. Rather than being conducted consecutively, the phases overlap, run in parallel, and can be revisited in later stages of the project. The iterative nature of the methodology and its phases support continual refinement of the solution's configurations and functionality. System enhancements and modifications to in-scope functionality can be made to FastDS-VS even in later phases of the project, without need for change orders or impactful schedule disruption. Schedule dates can be adjusted to meet the needs, preferences, and priorities of WVDMV.

Rollouts, Phases, Activities, & Milestones	Start	Finish	Duration
WVDMV Driver's License Modernization Project	**6/1/2026**	**8/17/2029**	**840 days**
Rollout 1 - Driver Services & Comm. Customer Framework	**6/1/2026**	**12/17/2027**	**405 days**
Preparation Phase	**6/1/2026**	**7/10/2026**	**30 days**
Install FAST Software	6/1/2026	6/12/2026	10 days
Identify Project Objectives	6/1/2026	7/3/2026	25 days
Create Project Schedule	6/1/2026	7/3/2026	25 days
Prepare Inventories	6/8/2026	7/10/2026	25 days
Develop Communication Plan	6/8/2026	7/10/2026	25 days
Develop Business Profiles	6/15/2026	7/10/2026	20 days
Perform System Overview	6/22/2026	7/10/2026	15 days
Definition Phase	**6/15/2026**	**2/5/2027**	**170 days**
Develop Resource Plan	6/15/2026	7/3/2026	15 days
Perform Infrastructure Recommendations	6/22/2026	7/17/2026	20 days
Perform Developer Technical Training	7/13/2026	7/24/2026	10 days
Define Business Requirements	7/13/2026	2/5/2027	150 days

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Rollouts, Phases, Activities, & Milestones	Start	Finish	Duration
Plan Test Scenarios	7/20/2026	12/4/2026	100 days
Conduct Training Needs Analysis	7/20/2026	12/4/2026	100 days
Foundation Phase	**7/20/2026**	**11/20/2026**	**90 days**
Define Scope of Foundation	7/20/2026	8/14/2026	20 days
Perform Foundation Setup	7/20/2026	11/6/2026	80 days
Perform Verification	11/9/2026	11/20/2026	10 days
Development Phase	**7/20/2026**	**8/27/2027**	**290 days**
Perform Development Tasks	7/20/2026	5/28/2027	225 days
Develop Interfaces	7/20/2026	5/28/2027	225 days
Perform Change Impact Analysis	7/20/2026	8/27/2027	290 days
Perform Business Verification	7/27/2026	6/25/2027	240 days
Develop Correspondence	8/10/2026	6/18/2027	225 days
Develop Reports	8/24/2026	6/11/2027	210 days
Develop Architecture Plan	9/14/2026	12/25/2026	75 days
Define Application Security	12/7/2026	4/16/2027	95 days
Conversion Phase	**6/22/2026**	**11/19/2027**	**370 days**
Inventory Data Resources	6/22/2026	7/10/2026	15 days
Purify Data	7/20/2026	10/22/2027	330 days
Define Conversion	8/3/2026	3/12/2027	160 days
Perform Extracts	8/10/2026	11/19/2027	335 days
Develop Conversion	8/10/2026	11/19/2027	335 days
Run Mock Conversions	9/28/2026	11/19/2027	300 days
Verify Conversion	11/9/2026	11/19/2027	270 days
Testing Phase	**3/22/2027**	**11/19/2027**	**175 days**
Create Testing Plan	3/22/2027	5/14/2027	40 days
Perform Business Testing	7/12/2027	10/8/2027	65 days
Perform Converted Data Testing	7/12/2027	11/5/2027	85 days
Conduct Performance Testing	10/11/2027	11/12/2027	25 days
Perform End-to-End Testing	10/4/2027	11/19/2027	35 days
Perform Application Security Testing	10/4/2027	11/19/2027	35 days
Training Phase	**5/24/2027**	**11/19/2027**	**130 days**
Create Training Plan	5/24/2027	7/9/2027	35 days
Localize User Help and Documentation	7/12/2027	9/10/2027	45 days
Develop Curriculum	7/12/2027	9/17/2027	50 days
Train Trainers	9/6/2027	10/1/2027	20 days
Train Users	10/4/2027	11/19/2027	35 days
Rollout Phase	**5/17/2027**	**11/29/2027**	**141 days**
Prepare Installation Report	5/17/2027	6/11/2027	20 days
Create Cutover Checklist	6/28/2027	10/29/2027	90 days
Prepare Operations & Support Plan	9/13/2027	10/29/2027	35 days
Set Up Help Desk	10/4/2027	10/22/2027	15 days
Update Disaster Recovery Plan	10/11/2027	11/5/2027	20 days
Perform Operations Training	11/1/2027	11/12/2027	10 days
Run Conversion	11/26/2027	11/27/2027	2 days

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Rollouts, Phases, Activities, & Milestones	Start	Finish	Duration
Production Release - Driver Services ★	11/29/2027	11/29/2027	1 day
Production Phase	**11/29/2027**	**12/17/2027**	**15 days**
Perform Rollout Support	11/29/2027	12/17/2027	15 days
Perform Production Support	11/29/2027	12/17/2027	15 days
Perform Operations Support	11/29/2027	12/17/2027	15 days
Stabilization & Optimization Period	**11/29/2027**	**1/28/2028**	**45 days**
Rollout 2 - Vehicle Services (Agency Option)	**1/31/2028**	**8/17/2029**	**405 days**
Preparation Phase	**1/31/2028**	**3/10/2028**	**30 days**
Identify Resources and Work Team Assignments	1/31/2028	2/25/2028	20 days
Identify Project Objectives	1/31/2028	3/3/2028	25 days
Create Project Schedule	1/31/2028	3/3/2028	25 days
Develop Communication Plan	2/7/2028	3/10/2028	25 days
Prepare Inventories	2/7/2028	3/10/2028	25 days
Develop Business Profiles	2/14/2028	3/10/2028	20 days
Perform System Overview	2/21/2028	3/10/2028	15 days
Definition Phase	**2/14/2028**	**10/6/2028**	**170 days**
Update Resource Plan	2/14/2028	3/3/2028	15 days
Define Business Requirements	3/13/2028	10/6/2028	150 days
Plan Test Scenarios	3/20/2028	8/4/2028	100 days
Conduct Training Needs Analysis	3/20/2028	8/4/2028	100 days
Foundation Phase	**3/20/2028**	**7/21/2028**	**90 days**
Define Scope of Foundation	3/20/2028	4/14/2028	20 days
Perform Foundation Setup	3/20/2028	7/7/2028	80 days
Perform Verification	7/10/2028	7/21/2028	10 days
Development Phase	**3/20/2028**	**4/27/2029**	**290 days**
Perform Development Tasks	3/20/2028	1/26/2029	225 days
Develop Interfaces	3/20/2028	1/26/2029	225 days
Perform Change Impact Analysis	3/20/2028	4/27/2029	290 days
Perform Business Verification	3/27/2028	2/23/2029	240 days
Develop Correspondence	4/10/2028	2/16/2029	225 days
Develop Reports	4/24/2028	2/9/2029	210 days
Define Application Security	8/7/2028	12/15/2028	95 days
Conversion Phase	**2/21/2028**	**7/20/2029**	**370 days**
Inventory Data Resources	2/21/2028	3/10/2028	15 days
Purify Data	3/20/2028	6/22/2029	330 days
Define Conversion	4/3/2028	11/10/2028	160 days
Perform Extracts	4/10/2028	7/20/2029	335 days
Develop Conversion	4/10/2028	7/20/2029	335 days
Run Mock Conversions	5/29/2028	7/20/2029	300 days
Verify Conversion	7/10/2028	7/20/2029	270 days
Testing Phase	**11/20/2028**	**7/20/2029**	**175 days**
Create Testing Plan	11/20/2028	1/12/2029	40 days
Perform Business Testing	3/12/2029	6/8/2029	65 days

Rollouts, Phases, Activities, & Milestones	Start	Finish	Duration
Perform Converted Data Testing	3/12/2029	7/6/2029	85 days
Perform End-to-End Testing	6/4/2029	7/20/2029	35 days
Perform Application Security Testing	6/4/2029	7/20/2029	35 days
Conduct Performance Testing	6/11/2029	7/13/2029	25 days
Training Phase	**1/22/2029**	**7/27/2029**	**135 days**
Create Training Plan	1/22/2029	3/9/2029	35 days
Localize User Help and Documentation	3/12/2029	5/11/2029	45 days
Develop Curriculum	3/12/2029	5/18/2029	50 days
Train Trainers	5/7/2029	6/1/2029	20 days
Train Users	6/4/2029	7/27/2029	40 days
Rollout Phase	**1/15/2029**	**7/30/2029**	**141 days**
Prepare Installation Report	1/15/2029	2/9/2029	20 days
Create Cutover Checklist	2/26/2029	6/29/2029	90 days
Update Operations & Support Plan	5/14/2029	6/29/2029	35 days
Set Up Help Desk	6/4/2029	6/22/2029	15 days
Update Disaster Recovery Plan	6/11/2029	7/6/2029	20 days
Run Conversion	7/27/2029	7/28/2029	2 days
Production Release - Vehicle Services ★	7/30/2029	7/30/2029	1 day
Production Phase	**7/30/2029**	**8/17/2029**	**15 days**
Perform Rollout Support	7/30/2029	8/17/2029	15 days
Perform Production Support	7/30/2029	8/17/2029	15 days
Perform Operations Support	7/30/2029	8/17/2029	15 days

Schedule and Scope Management

We have successfully delivered over 600 production rollouts of our software products for more than 100 government agencies. We are confident in our proposed schedule and our ability to manage it successfully. Our pre-built software and repeatable implementation methodology allow many project phases to be undertaken simultaneously. This allows the project team to work on subsequent or overlapping phases while work in preceding phases is underway. This approach increases project-team efficiency and allows it to quickly respond to unexpected events without sacrificing forward progress.

It is important to note that the FastCore Implementation Methodology is driven by the project's schedule and milestones rather than by tasks. As a COTS solution that provides core functionality upon installation, FastDS-VS allows the project team to configure agency-specific features and functions without documenting every detail, thereby enabling the team to expedite development and configuration tasks and expedite the project schedule.

To track the schedule, the project team reports task progress in the FastDS-VS Delivery Workbench. The FAST project manager uses this task-progress reporting to monitor the status of all assigned tasks and maintain an up-to-date project schedule. The FAST project manager also maintains the project schedule based on changes, risks, or issues.

Schedule Control

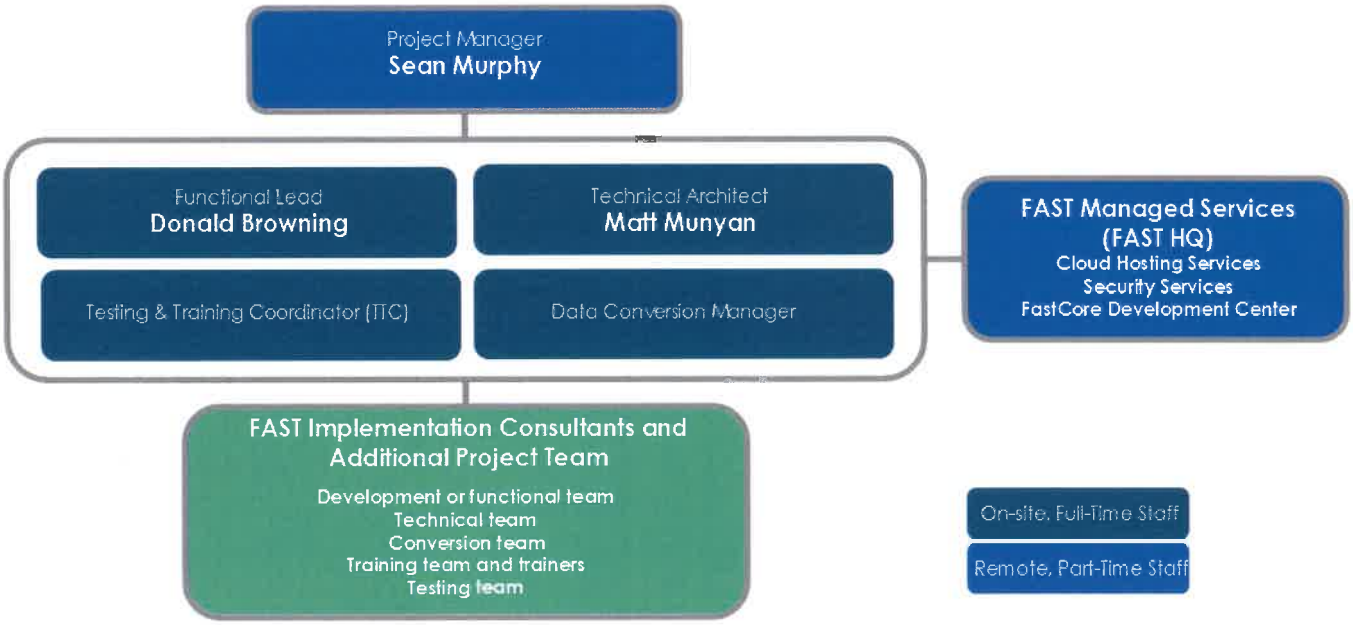
The project manager is responsible for directing the project team in mitigating schedule variances and delays. The project team continually works to identify and analyze potential and existing issues that can result in schedule delays, and to develop strategies to resolve problems and reduce further impact on the project. If issues arise on the project, they will be dealt with through our issue-management process and the flexibility of our FastCore Implementation Methodology to adapt to task and timeline adjustments without impactful delays, missed deadlines, or disruption to overall project schedule. The entire project team is focused on meeting project dates and deliverables. The iterative nature of our implementation approach emphasizes the resolution of high-impact issues early in the project and allows low-impact issues to be resolved in later project stages. We operate on the basis that waiting for every small decision to be made slows project progress. We also believe that attempting to resolve all functional details by generating documentation in early project stages leads to schedule slippage and missed deadlines.

Schedule reporting is included within the project status report and presented in project status meetings. Key areas of reporting include milestone status, deliverable completion status, and issues that require attention. Activities coming up in the next reporting period are also included. The final content and schedule for reporting is determined by the FAST and WVDMV project managers.

Project Staff Organization

The following organizational chart lists the key personnel roles for the FAST project team. Our full-time key project personnel will be on site within one to two weeks of project start. FAST personnel assigned full-time will live in the Charleston area during their time on the project. We consider this commitment to move to our clients' sites to be one of the key success factors of our projects. Our on-site project personnel will live in your community and work side-by-side with WVDMV staff.

Proposed Project Team Organizational Chart – FAST



FAST Staffing Resources

FAST will begin assigning implementation consultants during the project's initial Preparation Phase. FAST implementation consultants support the project and FAST's team leads/managers. They serve as members of various project teams or as leads of these teams based on their experience on FAST's software implementation projects. The full complement of project staff will ramp up as the project progresses to meet the workload requirements of subsequent project phases. For example, as the project proceeds, more full-time staff will be assigned to cover the functional and technical requirements of the Definition, Foundation, and Development phases.

During subsequent phases, the complete FAST project team will be on site to perform tasks related to design, configuration, testing, training, conversion, and production-cutover activities. Following project completion, the number of personnel will be reduced to levels sufficient to provide production support and follow-on system support.

In addition to our proposed key personnel as described above, we will staff the project with 25 – 30 implementation consultants. These personnel will staff the following teams as either team managers or team support:

- Development team
- Technical team
- Conversion team
- Testing team
- Training team

Additionally, FAST has specialists in specific areas of FastDS-VS and in specific business and technical areas (such as cloud hosting, security, infrastructure management and data warehousing) that can be brought in to

assist as needed. These FAST resources can be assigned to the project on a part-time or full-time basis, working on site or remotely, to provide added assistance and support. The use of these specialists and part-time personnel is included in our fixed-price cost. WVDMV will not incur additional charges if these resources provide support to the project. Individuals with experience on FAST system-modernization projects for other jurisdictions will also periodically support the project to share their expertise and experience with specific functional or technical areas. In addition to their experience and expertise, these personnel share firsthand knowledge of best practices employed by other FAST client agencies.

We are committed to providing the proper staffing levels for successful project completion. With over 2,400 full-time employees who have contributed to the success of hundreds of production rollouts of our software for government agencies around the world, FAST has the employees needed to provide experienced and capable project team members for this important system modernization project.

The roles and responsibilities of FAST's key personnel are described in the following table.

FAST Project Personnel – Roles and Responsibilities

Project Role	Description of Responsibilities
Project Manager **Sean Murphy** PMP Certified	The project manager is a senior executive who serves in a role that supports the agency and FAST project team in delivering the FastCore software. They are responsible for the contractual relationship between FAST and the agency, provides strategic direction on implementation issues, and serves as the liaison to coordinate with agency program sponsors, senior agency managers, and external stakeholders. Additional responsibilities include: • Serve as FAST's primary point of contact for the project. • Promote FAST's implementation methodology and provide executive support through all phases. • Work with the agency to identify and communicate project objectives. • Participate in the steering group meetings and cooperate with agency executives. • Ensure adherence to the project contract and budget. • Track and monitor FAST project deliverables in the Delivery Workbench. • Resolve business decisions and issues, including helping to identify when decision requests are needed. • Organize team status meetings and prepare status reports and presentations. • Manage FAST's overall project budget and invoices.
Functional Lead **Donald Browning** Full-time, 100% dedicated on-site to the project	The functional lead provides direct support to the project manager and oversight on implementation activities, checking for standardizations, reviewing site-specific components prior to promotion and identifying areas for improvement. Additional responsibilities include: • Manage the schedules, quality, and functional/technical requirements of the project, identifying potential risks and developing mitigation strategies to ensure that projects stay on track.

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Project Role	Description of Responsibilities
	• Ensure the standards and policies related to architecture are followed. • Oversee development activities focusing on complex and site-specific solutions. • Provide leadership and guidance to developers, business representatives, and subject-matter experts in the implementation of FastDS-VS. • Promote the FastCore Implementation Methodology from development through deployment. • Assume overall responsibility for ensuring that the delivered solution meets the agency's business requirements while keeping the project following best practices.
Technical Architect **Matt Munyan** Full-time, 100% dedicated on-site to the project	The technical architect is responsible for the environment changes with site-specific design extensions and database schemas, the hosted FastDS-VS platform/environment, and overall tuning and optimizing performance of the FastDS-VS system. Additional responsibilities include: • Monitoring the configuration, tools, and repositories to ensure quality processes are maintained. • Overseeing implementation of security measures and server backup and providing support to agency security administrators. • Providing technical support to the project team. • Assisting technical staff with procurement, installation, and support of the hardware and software platform. • Leading the design and architecting of hosting systems. • Implementing best practices for networks and distributed computing. • Designing and implementing the solution environments. • Performance tuning, capacity planning, and troubleshooting. • Ensuring adherence to technology standards and IT best practices. • Supporting the FAST and agency conversion teams in the organization, management, and execution of the conversion process to move data into FastDS-VS. • Delivering proactive measures to provide optimal system performance and reduced information system risks and focuses on assisting FAST customers and personnel with security issues and improving security posture.
Data Conversion Manager Full-time, 100% dedicated on-site to the project	The data conversion manager is responsible for the organization, management, and execution of the conversion process to move legacy data into FastDS-VS. Conversion team members work closely with the manager and complete any delegated tasks related to the execution of the conversion process. Team member responsibilities may vary depending on the project needs, experience, and team manager directions. Primary responsibilities include:

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Project Role	Description of Responsibilities
	• Guide the client throughout the conversion process and explain the FAST conversion approach. • Assist with conversion verification activities. • Provide customer lists for data purification activities. • Work and communicate with agency resources for extracts and other legacy system needs. • Support the client technical staff and data extractors. • Manage and support the team, if applicable. • Create the conversion-related deliverables, such as the conversion approach and conversion plan. • Support the review and approval of the applicable project deliverables (e.g., conversion plan). • Report the conversion progress to the project and agency management. • Complete any additional tasks delegated by the Project Manager and Functional Lead.
Testing & Training Coordinator Full-time, 100% dedicated on-site to the project	The Testing & Training Coordinator (TTC) is responsible for overseeing project activities, including planning, organizing, and overseeing all project-related training activities, developing and coordinating the training program for project members and users, and Business and End-to-End Testing activities. Additional responsibilities include: • Creating training plans, materials, and documentation. • Planning and coordinating train-the-trainer programs. • Planning and coordinating testing schedules, resources, test execution, and reporting. • Defining user access and application security needs. • Identifying changes in business processes and organizational structures and evaluating user readiness.
Implementation Consultants Full-time, 100% dedicated on-site to the project 25 - 30 Resources	Implementation Consultants (ICs) configure and develop system functionality for specific areas of the system. In addition to acting as implementation consultants, some ICs may also serve as team leads on various project teams. IC responsibilities may vary depending on the project needs and team managers' directions. Primary responsibilities include: • Work closely with agency business representatives (BRs) to ensure that the solution meets user needs. • Support the business with verification, demo, and testing activities. • In the Preparation Phase, assist with preparation activities and the delivery of system overviews and learn any new functional areas. • In the Definition phase, participate in the definition-gathering process and analyze business rules. This can include definition meetings and research. Assist with or perform demos.

Project Role	Description of Responsibilities
	• In the Foundation phase, perform and verify the foundation and assist with foundation demos and data setup. • In the Development phase, execute tasks and produce deliverables as outlined in the project plan and directed by the Team Manager. • Work on configuration and site-specific programming tasks (including correspondence, reports, and interfaces). • In the Conversion phase, review converted data for the area and provide feedback. Fix development-related issues that cause conversion errors. • In the Testing phase, understand the project testing plans and methodology and meet development deadlines based on testing plans. • Complete unit testing and participate in pre-testing activities, if applicable and participate in scenario reviews, if applicable. • Fix failed test scenarios and resolve issues discovered during testing or training preparations. • In the Training phase, be aware of training timelines, activities, and needs, and support the training data build and resolve related issues. • In the Rollout phase, be aware of cutover activities and the development freeze timeline and assist with any assigned cutover activities, including system pre-testing. • In the Production phase, provide Deskside Support after go-live and assist and support the agency to ensure that the project is successful.

Staff, Facility, and Logistics Assumptions

We anticipate that the State and WVDMV will support the project team by providing:

- Project workspace(s) to accommodate approximately 50 - 60 people, with the final count depending on the number of agency resources assigned to the project who are not already seated in or near the project space. Ideally, the project workspace will be in the same building used by most agency users. Although a separate workspace is acceptable, we have found that co-location with a broader pool of agency users and business experts increases opportunity to leverage their expertise in discussions and decisions related to the new system.
- To support various project deadlines, FAST and agency resources assigned to the project will require access to the project workspace after business hours. This includes weekends and state holidays.
- Local-area-network (LAN) infrastructure and support. Network connection at each workstation and access to network printers and scanners.
- Office space for FAST project management.
- Use of meeting rooms/conference rooms and data projectors.
- Dual monitors, keyboards, pointer devices, network connections, electrical outlets, and electrical extension cords.

- Stationery, offices supplies, whiteboards, chairs, desks.
- Project administration support.
- FAST and agency project staff will have the required access to systems and communication tools in the event work must be performed remotely due to agency health and safety guidelines.
- The project will require a testing space that can accommodate 10-15 people and training spaces that can accommodate 10 - 15 people. These spaces should be equipped with desks, chairs, workstations connected to the LAN, whiteboards, and other office items.
- During the implementation period, the number of FAST resources dedicated to the project will vary between 35 - 50. These staffing levels can be expected to change depending on the phase of the project.
- Full-time FAST project staff will work on site with agency personnel during the project. Additional FAST staff may assist part-time either on site or remotely. Individuals who have performed similar tasks in other jurisdictions will periodically visit the project to share their expertise and experience with specific functional or technical areas of the project.
- Most of FAST's services will be performed in the greater Charleston area at the project office. Some work may take place in FAST development centers. WVDMV will allow off-site FAST personnel working on project deliverables to access the hosted infrastructure remotely. Costs associated with any travel that may be required for FAST employees to and from FAST development centers will not be billed to WVDMV and are included in our prices.
- Services may be delivered by an affiliated FAST company or branch, like our FAST Hosting Services team at our Denver headquarters.

Communications Plan

The focus of communications planning is to ensure that consistent, accurate, and timely information is shared with impacted project stakeholders. The plan details the roles and responsibilities of project members to prepare, review, and disseminate information about FastDS-VS and project processes, events, documents, and milestones. Effective communication engages stakeholders appropriately, facilitates commitment to the project, and builds awareness of critical concepts, issues, and timelines. The project's communication goals are to:

- Establish two-way communication between the project members and stakeholders.
- Promote transparency, awareness of the project, and an understanding of how customers will be affected.
- Promote consistency in the dissemination of project information.
- Build enthusiasm for the solution with a broad array of future users.

These goals guide development and delivery of all project communications and provide guidance in determining the need for supplemental communications.

Roles and Responsibilities

Project communication responsibilities are shared by all project team members. It is generally the responsibility of project sponsors and project managers to ensure stakeholders have the information they need and expect. However, other members of the project team have a responsibility to identify communication needs and ensure project information is communicated in a consistent manner. All project team members should encourage two-way communication by listening to questions and concerns and bringing them to the attention of project management.

Project Communications Roles and Responsibilities

Role	Responsibilities
WVDMV Project Sponsor	• Serves as an internal and external project champion. • Performs executive-level outreach to key legislators and other external stakeholders. • Presents testimony, project status, and planning materials at external oversight sessions.
WVDMV Project Steering Committee	• Communicates project updates and information to operational managers and WVDMV staff. • Communicates goals and objectives to the project team and workgroups.
Project Sponsor	• Serves as an internal and external project champion. • Presents testimony, project status, and planning materials at external oversight sessions. • Help to facilitate Steering Committee meetings. • Participate in executive- and management-level meetings. • Inform the project-management team of executive-level project decisions.
Project Management Team	• Participates in executive- and/or management-level meetings and provides project-status updates as necessary.

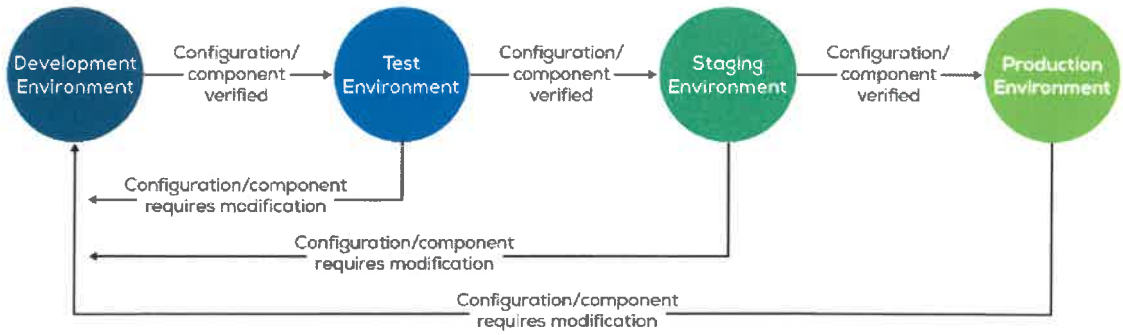
Role	Responsibilities
	• Participates in Steering Committee meetings to provide status updates and communicate project-resource needs. • Informs the project team of Steering Committee guidance and decisions. • Develops and presents project status reports. • Provides input to communications plans. • Develop communications content and messages.
WVDMV Communications Manager	• Manages effective communications that meet stakeholders' needs by maintaining stakeholders and communications registries. • Develop external communications and review all non-project team communications. • Supports development of communications content, messages, and claimant notices/letters (plain-language initiative). • Ensures communications are reviewed for consistency, relevancy to target audiences, and reflection of relevant perspectives.
Project Team	• Supports development of project and system-related messages and communications, including project status reports, solution-related materials, and system demonstrations.

Implementation and Staging Approach

FAST uses a spiral model for software configuration during the implementation of FastDS-VS. Project staff apply configurations (or develop site-specific components) in lower environments. These configurations and components are verified prior to their migration to higher environments. If a configuration or component does not pass the verification process at any stage of the migration path, the component or configuration is returned to the development environment for modification. Once modified, the configuration or component begins re-verification through each stage of the migration path. This method allows users to use multiple environments simultaneously. Reviews, documentation, confirmations, and other quality-assurance tasks help to ensure the production environment is stable and operating as intended.

The following figure illustrates the migration path of configurations and components across the FastDS-VS development, test, staging, and production environments.

Spiral Migration Path of Configurations and Components



Creating Migrations

Once unit testing at any step is completed, team members use FastDS-VS tools to compare the configuration and modules found in the lower environment with the next higher environment. The result is a report that highlights the differences between the two environments. Effectively, it provides instructions on how to migrate the new functionality between the two environments.

1. Project personnel package this information into a migration request that describes the new functionality and specifies (1) the new or modified modules and (2) reference-database changes required to affect the new functionality.
2. The migration requests go through an approval process. The project's technical team then uses FastDS-VS tools to apply the requested changes to the environment.
3. As configurations and modules are tested and verified in one environment, FAST uses the same migration request to replicate the changes in higher environments. This helps to reduce risk because the same instructions are used to migrate configurations and modules across all environments—from development to production.

Migration Requests

Project staff are responsible for ensuring that changes made to the development environment are successfully migrated to the testing and staging environments, and that testers have validated the changes. Team members are also responsible for ensuring that approved changes resolve their respective issues and successfully migrate into the production environment. Migrations are processed using FastDS-VS' integrated migration tool.

The project team conducts a three-step workflow through use of the FastDS-VS migration tool: a team member submits a request, a team manager approves the request, and the technical team runs processes that complete the request. Approval processes are configurable and based on the requesting individual's authority level and the environment for the migration. The FastDS-VS migration tool includes features and functions for:

- Creating a request to migrate specific versions of components (for example, DLL components and server objects) to specific environments.
- Validating that the component is in the correct repository for migration and has correctly progressed through lower environments.
- Testing reference-table SQL-migration scripts prior to submission of the request.
- Searching requests by destination, team member, or status.
- Approving and changing request status.
- Viewing, editing, and resubmitting migration requests.
- Searching and viewing the entire history of all migration requests.

Configuration Control

Configuration control is accomplished through integrated solution-management tools which include, but are not limited to, Solution Requests, the FAST Central Repository, the FAST Delivery Workbench, and various configuration-comparison tools that are used to compare the solution configuration of two different environments, such as the development and testing environments. These tools are employed by management and team members alike, although different user groups use the tools in different ways and for different functionality.

Technical Requirements

FastDS-VS' cloud-optimized architecture and environments are designed to provide secure, scalable, and user-friendly services for both internal agency users and external customers and partners on an Amazon Web Services (AWS) commercial-cloud environment that meets FedRAMP Moderate compliance. The architecture is designed to scale and evolve over time, allowing new programs, external systems, and data services to be added without re-engineering the core solution. This flexibility supports long-term expansion and modernization, while also minimizing technical debt and need to devote agency IT resources to cloud-based maintenance and support, which will be fully managed by our centralized managed services team and dedicated IT professionals at our Denver-based operations center.

We are proposing a fully managed, FAST-hosted solution delivered through AWS under our hosted-services model. Under this model, FAST is responsible for the deployment, configuration, support, and ongoing maintenance of all infrastructure and system software related to the cloud-hosted environments. FastDS-VS is designed to operate efficiently over modern internet connections using secure HTTPS-based communication that is optimized for web browsers and thin-client performance. All connectivity to the AWS-hosted environments is encrypted in transit and established using secure, state-approved networking options such as private connectivity services (e.g., AWS Direct Connect), secure web protocols, or other mutually agreed-upon encrypted channels that align with the State's networking and security standards.