AstreaX
A Michael Baker INTERNATIONAL Company

Technical Proposal:
State of West Virginia RFP to Modernize the DMV Driver System

Solicitation Number
CRFP 0802 DMV2600000001

Submitted By
Aura Solutions LLC (dba AstreaX)
1500 North Priest Drive, Suite 102
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Vendor Signature

Date
January 22, 2026

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Tab 1.

Cover Letter (RFP 5.3.6.2.1)

Provide a cover letter of introduction not to exceed two pages.

January 22, 2026

John Estep
State of West Virginia
Department of Administration, Purchasing Division
2019 Washington Street East
Charleston, WV 25305-0130

Reference: State of West Virginia RFP to Modernize the DMV Driver System, Solicitation CRFP 0802 DMV2600000001, Issued December 2, 2025 and including Addendums 1, 2, and 3.

Mr. Estep,

On behalf of Aura Solutions LLC (dba AstreaX), we are pleased to present our proposal to the State of West Virginia in response to the referenced RFP.

Introduction to AstreaX (Prime Vendor)

Briefly introduce prime Vendor.

AstreaX was established for the sole purpose of modernizing DMV systems. The founders have worked in the DMV modernization space for more than 30 years, and our senior team has worked collectively in 26 jurisdictions throughout the US and Canada. AstreaX developed the MAX system for the State of Arizona to be a fully modernized, flexible, and customer centric DMV solution, purpose-built to be shared with other jurisdictions. In addition to Arizona, the Province of Alberta, Virginia, and Wyoming have all elected to implement the MAX system, and many additional jurisdictions are currently evaluating MAX.

A brief note about our legal entity and company structure: Our legal entity is Aura Solutions LLC. We use AstreaX as a doing business as (dba) or brand name in the market. Aura Solutions LLC is the legal entity that would enter into a contract with the State of West Virginia. Aura Solutions LLC is wholly owned by Michael Baker International (MBI), headquartered at 500 Grant Street, Suite 5400, Pittsburgh, PA

Based on our evaluation of the RFP, we strongly believe that MAX will meet or exceed the West Virginia Division of Motor Vehicles (WVDMV) requirements of today and will provide a foundation to evolve with WVDMV as customer and employee needs and preferences change in the future. AstreaX has the experience and capacity to successfully implement MAX and provide ongoing application managed services to continue to support the application. MAX was conceived more than 10 years ago and

continues to be enhanced and improved. Today we are proud to have more than one hundred professionals dedicated to MAX across multiple jurisdictions.

The AstreaX Team
Explain any partnerships, joint venture or other teaming arrangement, if applicable. Introduce all major subcontractors/ subconsultants who may be involved in the performance of the work and the specific role the subcontractor is proposed to perform.

AstreaX will be joined by two key partners – Kyndryl and Microsoft – to meet the WVDMV's requirements for this project. AstreaX, Kyndryl, and Microsoft work closely together across all MAX implementations. For the WVDMV implementation, the Kyndryl DMV Solutions team will subcontract to AstreaX with a primary focus on mainframe (Phase 1) efforts. Microsoft will serve as a partner and advisor to the project, focused on Azure cloud deployment and cloud cost optimization.

Office Location Responsible for Delivery
Indicate the office location which will be responsible for the delivery of the work under this RFP.

Our team will deliver the work under this RFP from our local Michael Baker International office in downtown Charleston. Established in 1957, this office remains a strong foundation for meeting the needs of our clients in the Charleston area. The office has ample space and infrastructure to support our business and technical collaboration with WVDMV on this modernization project.

Michael Baker International
400 Washington Street East, Suite 301
Charleston, WV 25301

Responsible Contact & Thank You
Clearly state the responsible contact person's title and contact information.

The AstreaX team is excited to respond to this request, and we believe we are well positioned to be a strong, long-term partner for WVDMV. We would consider it an honor to work with you to achieve your system modernization goals and provide an elevated and integrated experience for your customers and employees. We have done our best to respond as clearly and simply as possible and are happy to respond to any clarifying questions you may have.

Jason Gladstone
Director, AstreaX
480-212-6202 | jgladstone@astreax.com

Addendum Acknowledgement Forms

ADDENDUM ACKNOWLEDGEMENT FORM
SOLICITATION NO.: CRFO DMV2600000001

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

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

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

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

[   ] Addendum No. 2   [   ] Addendum No. 7

[   ] Addendum No. 3   [   ] Addendum No. 8

[   ] Addendum No. 4   [   ] Addendum No. 9

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

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

Aura Solutions LLC (dba AstreaX)
_____
Company

Authorized Signature

January 19, 2026
_____
Date

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

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Company

_____
Authorized Signature

January 19, 2026
_____
Date

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AstreaX Note: Signature above applies to Addendum No. 2 only (i.e., not Addendum 6 as noted above).

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Tab 2.
Executive Summary (RFP 5.3.6.2.2)

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

WVDMV intends to move off their mainframe to a customer centric, web-based application. The new customer-centric Driver Services application will be able to query both Driver information and Vehicle information (from the Digital Title and Registration Suite, or DTRS) based on a single customer search. This modernization effort will serve two distinct and equally important stakeholders – customers and employees.

To improve the customer experience, WVDMV will choose a system that can provide a true mobile-first customer experience in real-time, is scalable and responsive to change, and can be implemented with little to no interruption. With the preference for an expedited timeline and desire to improve business process efficiencies while the system is being modernized shows WVDMV is wanting to move quickly and is open to transforming parts of their business to improve how customers engage.

To improve the employee experience, WVDMV will provide a customer-centric, single-source DMV application to better serve the public. This is further highlighted with the optional replacement of the DTRS system. By consolidating systems, employees will no longer need to "access as many as seven different applications to properly assist a customer."

Engaging a partner who understands the WVDMV goals, has the experience to deliver an exceptional customer and employee experience, and is committed to the long-term success of the West Virginia DMV, is critical to your success.

> "Today's world is full of enough frustrations, we want everyone who visits the DMV or accesses any of our services online to feel like a guest and have the most efficient process possible."
>
> — Everett Frazier,
> WVDMV Commissioner

> "We share and applaud the Commissioner's vision. By treating every West Virginian as a guest rather than a transaction, we can elevate the customer and employee experience to a level that sets a new benchmark for public service. We are ready to bring our proven track record in technology and customer experience to the WVDMV to make this vision a reality."
>
> — David Knigge,
> AstreaX CEO

Overview of Proposed Solution

Provide an overview of the Vendor's proposed solution.

WVDMV has always set a high bar for quality and customer service. Those expectations remain as you move off the mainframe to the cloud. WVDMV intends to implement a backend system that can replace the mainframe and match the experience already provided for your customers. We believe that system should be MAX. MAX, implemented by AstreaX, meets or exceeds WVDMV's requirements and business objectives for this project, and is our proposed solution to help you achieve your project goals.

Why MAX

MAX is a fully modern, flexible, customer-centric, cloud-based DMV solution that was originally developed to modernize the State of Arizona MVD system and is purpose-built to be state-owned and shared with other AAMVA jurisdictions.

MAX Is Proven and Expanding with Each Implementation

The MAX system has been live in the State of Arizona since 2020 and the State of Wyoming since October 2025. MAX is also currently being implemented in the Commonwealth of Virginia, has been selected as the future DMV system by the Province of Alberta, and is being evaluated by several additional AAMVA jurisdictions. MAX has a mature code base, strong training assets and curriculum, and mature API connectivity across the DMV ecosystem (e.g., insurance, courts, law enforcement, auto dealerships).

MAX first went live at the onset of the COVID-19 pandemic and quickly proved its effectiveness as a mobile-first channel by successfully handling millions of transactions while Arizona MVD field offices were closed.

MAX Provides WVDMV with Full Sovereignty and No Vendor Lock-In

By selecting MAX as your mainframe replacement, WVDMV will receive the latest copy of the MAX code base from the State of Arizona. West Virginia will fully own its copy of the MAX code base. This model gives the state full control and freedom to choose the approach and destiny of this major system investment. This differs from a traditional Commercial Off-The-Shelf (COTS) model and will benefit WVDMV in multiple ways, including:

▶ Enhance Operational Flexibility. WVDMV can choose to outsource all risk and responsibility to a vendor such as AstreaX, to manage the MAX system internally, or to employ a hybrid State-vendor support model. WVDMV's desired operational approach can and likely will evolve over time, and the MAX model is set up to support those changes.

▶ Eliminate Complacency. Because MAX is built on standard Microsoft technologies, WVDMV maintains the leverage to change service providers if necessary, ensuring that your partners continually re-earn your business.

MAX Is Engineered to Meet Current and Future Needs

WVDMV will receive the full MAX code base, which encompasses all RFP requirements and more:

▶ Requested Functionality. Driver, Common Customer, Vehicle (Digital Title and Registration), Appointment Scheduling & Queueing, Mobile-First Customer Portal, Cash Drawer (including Cash Management and Finance), and the ability to use the West Virginia ID as a verification/authentication method on the Customer Portal.

▶ Supporting Assets. Automated Testing Scripts, Training Assets (for online/video and in-person training), an online Reference Guide called One Source, and more.

▶ Additional Functionality. Motor Carrier (IRP & IFTA), Case Management, Enforcement, MAX Road/Skills Test Tablets, and more.

MAX Provides Access to a Collaborative Ecosystem of AAMVA Jurisdictions

By choosing MAX, West Virginia joins a collaborative community of AAMVA jurisdictions that currently include Arizona, Virginia, Wyoming, and the Province of Alberta, with additional jurisdictions joining in 2026. Community members share strategy, best practices, ideas, code, and even resources where it makes sense. For example, Road Test Tablets, which allow examiners to electronically record road tests without an internet connection, were co-developed by Arizona and Wyoming and are now available to all members at no additional development cost. While not required, we believe participation in the MAX Community adds great value for each member and for the community as a whole. The Community would be excited to include West Virginia among its members.

MAX Will Be Configured with WVDMV-Specific Business Rules

MAX will be configured with WVDMV-specific business rules to provide automated guardrails that prevent errant transactions (intentional and unintentional). Some business rules can be overridden with supervisor approval. To ensure accountability, supervisor overrides are automatically captured in a secure audit log, including the identities of all involved parties.

MAX Provides an Accommodative Data Feature to Preserve Legacy Information

Migrating data from a mainframe is a high-stakes task that is critical to the success of the project. Throughout the data migration process, there will be records you may not want to move into MAX's operational data (e.g., records from a deceased individual), but may want to retain for research, audit, or compliance purposes. MAX's Accommodative Data feature allows WVDMV to move legacy data from the mainframe to a read-only state in the cloud. You can then access and query this data via a web-based MAX user interface.

Why AstreaX

AstreaX is more than a vendor; we are the architects of the MAX system. Having served as the primary development partner since the inception of MAX, we bring an unmatched level of technical depth with the platform. Further, our leadership team carries lessons learned from working in more than 26 jurisdictions in the U.S. and Canada, and we will bring that industry expertise to West Virginia as well.

AstreaX Removes the Possibility of a "Stuck Project"

DMV modernization projects can sometimes become "stuck." A stuck project occurs when misalignment of expectations leads to an impasse, leaving the DMV without the progress they need and the vendor without the incentive to deliver. AstreaX is committed to keeping the WVDMV project moving forward successfully by appointing a Customer Success Manager (CSM) to this engagement to provide:

▶ Advocacy and Guidance. The CSM serves as a direct advocate for WVDMV's needs.

▶ Executive Oversight. For true checks and balances, the CSM will report directly to the AstreaX President and AstreaX CEO. Your voice will be heard at the highest levels of our company.

AstreaX Employs a Proven, Standards-Based Playbook for Success

The AstreaX team has been successful across all of our projects by following a proven standard. Our approach is based on the Project Management Institute's (PMI) PMBOK standards for Agile delivery. This standardized approach was behind our successful deliveries in Arizona and Wyoming, is currently driving our implementation in Virginia, and is our planned approach for Alberta. By aligning with global standards and best practices, we provide transparency, predictable timelines, and high-quality outcomes.

AstreaX Is Easy to Do Business With

We believe a successful partnership begins long before the first user story is written or the first component is configured. To demonstrate our commitment to a smooth journey for the WVDMV, we will:

▶ Request Zero Exceptions to T&Cs. AstreaX has accepted the WVDMV's terms and conditions, including service credits, without exception.

▶ Eliminate Friction. By avoiding lengthy legal negotiations, we make it easier for the WVDMV to focus on what matters most: the successful modernization of its mainframe system. We have included basic assumptions in Tab 11 - Appendix A of this response to share our understanding in scope-related areas.

AstreaX Serving West Virginia: Building on the Foundation Set by Michael Baker International

AstreaX is a Michael Baker International (MBI) company. MBI's history of service in West Virginia is highlighted on the page that follows. The State remains a focus for MBI and its family of companies.

▶ Local Presence. We intend to deliver this project from our downtown Charleston office, which is currently staffed with 80 local employees.

▶ Continued Local Impact. AstreaX would be happy to have an opportunity to join the MBI companies already serving West Virginia to grow our local team and extend the technology services we provide.

Our Focus on West Virginia

As part of the Michael Baker International (MBI) family, AstreaX looks to expand the history of successfully delivering critical projects that benefit West Virginia citizens. MBI's Charleston office was established in 1957 and is staffed today with 80 West Virginians who live, work, and pay taxes in the Mountain State.

This office will provide AstreaX with the space, infrastructure, and local resources to contribute to the WVDMV project. Signature projects include the New River Gorge Bridge, the Blennerhassett Bridge, and Corridor H.

Looking into the future, West Virginia remains a focus for our organization and a place we choose to invest time and resources. For example:

DATAMARK Technologies, also an MBI company, currently supports seven West Virginia counties – Berkeley, Jefferson, Kanawha, Marshall, Mason, Preston, and Summers – with solutions and services that:

‣ **Empower** the public safety market with Next Generation 9-1-1 (NG9-1-1) solutions that reduce response times by providing dispatchers with a precise, digital visualization of the emergency.
‣ **Enable** law enforcement and first responders with indoor mapping capabilities for critical "room-level" intelligence required for complex indoor emergencies.

Reflecting MBI's broader strategic commitment to the State, DATAMARK is actively pursuing initiatives in other West Virginia counties as well.

Tidal Basin Group, another MBI company, is a nationally recognized emergency management and disaster recovery consulting firm supporting federal, state, territorial, tribal, and local governments across the full disaster lifecycle. Tidal Basin's rich history in West Virginia includes:

‣ An engagement with the West Virginia Development Office in 2020 on a Community Development Action Plan to address how the State mitigates future floods.
‣ Assisting West Virginia Homeland Security and the West Virginia Emergency Management Division on navigating the 2025 disasters and the FEMA declaration process.
‣ The recent award of a West Virginia Emergency Management Division contract to support the delivery of Disaster Case Management services, helping disaster survivors identify unmet needs, access available FEMA, HUD, State and Local resources, and develop individualized recovery plans.

A Note about Artificial Intelligence (AI)

AstreaX is an early adopter of AI. We continually invest in it and look for ways to leverage AI to deliver more value to our DMV customers and the citizens they serve. By responsibly using AI during project delivery, we are able to deliver more value, faster. You will see this reflected in our expedited schedule and throughout the overall solution we are proposing to WVDMV.

The MAX application already has a number of built-in AI capabilities to provide a better customer experience. These include:

▶ Facial Recognition, Verification, and Liveness Checks for enhanced security.
▶ Object Detection to prevent non-allowed objects during photo capture.
▶ Automated Background Removal to eliminate the need for solid color backdrops in Regional Offices.

We also use AI where it can improve the MAX implementation process. For example, we use AI to:

▶ Reduce the time needed to create unit tests, increasing coverage of unit tests, increasing code quality with automated code reviews, and improving test automation.
▶ Expedite data analysis across multiple data sources and to decrease user story creation time.
▶ Perform rapid generation of interactive prototypes, resulting in significant time savings for the project.

In addition, we have recently implemented AstreaX-trained models to develop synthetic training data for another engagement and are looking to apply that approach to the WVDMV project. Synthetic training data does not contain PII and can be used for both training and testing purposes.

How Our Solution Addresses WVDMV Requirements

How this solution will address WVDMV requirements for modernizing its motor vehicle applications.

AstreaX has the expertise and capacity to implement, maintain, and operate MAX for WVDMV. Coupled with our MAX implementation and support experience, our solution exceeds the WVDMV requirements today and, with MAX's built-in flexibility and scalability, also positions the WVDMV for the future.

We are prepared to provide all necessary services to design, develop, configure, test, train WVDMV on, and deploy our web-based solution to a production status in each phase of work specified in the RFP. As required, our solution will support driver licensing initially, and has the capability, at your option, to be extended to also implement digital vehicle titling and registration in a single AstreaX-supported suite with a common user experience.

The AstreaX solution will be implemented in the four phases described in the RFP (Phase 4 optional), with each phase being initiated and managed as a distinct and separate delivery order within the contract.

Alignment with WVDMV Goals and Objectives

As summarized below, our proposed solution fully aligns with the WVDMV goals and objectives detailed in RFP Section 4.2.1: Goals and Objectives.

▶ **[RFP 4.2.1.1]** MAX is a web-based solution that is scalable and responsive to change. As evidenced in Arizona and Wyoming, our mainframe migrations cause little to no interruption to the customer. As part of your MAX implementation process, we will draw from our experience to identify potential business process improvements.

▶ **[RFP 4.2.1.2]** As an API-based application, MAX can communicate with other systems in a modern, secure way. With MAX and the current DTRS system connected, employees will be able to retrieve driver and vehicle information with one search method. This customer-centric approach uses a unique customer number that ties the customer in the MAX Driver system to the customer's vehicles in the DTRS. Changes to either system via any channel are reflected immediately.

▶ **[RFP 4.2.1.3]** MAX provides WVDMV with a single platform for a common, easy-to-use user experience for all driver licensing functionality. If WVDMV chooses to engage AstreaX for Phase 4, this approach will extend to all vehicle services functionality as well.

▶ **[RFP 4.2.1.4]** In addition to the MAX system code, WVDMV will also receive code for the mobile-first Customer Portal, which provides a seamless customer experience and empowers WVDMV and AstreaX to put more DMV transactions online for self-service.

▶ **[RFP 4.2.1.5]** MAX supports law enforcement with real-time search capabilities and provides WVDMV management with daily business intelligence for reporting and auditing functions. This direct access to respective MAX data is currently operational for law enforcement in Arizona and Wyoming.

▶ **[RFP 4.2.1.6]** As an API-based system, MAX can be interfaced with all other DMV systems and partners listed in Attachment B of the RFP.

▶ **[RFP 4.2.1.7]** MAX has built-in capabilities to communicate with all required AAMVA and/or Federal standards listed in the RFP. AstreaX has the experience to implement, configure, and test these connections before go-live or major planned changes by AAMVA or WVDMV.

▶ **[RFP 4.2.1.8]** MAX has an electronic workflow to create letters, forms, and notices that are sent to the printer in a modern format and saved as a digital copy in the customer's document center. This digital copy allows the customer to easily revisit/reprint what was sent. During the implementation process, we will work with WVDMV to determine if any items should exist in digital form only (and not be printed/mailed).

▶ **[RFP 4.2.1.9]** Drawing from our experience implementing MAX, we feel confident in proposing an expedited timeline of Phase 1 and Phase 2 to reduce Agency business risk.

Compliance with Mandatory and Desirable Requirements

As summarized below by topic area, AstreaX and our solution will comply with all mandatory and desirable requirements stated in RFP Section 4.2.2: Mandatory Project Requirements and RFP Section 4.2.3: Desired Project Requirements.

- **Standards and Regulations.** The MAX solution supports driver license and digital vehicle titling and registration functionality that fully complies with state and federal laws and regulations and with the state's Enterprise Architecture standard. Our solution will be implemented in conformance with state and federal security regulations, policies and requirements.

- **Solution, Approach, Timeline.** We have structured the MAX solution, approach, and timeline to support WVDMV's strategy for Phase 1 (REST services connected to the existing mainframe Driver License System), Phase 2 (MVP implementation of modernized Driver License System), Phase 3 (Extension of MVP to fully implement the customer centric design, features, and integration required), and readiness to complete the optional Phase 4 (Digital title and vehicle registration system). Phases 1 and 2 will be deployed to production status on an expedited timeline. Implementation of all phases are scheduled for completion within stated timelines.

- **Services.** Our project management services follow PMI standards throughout system implementation and operations & maintenance. We plan and conduct structured testing during each project phase; designing, developing, testing, deploying, and supporting required system integrations and management reports.

Services include planning and executing data migration. We will also operate and maintain our solution in production per service levels as negotiated and mutually agreed to in the Contract, addressing identified defects during operations & maintenance per Agency-defined service levels.

- **Performance and Functionality.** We will provide WVDMV with a high performing solution designed for high availability and reliability. The solution will have a consistent and intuitive user interface that fully complies with relevant useability standards. Document management capabilities will be included, along with the ability to integrate with the WVDMV document management system. Audit trail functionality will be included.

- **Project Organization.** Our key staff are long-term AstreaX employees who meet or exceed the experience of the staff identified within our proposal. We will be joined by the Kyndryl DMV Solutions team, who will subcontract to AstreaX with a primary focus on mainframe (Phase 1). We will also be supported by Microsoft, who will serve as a partner and advisor to the project, focused on Azure cloud deployment and cloud cost optimization. We agree to obtain WVDMV approval before subcontracting any other elements of the work under the Contract.

Prior Experience Implementing this Solution

Vendor's prior experience implementing its proposed solution

AstreaX is proposing the MAX system, which fully meets WVDMV's current requirements and positions the WVDMV to be ready for the future. Examples of our prior experience implementing this solution are summarized below.

- ▶ **State of Arizona MAX**. MAX was initially developed for the State of Arizona Motor Vehicle Division (AZMVD) and purpose-built to be shared with other jurisdictions. AstreaX was the primary development partner for AZMVD and built MAX from the ground up using modern cloud technology. Through this experience, we became a critical partner on all MAX implementations that have followed. AZMVD went live with MAX in April 2020 with Driver Services and Vehicle Services.
- ▶ **State of Wyoming MAX**. The Wyoming Department of Transportation went live with MAX Driver Services in October 2025. Both Arizona and Wyoming align well with the WVDMV scope because they were also migrating off the mainframe and looking to improve business processes where it could have a meaningful impact on customers and employees.
- ▶ **Commonwealth of Virginia MAX**. AstreaX is actively working with the Virginia Department of Motor Vehicles MAX implementation, which is currently underway and being led by Kyndryl (a partner of AstreaX on this response).

In addition to our MAX implementation experience, AstreaX is also actively involved in the MAX Community, where MAX jurisdictions share strategy, best practices, ideas, code, and even resources.

Our involvement in the MAX Community speaks volumes about our commitment to being a meaningful partner with the states that have chosen MAX to modernize their DMV systems.

The West Virginia DMV would be a welcome addition to the Community.

- ▶ **Province of Alberta**. We are currently engaged with the Province of Alberta on foundational pre-MAX implementation work. The Province has chosen MAX as its modernization platform and will be going through a procurement for a systems integrator later this year.

Proposed Project Organization

Describe the proposed project organization, the role of each subcontractor/subconsultant and the experience of proposed project team members (prime and subcontractor) to perform their assigned roles on the project.

Our proposed project organization emphasizes collaboration, risk mitigation, and alignment with WVDMV project objectives and is designed to efficiently deliver the required WVDMV MAX Driver modernization implementation services and ongoing MAX support. See Tab 7 - Proposed Project Organization (RFP 5.3.6.2.7) for additional information.

Role of Each Subcontractor/Subconsultant

- ▶ **Kyndryl** is a trusted global consulting firm with a strong DMV practice that has been involved in every MAX implementation. The Kyndryl DMV Solutions Team will subcontract to AstreaX with a primary focus on mainframe (Phase 1) efforts.
- ▶ **Microsoft** is a premier technology partner and strategic advisor who has been involved with MAX since its inception in Arizona. Microsoft will serve as our strategic cloud and architecture advisor, as it has in all other MAX implementations.

Experience of Proposed Project Team Members

AstreaX is proposing named personnel for the following positions: Client Project Manager (PMP), Functional Lead, Technical Architect, Training Lead, MAX Engagement Director, and Senior Strategic Advisor. As detailed in Tab 7 - Proposed Project Organization (RFP 5.3.6.2.7), these leaders all exceed WVDMV requirements and bring DMV industry experience from MAX modernization initiatives in jurisdictions such as Arizona, Wyoming, Virginia, and Alberta. An AstreaX Customer Success Manager will join the team as an advocate for WVDMV, reporting directly to AstreaX executive leadership.

How AstreaX Meets the Experience Requirements

Specifically highlight how the Vendor meets the required and desirable experience requirements.

Our team meets or exceeds WVDMV required and desirable experience requirements as stated in RFP Section 4.3: Qualifications and Experience.

Qualifications and Experience [4.3.1]

[4.3.1.1 and 4.3.1.2] MAX exceeds the requirement to have implemented to production status in at least one United States jurisdiction as of the date of proposal submission:

- ▶ MAX has operated successfully in Arizona since 2020. (Driver License and Vehicle Registration).
- ▶ MAX went live in Wyoming in October 2025. (Driver License).
- ▶ MAX is currently being implemented in the Commonwealth of Virginia. (Driver License and Vehicle Registration).

In addition, MAX has been officially selected by the Province of Alberta to replace their legacy systems. The MAX implementation is planned to begin this year. (Driver License and Vehicle Registration)

[4.3.1.3 and 4.3.1.4] As the developer of MAX, AstreaX fills a key role in all MAX implementations for both Driver License and Vehicle Registration. AstreaX provides DMV modernization and technical expertise in moving to MAX from a mainframe or other legacy source system.

Mandatory Qualification/Experience Requirements [4.3.2]

- ▶ [4.3.2.1] As required, our proposed Project Manager, Rob Wilson, is PMP certified by the Project Management Institute (PMI) and will manage the project following PMI PMBOK standards.
- ▶ [4.3.2.2] Our proposed Functional Lead, Marco Monreal, exceeds the 2-year requirement, as he has been working specifically on implementations with the proposed MAX solution since 2014 and has 15 years of overall experience modernizing Motor Vehicle systems.
- ▶ [4.3.2.2] Our proposed Technical Architect, Rafael (Raf) Padilla exceeds the 2-year requirement, with more than 5 years dedicated to MAX implementations. Raf consulted on the development of the MAX architecture and has more than 25 years of experience in motor vehicle and transportation systems.

Tab 3.
Proposed Solution (RFP 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.

AstreaX proposes to implement for WVDMV a fully modernized, highly flexible, customer-centric, cloud-based system that has been successfully operating in Arizona for the past five years and that incorporates a Driver system that was deployed in Wyoming in October 2025. This system, known as MAX, was purpose-built to be shared across jurisdictions, including the State of West Virginia.

The MAX system delivered by AstreaX fully meets or exceeds WVDMV requirements. It is the solution we propose to help WVDMV successfully achieve its project goals and objectives.
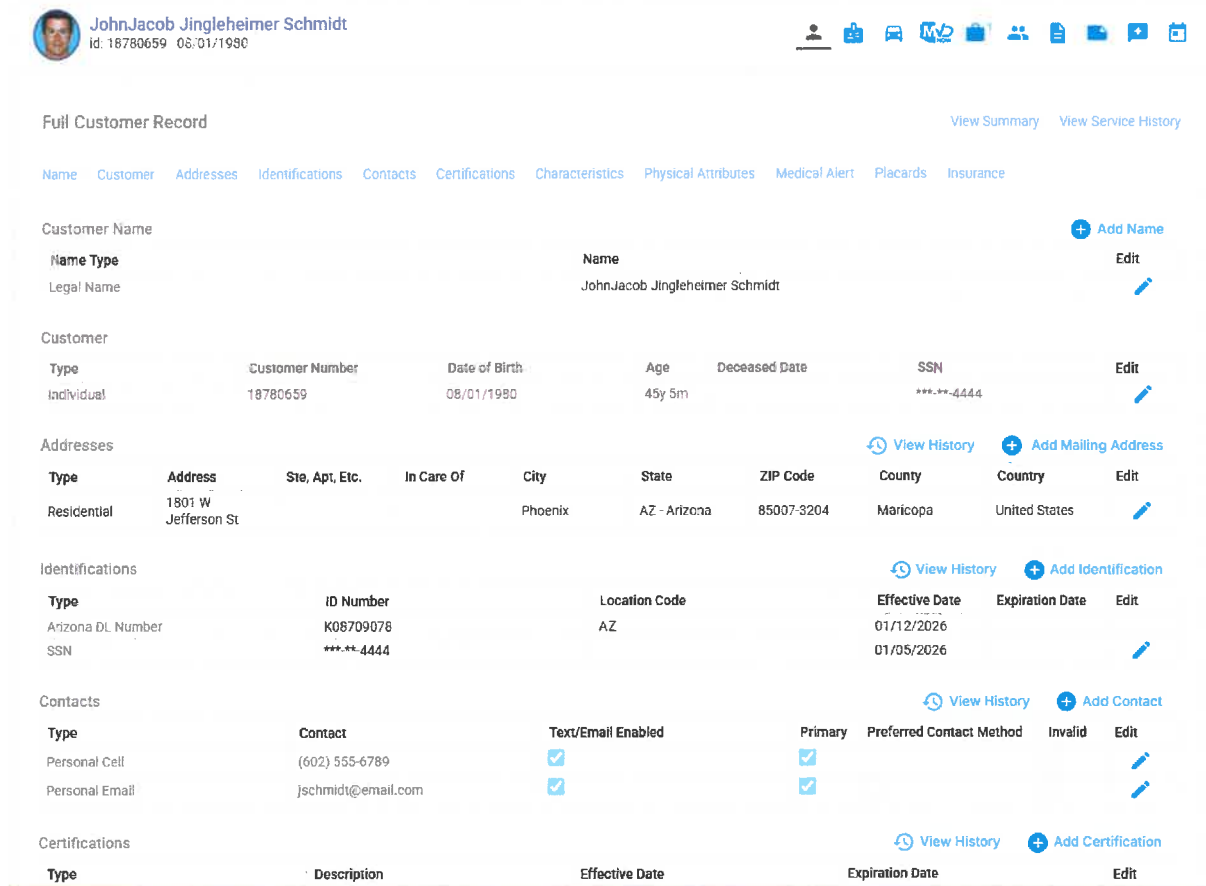
AstreaX has significant experience working across multiple jurisdictions, and we recognize the critical need for well-defined and thoroughly documented requirements. Requirements will be maintained in Azure DevOps (ADO), ensuring end-to-end traceability to use cases, test cases, test scenarios, and user acceptance testing. WVDMV personnel will have access to ADO reporting to verify that all requirements have been satisfied and that appropriate user acceptance testing has been conducted.

> The successful implementation of the MAX solution for Wyoming Driver Services demonstrates the repeatability of the AstreaX team's expertise to configure and, when needed, tailor the MAX solution to satisfy WVDMV requirements.

WVDMV requirements will be gathered through structured requirement-validation sessions supported by a comprehensive gap analysis of the MAX solution. The MAX platform will be reviewed in detail, with screen-by-screen demonstrations to identify where enhancements or modifications are needed. All required changes will be captured as requirements within ADO, including those that represent updates to the MAX base product. Requirements that introduce new or modified core functionality may require follow-up sessions to evaluate their implications for project scope, schedule, and overall delivery.

The WVDMV project will follow an Agile software development methodology, with four sprints planned for each program increment. At the end of every program increment, the AstreaX team will conduct a demonstration and review session with WVDMV personnel. These sessions will provide an opportunity to present the design artifacts completed during the program increment and to demonstrate the MAX functionality delivered with WVDMV personnel. WVDMV will be able to monitor the progress of system design and development at the conclusion of each Program Increment. After the AstreaX team has completed its internal testing activities, WVDMV project personnel will be granted access to the developed system functionality.

Throughout this section, we have included sample screen shots to help you visualize the MAX system. The first, shown below, is a sample screen shot of a MAX Customer View including Driver and Vehicle.

Figure 1. Sample Screen Shot: MAX Customer View

How Solution Addresses Mandatory RFP Requirements (RFP 4.2.2)

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

As described in this section, the AstreaX team and our proposed MAX solution will comply with and will meet or exceed all mandatory and desirable requirements listed in the 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

AstreaX meets this requirement as detailed in the RFP.

The AstreaX team will work in coordination with WVDMV, WVDOT, and WVOT to deliver a modernized system that adheres to all mandated state and federal laws, regulations, and legislative directives. The MAX driver license solution has been implemented in Arizona and Wyoming and is currently being implemented in Virginia. The vehicle title and registration system has been implemented in Arizona and is currently being implemented in Virginia. The WVDMV will benefit from these previous jurisdictions, which also required that the modernized system comply with state and federal laws and regulations. We will review requirements with the Agency to identify and make any additional changes that may be necessary to comply with WV laws and regulations.

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

AstreaX acknowledges and will comply with this requirement as detailed in the RFP.

The AstreaX team will work in coordination with WVOT to ensure the modernized system complies with the State of West Virginia Enterprise Architecture standards.

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

AstreaX meets this requirement as detailed in the RFP.

In Phase 1, AstreaX will develop REST-based services to interface with the current Driver License mainframe system, thereby replacing the AAMVA UNI message processing performed today. All AAMVA communications will be routed through the MAX platform, leveraging its established AAMVA integration framework and Help Desk functionality to support WVDMV operations. Enhancements will be made to the mainframe Driver License system to enable outbound REST calls via z/OS Connect and to accept inbound calls from the MAX AAMVA application. MAX will serve as the central point for managing all REST-based interactions with AAMVA. The MAX-based AAMVA communication functionality is currently deployed in production for two jurisdictions.

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.

AstreaX exceeds this requirement as detailed in the RFP.

Phase 2 of the WVDMV modernization initiative will replace the legacy mainframe system and the interfaces required to support WVDMV's business processes and external partners. This phase includes the migration of all mainframe DB2 data into the new MS SQL Server database. As system functionality is developed and validated, AstreaX will engage interface partners along with WVDMV business to ensure smooth integration and testing. Given the rigor of AAMVA structural testing for the modernized platform, sufficient time must be reserved to support AAMVA and all other interface stakeholders. Effective coordination and user acceptance testing by the WVDMV business team will be critical to maintaining alignment with the established project timeline.

AstreaX exceeds this requirement

One example: MAX is structured today to issue non-driving/non-state IDs. This functionality is live in Wyoming including state employee IDs, concealed carry permits, retired police IDs, and other ID types can be readily supported in the future.

The following is a sample screen shot of MAX securely issuing a REAL ID-compliant Driver License.

Figure 2. Sample Screen Shot: MAX Securely Issuing a REAL ID-Compliant Driver License

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.

AstreaX exceeds this requirement as detailed in the RFP.

Phase 3 of the WVDMV modernization effort will concentrate on deploying core system functionality that replaces the interfaces created in Phase 2 and incorporates enhanced features available within the MAX solution. Key components of this phase include:

AstreaX exceeds this requirement

One example: Beyond the online services required by WVDMV in the RFP, the MAX portal includes more than 60 services that can be fully or partially completed online across Driver, Common Customer, and Vehicle.

▶ Implementation of MAX Customer database and associated APIs for approved external partners/systems
▶ Deployment of Appointment Scheduling and Queuing (ASQ)
▶ Launch of WVDMV customer portal
▶ Cash Management capabilities, including integration with DTRS
▶ Automated testing to support quality assurance and ongoing system reliability

In addition, the AstreaX team helped Arizona implement the first mobile DL in the Apple Wallet. With the addition of Google, Samsung, and 3rd Party Wallets in Arizona, AstreaX is uniquely positioned to assist the WVDMV with their future Mobile ID journey.

The sample screen shot below shows MAX's Omni Search for driver and vehicle records, and advanced search capabilities for retrieval of driver and vehicle records based on appropriate user authorization.
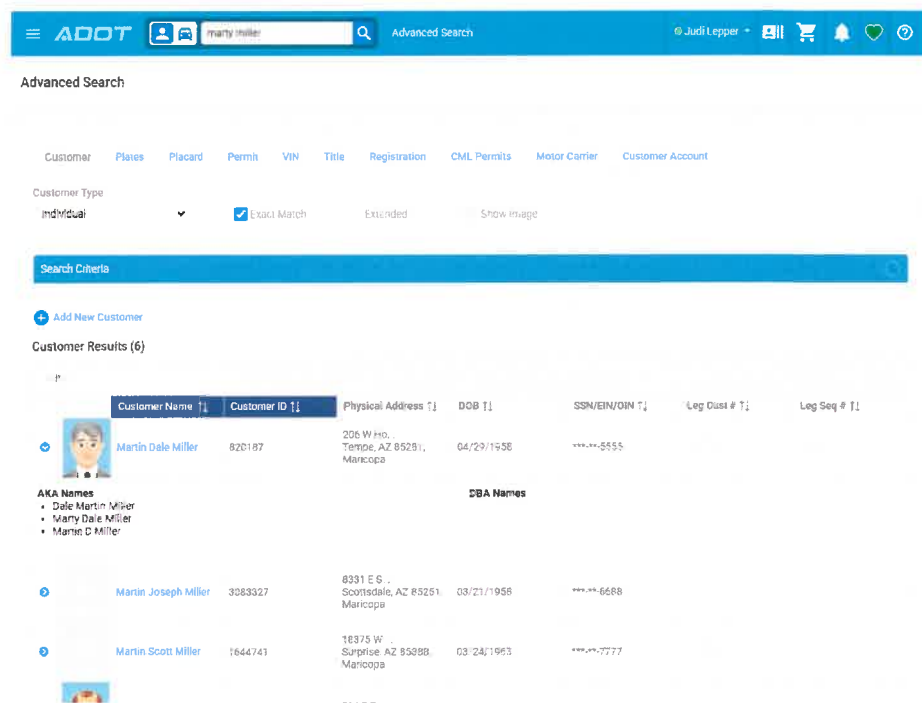
Figure 3. Sample Screen Shot: MAX Omni Search Results (Driver and Vehicle)

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.

AstreaX meets this requirement as detailed in the RFP.

The MAX solution offers Title and Registration capabilities as an optional component for the Agency, aligned with the functionality included in the Intergovernmental Agreement (IGA) between the State of Arizona and the State of West Virginia to acquire the MAX system code. AstreaX team members who developed the Arizona Title and Registration system will support its deployment for WVDMV, ensuring that all West Virginia digital title and registration requirements are incorporated.

The sample screen shot below shows the MAX Customer Portal that allows for the secure transfer of an electronic vehicle title between two customers who have been authenticated to the system.
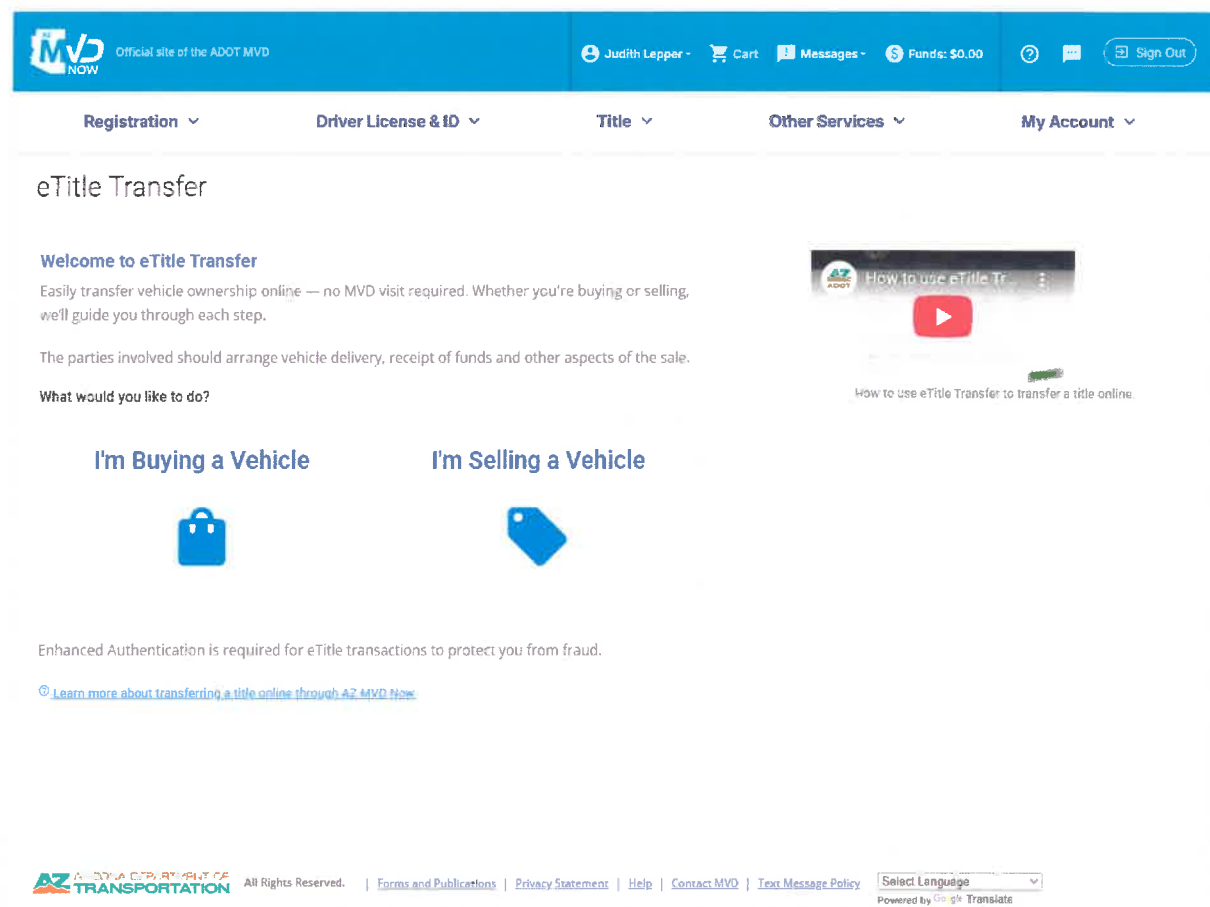
Figure 4. Sample Screen Shot: Online Portal for Secure Electronic Title Transfer

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.

AstreaX exceeds this requirement as detailed in the RFP.

AstreaX provides robust system integration services, proven through our work on statewide modernization projects in the State of Arizona, the State of Wyoming, and, currently, the Commonwealth of Virginia.

Our team has the full range of skills necessary to comply with this requirement and successfully execute the integration activities for all phases of the WVDMV modernization program.

AstreaX exceeds this requirement

One example: In addition to providing the required training (start-up, end-user, materials, videos, and train-the-trainer), WVDMV will also receive MAX One Source, an always up-to-date, searchable reference guide to assist with ongoing training and onboarding.

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

AstreaX meets this requirement as detailed in the RFP.

Our project management approach is outlined in Tab 8 - Proposed Project Management Methodology section (RFP 5.3.6.2.8) in this response. The team will follow an Agile-Scrum project management framework throughout design, development, system implementation, and into operations and maintenance. A consistent status-reporting cadence will be maintained, supported by regularly scheduled project meetings. WVDMV personnel will have ongoing opportunities to review progress, ask questions, and request clarification from project management team members at any time.

4.2.2.9   Plan and conduct structured testing during each project phase

AstreaX meets this requirement as detailed in the RFP.

AstreaX will prepare comprehensive, structured test plans for every phase of the project. To ensure that business needs are fully represented, WVDMV staff may participate in the structured/system testing process. A dedicated team will be assigned to conduct AAMVA structured testing to ensure adherence to all AAMVA program requirements. Due to the rigorous nature of AAMVA testing for modernized systems, this effort may extend over multiple months. All structured test cases and scenarios developed during system testing will be provided to the WVDMV user acceptance testing team to serve as the baseline for UAT planning and execution.

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

AstreaX meets this requirement as detailed in the RFP.

RFP Appendix B outlines the system interfaces required for the WVDMV modernization effort. AstreaX will develop Interface Control Documents for each interface, along with corresponding user stories in Azure DevOps to define the overall interface design. Each user story will be assigned to a developer in alignment with agile development practices, and a QA analyst will be responsible for testing the interface or system integration. After QA testing is complete, the interface will undergo system/structure testing with the external stakeholder, including participation from WVDMV business resources. For example, coordination will be required with Ignition Interlock providers during system integration testing. A system

integration tracking sheet will be maintained to ensure that all integrations are tested and that formal sign-off from stakeholders or partners is obtained prior to deployment.

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

AstreaX meets this requirement as detailed in the RFP.

The MAX platform provides an extensive suite of standard management reports. AstreaX will conduct a detailed requirements analysis beginning with the full inventory of management reports currently used by WVDMV. Reports not included in MAX will be documented as gaps, and requirements for new reports will be captured accordingly. Each new report will be represented as a user story for development, and any updates to existing reports will be tracked as ADO work items. All WVDMV-specific reports will undergo thorough testing by AstreaX QA resources prior to being delivered for WVDMV user acceptance testing.

The sample screen shot below is an example of a dashboard used to select and access reports. This sample specifically shows a Regional Office manager's view. The executive report dashboard has additional report options.

Report Dashboard

Accommodative Data Search
- Customer Details
- Mobile Home Snapshot
- Plate Credit
- Vehicle Snapshot

Compliance
- Audit Customer
- Audit User
- Audit Vehicle
- IA Audit Report

Customer Survey
- Customer Survey Analytics
- Customer Survey Responses

Driver - Commercial License
- AZ MVD Now Credential Renewals
- CDLs with Waiver/Exemptions Set to Expire Report

Driver - Credential Issuance
- Active Issued Driver Credentials
- Customer Knowledge Exam Attempt Details
- Driving School and Instructor Report
- Knowledge Exam Statistics (Assigned BUs)
- Original Credential Report
- PDS Completion Search
- Possible Issuance in Error Due to Waived Reqmts

Driver - Misc
- CDLIS Out of State to AZ Report
- Existing Photo Approval Report
- History Reports
- MVD Compliance Required Report
- Out of State OL Surrendered Report

Misc
- Account Balance Activity
- AZ MVD Now Transaction Report
- Business Transactions by Business Unit
- Business Transactions by Business Unit (Hist.)
- Business Transactions by Service (Assigned BUs)
- Fee Adjustments
- Legislative Report
- Office Average Transactions
- Point of Sale Device Assignments
- Service Activity
- Transaction Override Report
- Vehicle Transaction Details
- Watch Your Car Activity

Monitoring
- Vehicle History Detail Report

Quality Check
- Error Breakdown
- Error Breakdown (Admin)
- Scores
- Scores (Admin)

Receipts Accounting
- Office Deposit

Revenue Accounting
- Vault Daily Balance

TNR
- Alt Fuel Type
- Bus Registration Report
- County and Fuel Type
- Daily Title Number Report by Name
- Fuel Code Counts
- License Plate Type Counts
- Make Model Report
- Registration Renewal Reminders
- Registration Use Within County
- State Government License Plate Survey
- TnR Transactions with No Scanned Documents
- TnR Transactions with No Scanned Documents (Hist.)
- Vehicle Count by Model Year Within County
- Vehicle List Price Reg Count by County & Use Type

Figure 5. Sample Screen Shot: Reports Dashboard

4.2.2.12 Plan and execute data migration

AstreaX meets this requirement as detailed in the RFP.

AstreaX will develop a comprehensive data migration plan during the first month of the modernization project. This plan will define the required migration activities and assign responsibilities using a RACI chart, with priority placed on securing access to legacy data and enabling cloud-based data movement. AstreaX will perform a thorough data analysis to create a two-way data mapping document to guide the migration developers. This analysis will also identify data anomalies that require remediation. Each approved data fix will be documented and implemented, either within the source database or through transformation logic applied during the migration process.

The data migration effort will include multiple conversion cycles and the creation of reconciliation scripts. WVDMV business and IT teams will validate reconciliation results and confirm the accuracy and completeness of the converted data. To ensure system readiness, all system integration and user acceptance testing will be conducted using converted data.

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

AstreaX acknowledges and will comply with this requirement as stated in the RFP.

The AstreaX team will work in coordination with WVDMV, WVDOT, and WVOT to implement MAX to adhere to state and federal security regulations, policies and requirements. The AstreaX team has successfully done this twice – in Arizona and Wyoming – and can bring this experience to the WVDMV project.4.2.2.14 Provide a high performing solution

AstreaX exceeds this requirement as detailed in the RFP.

The MAX solution deployed in Arizona is a proven, high-performance platform supporting a population of 7.7 million. Built on Microsoft Azure cloud infrastructure, MAX is engineered for scalability and high-performance. Performance testing conducted in both Arizona and Wyoming validated the system's ability to meet expected transaction loads.

Furthermore, AAMVA mandates performance testing to confirm that projected usage levels align with established Service Level

AstreaX exceeds this requirement

One example: MAX is architected to be easily scaled both vertically and horizontally, meaning the WVDMV can accommodate more than 500 concurrent Agency users and more than 800 concurrent public users, should the need arise.

Agreements. AstreaX will work closely with WVDMV, WVDOT, and WVOT to ensure the MAX solution meets all performance expectations for the modernization effort.

4.2.2.15 Provide a solution designed for high availability and reliability

AstreaX exceeds this requirement as detailed in the RFP.

The MAX system implemented for Arizona and additional IGA partners is a proven, high-performance platform engineered for high availability through redundant hardware and service configurations. The MAX architecture provides the reliability necessary for mission-critical DMV operations. AstreaX will collaborate closely with West Virginia teams to ensure the MAX solution meets all performance expectations for WVDMV.

AstreaX exceeds this requirement

One example: MAX is architected in a way that code deployments can be done without bringing the system down, resolving the need for any planned outages or maintenance windows.

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

AstreaX acknowledges and will comply with this requirement as stated in the RFP.

The MAX solution is designed to support an intuitive and user-friendly interface. During the design phase, the AstreaX project team collaborates closely with the business team to conduct a screen-by-screen review of the functionality being delivered. Any requested changes are documented, and user stories are created to implement and track those updates through testing and acceptance. When new screens are needed, our business analysts work with the AstreaX user interface team to develop wireframes (mockups), which are then reviewed and approved by the business team. Usability standards are incorporated into all screen designs to ensure they meet business expectations and support an efficient user experience.

A Note About ADA / Section 508 Compliance for Browser-Based Applications

The MAX system is designed to meet ADA and Section 508 accessibility requirements when accessed through modern web browsers. Compliance is achieved through the following practices:

Standards Alignment

▶ Follows WCAG 2.1 AA guidelines, the accepted standard for Section 508 compliance.
▶ Ensures accessibility across project approved browsers such as Chrome, Edge, etc..

Browser Based Accessibility Features

▶ Supports screen readers (e.g., JAWS, NVDA, VoiceOver) through proper semantic HTML, ARIA labels, and accessible navigation structures.
▶ Ensures keyboard only navigation, including tab order, focus indicators, and skip navigation links.
▶ Provides sufficient color contrast and scalable text to support users with low vision.
▶ Avoids browser dependent barriers such as inaccessible pop ups, non-labeled form fields, or mouse only interactions.

Testing and Validation

▶ Tests may be performed using accessibility scans using browser compatible tools (e.g., Axe, WAVE).
▶ Manual testing may be performed by jurisdiction testers using project approved browsers to validate: screen reader behavior, keyboard navigation, form accessibility, and error messaging and focus management
▶ Test results may be documented and provided to the project team to address the findings and along with remediation as part of the development lifecycle.

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

AstreaX meets this requirement as detailed in the RFP.

The MAX solution provides integrated document management functionality as part of its core platform. Users may upload an existing document or a document scanned in real time. To support scanning, MAX leverages a third-party browser add-on that connects directly to a workstation-attached scanner. Documents captured during DMV services are uploaded to the customer document center, stored securely in Microsoft Azure Storage, and indexed to the appropriate customer or vehicle. System-generated documents – such as letters, notices, and credentials – are also stored within the customer document center. Customers may access both scanned and generated documents through the online portal.

Additionally, MAX is capable of interfacing with the WVDMV document management system through an API. AstreaX will collaborate with WVDMV during the requirements management phase to validate and refine all document management needs. The sample screen shot below is a glimpse into the customer document center within MAX.
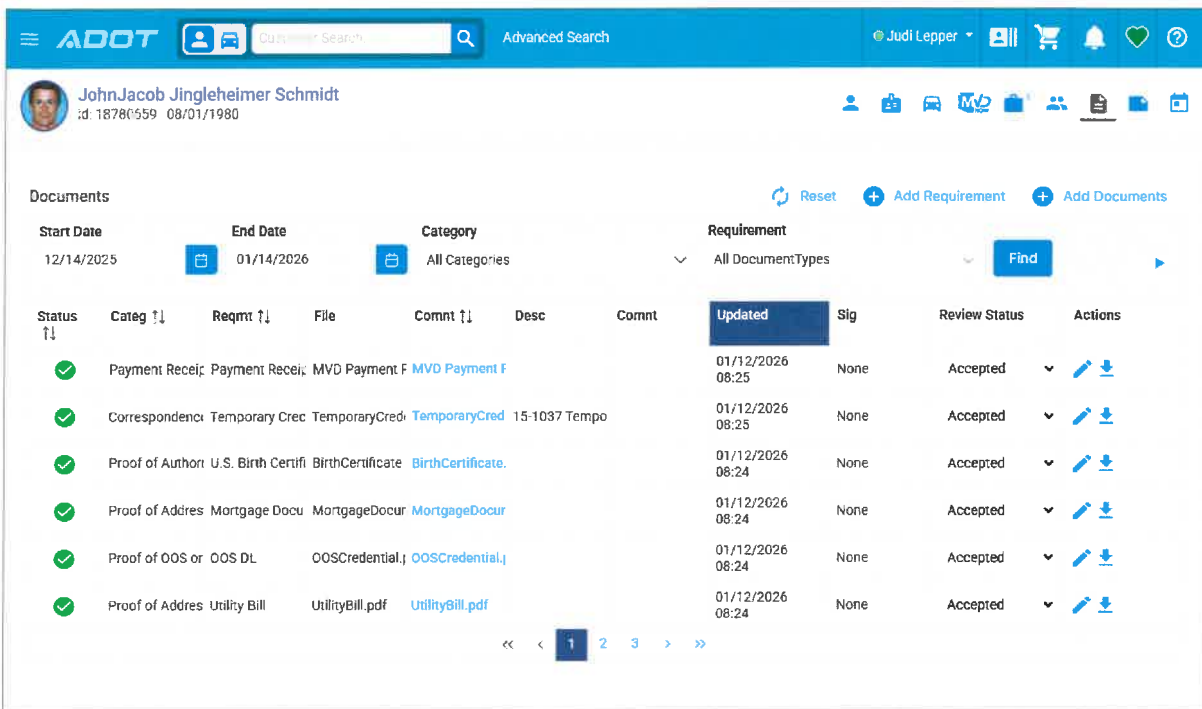
Figure 6. Sample Screen Shot: MAX Customer Document Center

4.2.2.18 Provide audit trail functionality

AstreaX meets this requirement as detailed in the RFP.

The MAX platform provides integrated audit trail capabilities. Each time a database record is created or modified, the system logs the initiating user or process and records a timestamp reflecting the most recent update.

As part of the requirements stage, AstreaX business analysts will evaluate the MAX audit features to verify that they meet the audit requirements for the WVDMV modernization effort. The MAX solution includes comprehensive audit-trail functionality. It records which users access customer records, and authorized users can generate reports showing exactly which records were viewed and by whom. In addition, business-transaction logging captures the identity of the paying "agent" associated with each transaction. The AstreaX team will collaborate with the WVDMV business and IT teams to review and finalize detailed audit-trail requirements.

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

AstreaX meets this requirement as detailed in the RFP.

The MAX solution will be operated and maintained in production in accordance with the service levels defined and mutually agreed to within the contract. AstreaX will collaborate with WVDMV, WVDOT, and

WVOT to establish appropriate service levels. Certain AAMVA transactions include predefined timing standards that must be met consistently across all jurisdictions.

How Solution Addresses Desired Project Requirements (RFP 4.2.3)

4.2.3. Desired Project Requirements - The following desired requirements relate to the goals and objectives and should be met by the Vendor as a part of its submitted proposal. Vendor should describe how it will support these desired project requirements or proposed alternative approaches that allow the Agency to achieve the intended outcomes. The desired project requirements are listed below.

4.2.3.1 Complete implementation of all phases within the agreed to timelines

AstreaX meets this requirement as detailed in the RFP.

We have created and included in our response a proposed overview timeline (see Tabs 5 and 6 - Proposed Approach sections), supported by an initial, detailed project plan (see Tab 12 - Appendix B: Initial Project Work Plan). This timeline and plan offer a clear roadmap to complete (and expedite) the implementation of all phases within the initial timelines specified in *Exhibit 2- Anticipated Timeline for the WV Driver's Licensing Modernization Project*.

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

AstreaX meets this requirement as detailed in the RFP.

After thorough review, the AstreaX team is confident we can meet the expedited timeline request for Phase 1 and Phase 2 with WVDMV commitment and assistance on:

▶ z/OS Connect availability for Phase 1
▶ Alignment with the AAMVA testing window for Phase 1
▶ Sufficient access to legacy data and evaluation of data quality to determine necessary pre-conversion remediation
▶ Dedicated WVDMV subject matter experts
▶ Dedicated user acceptance testing resources
▶ Other factors that may be identified during the exploration process with WVDMV

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

AstreaX acknowledges and will comply with this requirement as stated in the RFP.

AstreaX will remediate all defects discovered during testing and continue to support issue resolution during Operations and Maintenance. We will work closely with WVDMV to ensure all items are addressed in accordance with the established service-level commitments.

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

AstreaX exceeds this requirement as detailed in the RFP.

The AstreaX pool of motor vehicle resources includes staff with experience across a wide range of DMV modernization initiatives. The named staff members in this proposal all exceed the requirements listed in the RFP.

In addition, the WVDMV and project team will have access to AstreaX personnel from other jurisdiction projects who can offer critical knowledge, best practices, and guidance throughout the project.

AstreaX exceeds this requirement

In addition to the staff identified in our proposal (all of whom meet or exceed WVDMV requirements), our team also includes staff at all levels and experience who also exceed WVDMV requirements and will be available to contribute.

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

AstreaX meets this requirement as detailed in the RFP.

AstreaX is proposing Kyndryl as a subcontractor for this project. The DMV Solutions Team within Kyndryl has been involved in every MAX implementation and will primarily focus on mainframe (Phase 1) efforts.

We will provide advance notification to WVDMV regarding any additional subcontractors recommended for participation in the WVDMV modernization project, and we acknowledge that Agency approval is required prior to subcontracting any other elements of the work under this contract.

Tab 4.

Proposed Cloud Operating Environment (RFP 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.

The MAX solution runs in the Microsoft Azure Cloud environment. Our proposal is to run the WVDMV instance of MAX in a State-owned Azure environment that will be fully configured and managed by AstreaX. To get up and running quickly, at the start of our engagement we will create the lower MAX environments (e.g., dev, test) in an AstreaX Azure tenant. At the appropriate time, we will then move those environments to the State-owned Azure environment. (Wyoming followed a similar approach and was successful in quickly spinning up the lower environments.) AstreaX will continue to maintain and support both the MAX system and the State MAX Azure environment until WVDMV decides to take over or to move to a hybrid State-vendor approach.

MAX was built specifically to run on Azure and makes use of many of Azure's Platform Services. All current implementations (live or in progress) are implemented on Azure, which allows for consistency across the MAX Community. Additionally, Microsoft is a strong partner in DMV modernization and has provided useful guidance and resources to support the previous and current MAX implementations.

We have modeled our Technical and Cost Proposals to assume the use of the Azure Commercial Cloud. Based on our work with MAX in Arizona, Virginia, and Wyoming and our review of the WVDMV requirements, we believe Azure Commercial Cloud will meet all requirements. We would be open to a discussion with WVDMV, WVDOT, and WVOT on leveraging Azure Government Cloud, which can also meet MAX requirements but has some drawbacks in our opinion. Commercial Cloud is preferred because it will provide immediate access to new Azure features, well before Government Cloud, which can lag 12-to-18 months. Commercial Cloud typically provides a lower overhead as well.

Proposed Cloud Operating Environment

MAX is purpose-built for deployment within Microsoft Azure, using Azure's highly available, secure, and scalable cloud platform to meet the operational, security, and continuity requirements of a modern DMV enterprise system. As shown in the Cloud Architecture Design Plan subsection below, the proposed cloud operating environment is structured using a hub and spoke architecture in which centralized hub virtual networks support shared enterprise services (including identity, security, management, monitoring, and connectivity), while dedicated spoke networks isolate Production, Non-Production, and External application components. This architecture enforces strong segmentation, supports standardized governance, and ensures consistent and repeatable deployment practices across all environments. Core

Azure services such as Entra ID, Virtual Network Peering, Private Endpoints, and Azure Key Vault support secure identity management, traffic isolation, and protection of sensitive system secrets.

The MAX solution leverages Azure Platform as a Service (PaaS) capabilities to reduce operational burden, increase reliability, and comply with Azure best practices for cloud-native application design. Application components (including APIs, web applications, supporting microservices, and integration services) run on PaaS offerings such as Azure App Service, Azure SQL Database, Azure Service Bus, Azure Cosmos DB, and Azure Storage. Realtime and asynchronous processing is performed using Azure Functions and Azure SignalR Service to improve maintainability, resiliency, and scalability. These services provide built-in security hardening, automated patching, elastic scaling, and consistent performance across operational environments. The environment's observability and operational oversight are supported through Azure Monitor, Application Insights, and Log Analytics for comprehensive visibility into service health, performance, and security posture.

The MAX architecture incorporates Azure's native resilience and continuity features for high availability and rapid recovery in the event of a disruption. Redundancy is achieved through region paired replication, Geo Redundant Storage, and Azure Site Recovery for workloads requiring virtual machine-based failover. Network traffic is secured using enterprise grade controls including Next Generation Firewalls, Azure DDoS Protection, Azure Application Gateway, and rigorously defined routing policies for proper handling of inspected and uninspected traffic. Collectively, these architectural components create a secure, scalable, and resilient operating environment capable of supporting mission-critical DMV services while maintaining predictable operational costs and streamlined lifecycle management.

Information on the Primary and Backup Data Center

Primary Data Center. As previously mentioned, we are proposing Azure Commercial Cloud to host the WVDMV MAX application. Assuming we continue with this proposed approach (and do not move to Azure Government), the primary data center would be Azure's East US Region, located in northern Virginia. The East US Region is the closest Azure Commercial location to West Virginia and would provide the lowest possible latency for DMV field offices and administrative headquarters, ensuring a high-performance experience for both staff and customers.

Backup Data Center. The secondary/backup data center would be Azure's West US Region. Located more than 2,000 miles away from the primary site, the West US Region provides the geographic redundancy needed in the event of catastrophic regional disaster. Because these regions are "paired" by Microsoft, they benefit from high-speed, private back-plane data replication – meaning WVDMV data never travels over the public internet. This back-up approach, powered by Azure Site Recovery and Geo-Redundant Storage, enables a near-zero recovery point objective for database transactions.

RACI Model

Following is our proposed RACI (Responsible, Accountable, Consulted, Informed) model that outlines the roles and responsibilities for the Cloud Operating Environment.

Activity	WVDMV	WVOT	AstreaX
3rd Party Software License Procurement	Consulted	Informed	Responsible/Accountable
Azure Configuration	Informed	Consulted	Responsible/Accountable
Azure Tenant Governance & Subscription Management	Accountable	Responsible	Consulted
Backup & Recovery	Informed	Consulted	Responsible/Accountable
Batch Job Processing	Informed	Informed	Responsible/Accountable
Data Encryption & Key Management	Informed	Consulted	Responsible/Accountable
Deployment (CI/CD)	Consulted	Informed	Responsible/Accountable
Identity Management (SSO Integration)	Consulted	Responsible/Accountable	Responsible
MAX Application Hosting Environment	Informed	Consulted	Responsible/Accountable
Network & Firewall Management	Informed	Responsible/Consulted	Responsible/Accountable
Operations Monitoring	Consulted	Consulted	Responsible/Accountable
Performance and Tuning	Informed	Consulted	Responsible/Accountable
Security Monitoring	Consulted	Consulted	Responsible/Accountable

Cloud Architecture Design Plan

On the following page is high-level hub-spoke Cloud Architecture Design for the WVDMV instance of MAX, detailing connectivity, failover, and security components across production and non-production environments. Key elements such as ExpressRoute Circuits, Recovery Service Vaults, and APIM instances are highlighted to demonstrate resilience and scalability.
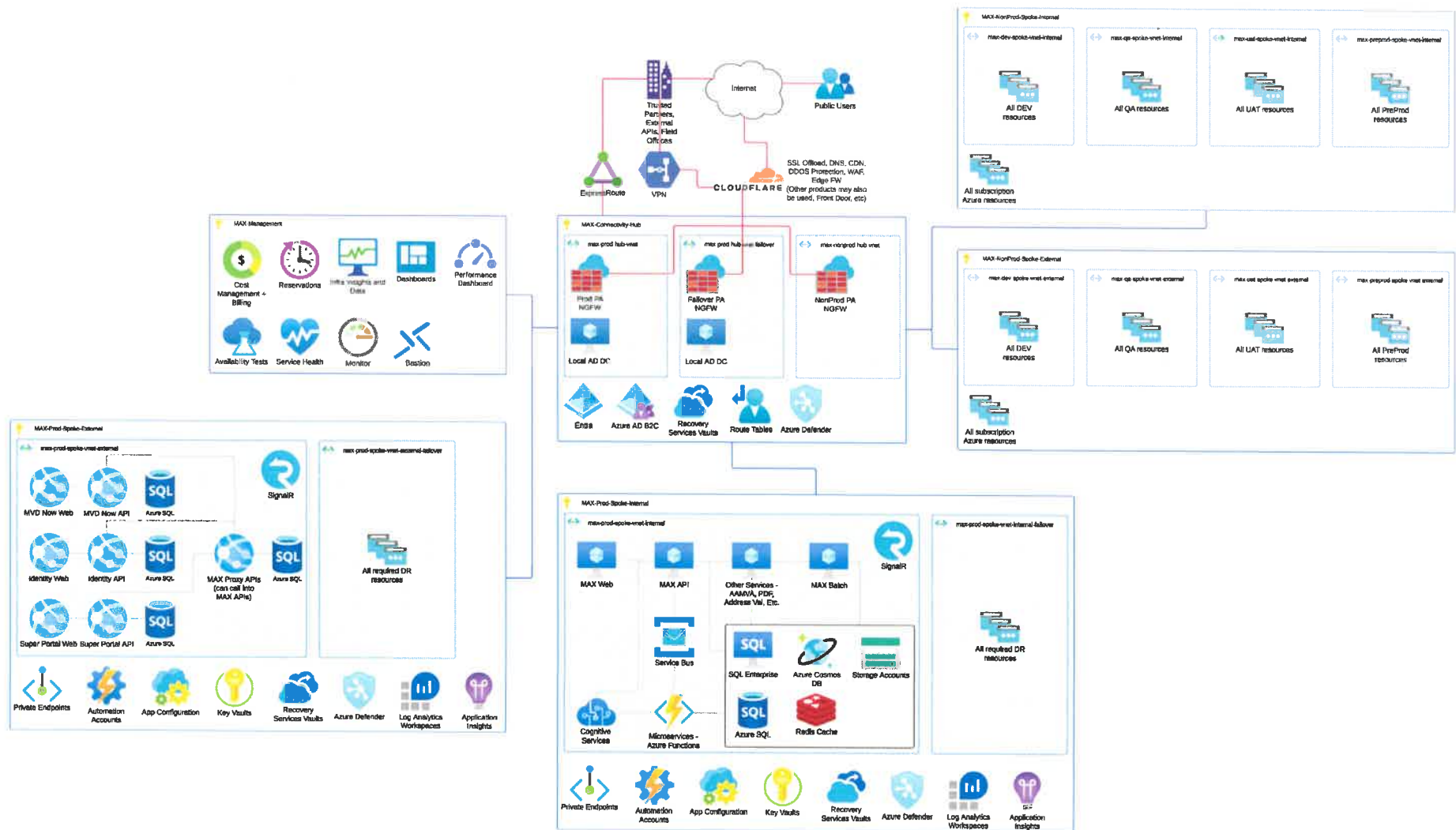
Figure 7. Cloud Architecture Design (High-Level)

Software Licensing List

Following is a list of third-party software and Software-as-a-Service (SaaS) that are needed to develop and operate the solution.

Third-Party Software Licensing Product	Vendor	Purpose
Adobe Acrobat	Adobe	PDF generation
Asprise Scanner.js	Asprise	Scanner Interface to MAX
Azure Communication Services	Microsoft	API for SMS/text to MAX
Docusign	Docusign	Electronic signatures
EMGU CV	EMGU	.NET wrapper for image processing
Essential Objects	Essential Objects	PDF generating/processing in .NET
FullCalendar	FullCalendar	JavaScript/Angular calendaring software
Google Developer License	Google	Identity provider/login for Customer Portal
Google Maps Developer License	Google	Google Maps API
Hangfire - Enterprise	Hangfire	Batch job scheduling and processing
MadCap Flare	MadCap Software	Content authoring for One Source
Power BI Pro	Microsoft	Business Intelligence software
Rebex Total Pack	Rebex	.NET development tools
reCAPTCHA	Google	CAPTCHA service that distinguishes bots from humans
Smarty Address Validation	Smarty	Address validation software
SQL Server	Microsoft	Database server
Topaz Signature Pad Certificate	Topaz Systems	Interface with signature pad
TransUnion iovation Device Reputation	TransUnion	Device/user risk mitigation

Tab 5.
Proposed Approach – Phase 1 (RFP 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.

Standing up the MAX solution and leveraging its integrated AAMVA components removes the need for the mainframe application to communicate directly with AAMVA services. Instead, all AAMVA interactions (e.g., CDLIS, Identity, CSTIMS, and future PDPS) are handled through the MAX platform's standardized REST interfaces.

This approach simplifies the modernization effort, reduces custom mainframe integration work, and centralizes AAMVA communication within a proven, reusable service layer already deployed in other states.

Phase 1 Proposed Approach

Describe the Vendor's proposed approach for executing Phase 1 of the project.

The AstreaX team will work with the WVDMV technical team to obtain access to the mainframe CICS COBOL code. AstreaX resources will require developer access to develop, test, and maintain the new REST calls required for communication to MAX.

The MAX AAMVA solution is already operational in Arizona (AZ) and Wyoming (WY). The Wyoming implementation currently supports REST-based messaging for the following services:

▶ **SPEX / CDLIS.** Includes support for: EEE, DHR, DACH, and NRCME

▶ **Identity Services.** Supports AAMVA identity verification messages: SSOLV, USPVS, HAVV

▶ **CSTIMS.** Integration with the Commercial Skills Test Information Management System

▶ **PDPS.** REST-based PDPS messaging is planned for implementation in AZ, WY, and VA. WVDMV will leverage the existing IGA to obtain the PDPS codebase, assuming it is not already included in the baseline AZ MAX solution code pull at the start of the project.

Phase 1 Timeline

Provide a high-level timeline for completing the work depicting key tasks/activities and milestones.

The diagram that follows shows the tasks to be performed to support Phase 1.

Project Phases	2026								2027												2028	
	P1		P2				P3		P4			M&O								2028	
	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb

Project Launch
Develop PMO Plans
Env Set-up
Requirement Review
Design
Development/Unit Test
AAMVA Dev/QA Testing
AAMVA Casual Test
WV System Test
AAMVA Structure Test
WV User Acceptance Test
Training
Deploy/Go Live
Post Production Support
Maintenance and Operations

Assuming a project start date of June 1, 2026, the AstreaX team estimates that the requirements review and design activities – including development of user stories – will be completed by September 2026. Development efforts will begin in July 2026, covering both the required mainframe modifications and the enhancements to the MAX platform. QA testing will begin as soon as the relevant development units are completed and communication with AAMVA services has been successfully established.

AAMVA typically permits casual testing using a selected subset of the formal structured test plan. The AstreaX team, in coordination with the WVDMV business team, will work directly with AAMVA to schedule and conduct the required testing activities. Execution of the AAMVA test cases will be carried out by the WVDMV business team. AstreaX will provide support throughout test preparation, test execution, and in resolving any issues related to the conversion of UNI messages to REST-based messaging. Any defects or issues determined to be part of AAMVA's base processing will be addressed by the WVDMV technical team responsible for AAMVA support.

The majority of the development and QA activities required to support the conversion from UNI to REST messaging are expected to be completed by the start of Structure Testing, currently projected to begin in December 2026. The project schedule includes ongoing development and QA support throughout the formal AAMVA Structure Test period, which is estimated to conclude in March 2027.

No functional changes are anticipated within the WVDMV legacy driver license system as part of this effort. Training activities will focus on the use of the MAX AAMVA Help Desk functionality to ensure staff are fully prepared to support and manage AAMVA-related operations within the MAX environment.

Post-production support and continued maintenance will continue for the mainframe REST services until Phase 2 of the WVDMV modernization project is completed.

Phase 1 Initial Project Work Plan

As an attachment (not counted in page limit), provide an initial project work plan for Phase 1.

A detailed project plan is provided in our proposal in Tab 12 - Appendix B: Initial Project Work Plan. The plan outlines the common tasks that span all three phases of the project and includes a comprehensive breakdown of the activities specific to each individual phase.

Tab 6.

Proposed Approach – Phases 2 and 3 (RFP 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.

As outlined in the Phase 1 Proposed Approach above, several common start-up tasks will also be executed at the beginning of Phase 1 and 2. Similarly, Phase 3 will include a formal phase launch to align stakeholders and confirm the specific tasks to be performed once approval is granted to proceed.

The setup and management of the Microsoft Azure environments for Phases 2 and 3 will require updates to the existing Azure configurations. During Phase 1, DEV, TEST, and PROD environments are established to support the mainframe legacy application. After Phase 2 is implemented, these environments will be modified and expanded as necessary to support Phase 3 development and testing activities.

Phase 2

At the beginning of Phase 2, the AstreaX team will initiate requirements-gathering activities to develop the Requirements Traceability Matrix (RTM) and identify any gaps relative to the MAX solution. Following the Agile Software Delivery Methodology (SDM), the WVDMV modernization effort will be organized into Program Increments (PIs), each consisting of four Sprints. At the conclusion of every PI, the AstreaX team will present a demonstration and/or design progress review to the WVDMV project team.

Phase 2 Proposed Approach

Using Agile software development practices, the AstreaX team will conduct Program Increment planning to define the functionality to be designed and developed within each PI. A demonstration or review session will be held at the end of each PI to ensure alignment, transparency, and continuous stakeholder engagement.

At the start of Phase 2, the data migration and conversion team will obtain access to the mainframe legacy system data, including the DB2 table schemas. The team will perform a detailed, two-way column-level mapping between the source DB2 tables and the corresponding MAX database tables. It is essential that both source-to-target and target-to-source mappings are completed to ensure full alignment and identify any discrepancies. This mapping process is expected to reveal a minimal number of data gaps. The data migration/conversion team will collaborate with the MAX team and the WVDMV business team to determine how these gaps should be addressed within the MAX solution and overall migration strategy.

Following Agile software development practices, the data migration and conversion team will begin developing the conversion scripts after access to the source data has been established and a backlog of conversion-related user stories has been created. Converted data will be delivered and demonstrated at the conclusion of each Program Increment. The AstreaX team will provide the converted data to WVDMV to support testing and data validation activities when ready. The diagram below shows the tasks to be performed to support Phase 2.

Phase 2 Timeline
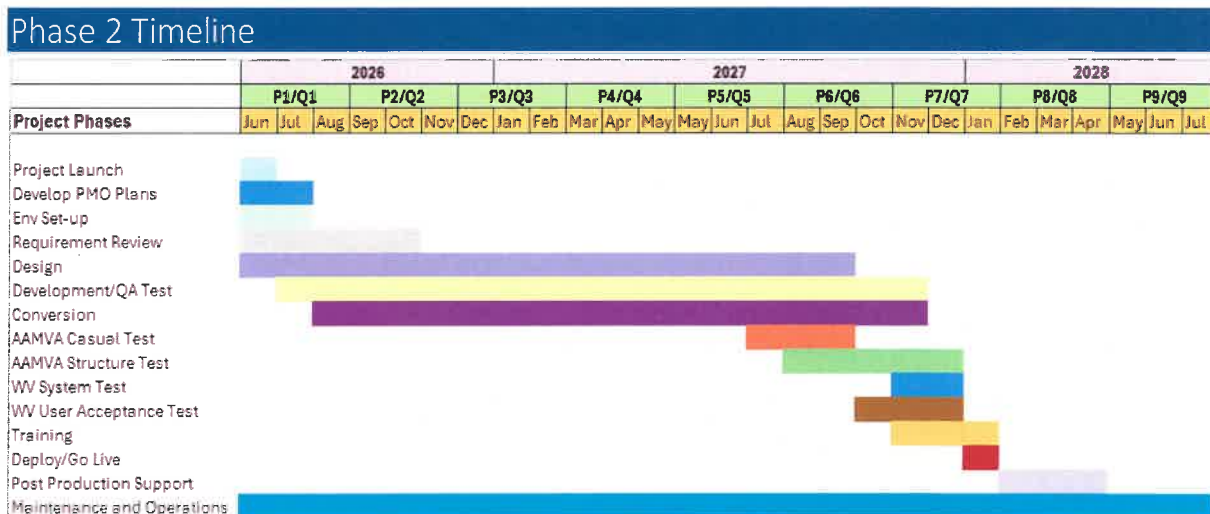
To proceed to Go-Live with a modernized system, AAMVA requires each jurisdiction to successfully complete a formal Structure Test for the applicable Phase 2 program areas. The required program areas include:

▶ SPEX 6.4
▶ PDPS, including DLDV and DIAE
▶ USPVS
▶ SSOLV
▶ HAVV
▶ CSTIMS
▶ NMVTIS (Phase 4 optional)

Completion and approval of these formal Structure Tests is mandatory before AAMVA will authorize Go-Live for the modernized solution.

The AAMVA casual and formal structure testing for modernized systems will span multiple months. Functional testing will validate that the modernized solution operates as required, while a performance test with AAMVA will confirm that the system can support peak load volumes based on the State's

population. Because AAMVA has limited resources available to support these activities, the formal structure test must be scheduled in advance to ensure appropriate coordination and availability.

The AstreaX project team will conduct system testing prior to the start of User Acceptance Testing (UAT). System testing will include integration testing with WVDMV stakeholders, including other West Virginia government agencies, to ensure end-to-end functionality across all interfacing systems. Members of the WVDMV project team may also participate in system testing to gain familiarity with the solution and prepare for their role in the UAT phase.

Go-Live planning will begin several months prior to deployment. Cross-functional meetings will be held to ensure all areas contribute to the final weekend cutover plan. Data conversion remains the most critical component, and multiple trial runs will be executed ahead of the final weekend to validate timing, accuracy, and overall readiness. The total duration of the conversion will determine whether a two-day or three-day Go-Live weekend is required. In prior implementations, public communication indicated that Motor Vehicle offices would be closed for four days to accommodate the transition.

In both Arizona and Wyoming, the Monday following Go-Live was designated as a contingency day to address any unforeseen issues. For each deployment, this Monday served as a "soft launch," enabling teams to monitor system performance and resolve minor issues while supporting limited "walk-in" customer traffic. A stabilization period, or Post-Production Support period, will ensure that the appropriate resources are available to address any issues that may arise with the data conversion or the MAX system.

Phase 2 Initial Project Work Plan

As an attachment (not counted in page limit), provide an initial project work plan for Phase 2.

A detailed project plan is provided in our proposal in Tab 12 - Appendix B: Initial Project Work Plan. The plan outlines the common tasks that span all three phases of the project and includes a comprehensive breakdown of the activities specific to each individual phase.

Phase 3

The suggested start for Phase 3 is three months after the completion of Phase 2. AstreaX will coordinate with WVDMV to determine whether Phase 3 can begin earlier, provided the necessary project resources are available.

Phase 3 Proposed Approach

At the start of Phase 3, a "mini" phase launch will be conducted to establish and review expectations for the phase. Any PMO plans requiring updates will be addressed at this time to ensure alignment across all

project areas. As noted previously, the Microsoft Azure environments established in Phase 1 will be repurposed after Phase 2 implementation to support the system deployments planned for Phase 3.

Phase 3 will continue to follow the Agile SDM methodology for requirements gathering, design, development, and testing. Six primary enhancements have been identified for this phase:

▶ **Customer Framework Integration** with DRTS and any additional required systems
▶ **Cash Management and Finance**, including replacement of the Celtic system and integration with the WV State accounting system
▶ **MAX Customer Portal** enhancements to support customer transactions and account management
▶ **Appointment Scheduling and Queuing** capabilities
▶ **Knowledge and Skills Testing**, including kiosks, tablets, and integration with CSTIMS
▶ **Mobile ID**, including provisioning and customer identity verification

AstreaX will work with WVDMV to establish the priority of the identified enhancements. WVDMV may choose to have Mobile ID available concurrently with the MAX Customer Portal, depending on business needs. The sequence and timeline for the enhancements will be reviewed, and adjustments will be made to align with WVDMV's business priorities. The timeline below indicates that each enhancement may be deployed once it has successfully completed testing, all required data conversion activities, interface testing, and training for the appropriate WVDMV resources.
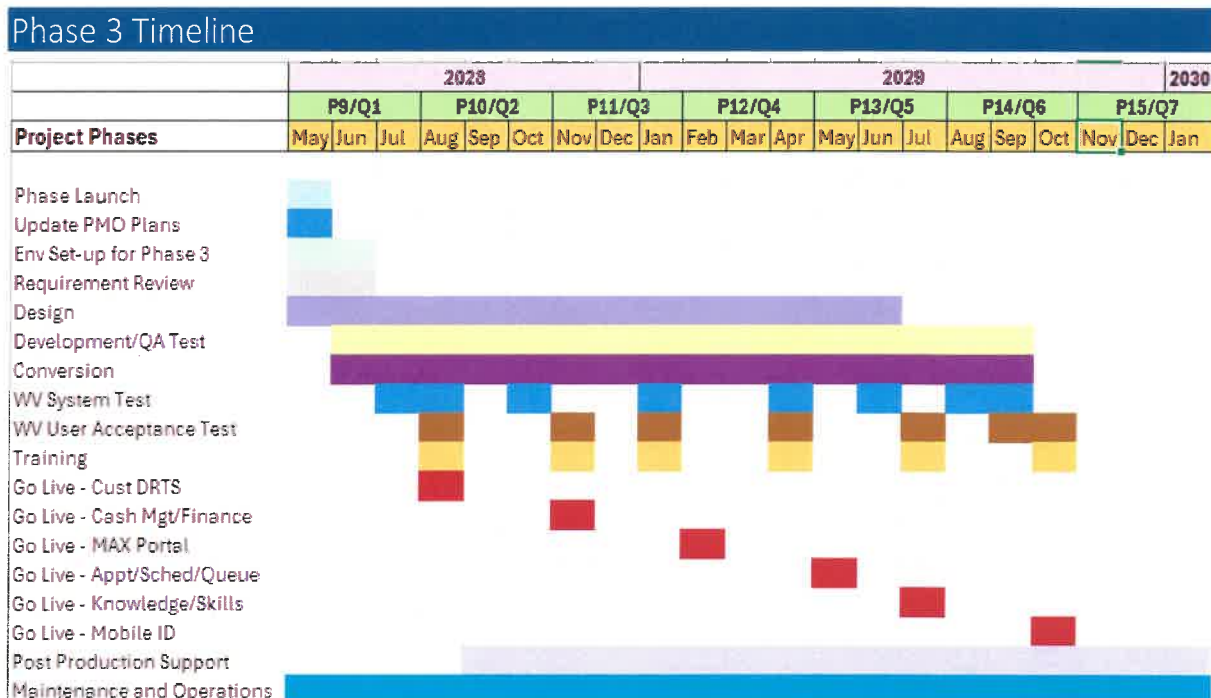
Phase 3 Timeline

Phase 3 Initial Project Work Plan

As an attachment (not counted in page limit), provide an initial project work plan for Phase 3.

A detailed project plan is provided in our proposal in Tab 12 - Appendix B: Initial Project Work Plan. The plan outlines the common tasks that span all three phases of the project and includes a comprehensive breakdown of the activities specific to each individual phase.

Optional Phase 4 (4.2.2.7)

Phase 4 Proposed Approach

The proposed approach for Phase 4 will follow a process similar to Phase 2. The phase will begin with requirements gathering and a fit-gap analysis against MAX functionality. Any gaps identified during this analysis will be documented and addressed through design or review sessions with AstreaX business analysts to ensure alignment with project and business needs.

For Phase 4, the included areas are:

- ▶ Vehicle – includes vehicle ownership and liens
- ▶ Title – support for digital titles
- ▶ Registration – including fee and tax calculations
- ▶ Insurance
- ▶ Enforcement and Compliance (registration suspensions)
- ▶ Case Management (if applicable)

Phase 4 Timeline

The timeline for implementing Phase 4 will be established in coordination with the WVDMV project team. Using a "MAX-first" approach, the implementation timeline could be as short as 18 months, assuming the legacy data is clean and ready for migration. If WVDMV elects to use the MAX title and registration functionality largely as delivered, the amount of customization required will be reduced, further supporting an efficient implementation schedule.

If the WVDMV business team is able to allocate project resources to support the Title and Registration business area, Phase 4 could begin earlier than currently planned.

Tab 7.
Proposed Project Organization (RFP 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

AstreaX proposes a project organization structure that is designed to efficiently deliver the WVDMV MAX Driver Modernization solution. This structure, shown below, emphasizes collaboration, risk mitigation, timely delivery, and alignment with the project phases to retire use of the AAMVA UNI connection, implement the AstreaX-proposed MAX Driver System (MVP) as the State system of record, implement MAX's Common Customer framework, and implement (if WVDMV elects to do so) our Digital Vehicle Titling and Registration System as the State's system of record.

Executive leadership from AstreaX and the State of West Virginia will provide engagement oversight and governance through their connection with the AstreaX Customer Success Manager (described later in this section). The AstreaX Technical Manager, Software Development Manager, and Client Project Manager will provide overall project leadership. In the chart below, the functional structure of the MAX DMV Modernization Project Team supports the scope, methodology, timeline, skills, and other factors driving this project. Our Functional Lead and Technical Architect will provide leadership in their respective areas. In the sections that follow, we introduce you to AstreaX staff in WVDMV-mandatory roles and additional AstreaX staff we have identified for this project to-date.
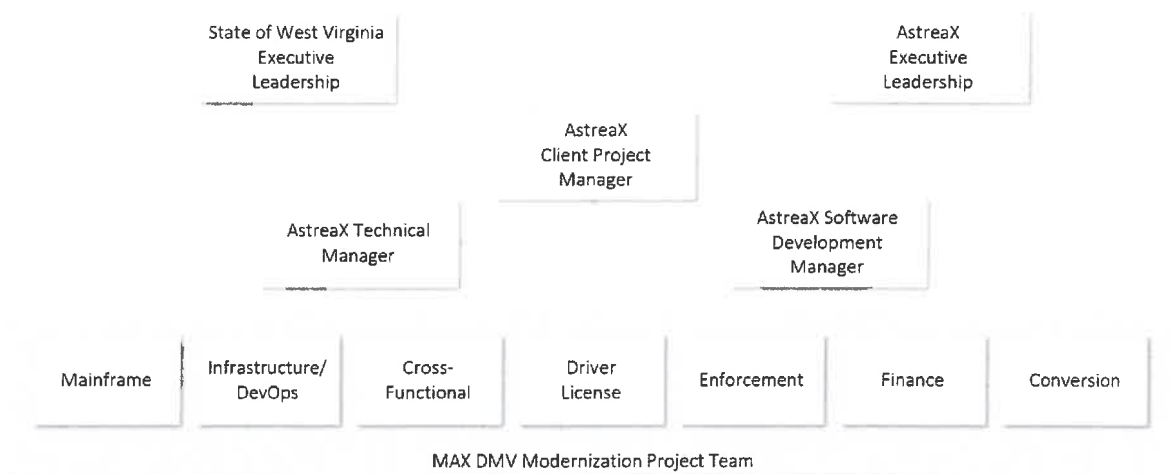
Figure 8. Proposed Project Organization (High-Level)

Summary of Proposed Project Team Experience

Our proposed project team has extensive DMV modernization experience. The proposed AstreaX team brings industry and MAX-specific experience from Arizona, Wyoming, Virginia, and Alberta. We have selected a strong Project Manager who is a PMI-certified PMP to lead the modernization program from the start of Phase 1 to the end of (optional) Phase 4.

Mandatory Project Team Roles

Project Manager (Certified PMP®)

AstreaX's proposed Project Manager, Rob Wilson, will be responsible for the overall project execution, including development and maintenance of the Project Management Plan.

Rob holds a PMI PMP certification and is an Agile Certified Practitioner (PMI-ACP). A Project Manager for 15+ years, Rob has led complex, high-visibility technology projects for state agencies, healthcare, and enterprise clients, with proven success managing large-scale modernization initiatives. He is highly skilled in Agile-Scrum and hybrid methodologies, stakeholder engagement, requirements management, and process optimization. Rob is often recognized for his strong communication, leadership, and ability to align project execution with organizational goals and regulatory requirements.

Functional Lead

AstreaX's proposed Functional Lead, Marco Monreal, will serve as the Driver's Solution Architect. Marco is an expert in the MAX Driver License and Enforcement functional area.

Marco has 15 years of experience modernizing Motor Vehicle systems, and has been a key leader in two successful MAX implementations. He has held various positions supporting Driver Services system modernization efforts and has deep experience in system design, requirements analysis, business process re-engineering and application design. His recent work has focused on the continuous improvement of the MAX Driver License system including AAMVA REST integration, driver enforcement, driver records, the ignition interlock program, and more.

Technical Architect

AstreaX's proposed Technical Architect, Rafael Padilla, will be the technical lead of the MAX solution, guiding the overall design, integration, and ongoing optimization of the system and its cloud infrastructure.

Rafael's background spans more than 30 years in software engineering, with 25 years in motor vehicle and transportation systems. Throughout his career, he has effectively managed architecture and R&D organizations, has overseen multiple large-scale Microsoft .NET projects, and has led large teams of highly

skilled software architects and developers. Rafael has been highly successful in establishing and enforcing technical standards and procedures for development teams.

Additional Project Team Roles

Training Lead

AstreaX's proposed Training Lead, Judi Lepper, will collaborate with the WVDMV training team to develop comprehensive training materials, train-the-trainer programs, and tailored resources that empower staff and ensure smooth adoption of the modernized MAX system.

Judi has 20+ years of experience in learning and development and organizational change management (OCM). Her core competencies include instructional design, virtual and in-person facilitation, performance consulting, Learning Management System (LMS) administration, and the creation of high-impact performance support materials. Judi had a pivotal role in developing and executing end-user documentation and training for the Arizona and Wyoming MAX implementations. Her contributions included One Source, Train-the-Trainer programs, and comprehensive go-live support. With 5+ years dedicated to the MAX platform, Judi is currently supporting training and OCM initiatives for the Virginia MAX implementation.

MAX Engagement Director

AstreaX's proposed Engagement Director, Alessandro Russo, oversees AstreaX scope for all MAX implementations and can provide the WVDMV and the Project Team with key lessons learned from other jurisdictions.

Alessandro has 15+ years of experience in information technology and has held positions that range from networking to running a large PMO. Currently, he serves as a senior leader within AstreaX and has built and managed numerous development teams to create and support enterprise applications. Alessandro is primarily focused on motor vehicle modernization efforts and has played a key role in Arizona, Wyoming, and Virginia implementations. He works closely with project leadership to develop timelines, roadmaps, process, metrics to track, and more – all with the goal to deliver on-time and on-budget.

Senior Strategic Advisor

AstreaX's proposed Senior Strategic Advisor, Don Logue, will serve as a trusted resource and share his vast experience with both the Project Team and the WVDMV.

Don has 40+ years of information technology experience, 30+ years serving state & local government clients, and 20+ years in the DMV industry. He has worked with several jurisdictions throughout the US and Canada on DMV system modernizations and has expertise in portfolio, program, and project management. Don is knowledgeable in MAX's application architecture, design, and configuration as well

as business and requirements analysis, strategic and tactical planning, and cloud strategy. He has worked on the Arizona MAX project since its inception and provides guidance to other MAX implementations.

Customer Success Manager

In addition to the named staff above, we propose to assign a dedicated Customer Success Manager whose focus is advocating for WVDMV priorities and interests throughout the engagement. The Customer Success Manager will report directly to AstreaX Executive Leadership. Having this executive alignment supports continuous project momentum.

Resumes of Key Personnel

Within our proposal, Tab 13 - Appendix C: Resumes includes the resumes of the senior team AstreaX proposes who possess deep knowledge of the MAX system, understand how to migrate/modernize from a legacy mainframe system to MAX, and have extensive experience working in the DMV space. These biographies substantiate the deep experience and talent of the team. Additional background on the proposed AstreaX team can be provided upon request.

Tab 8.
Project Management Methodology (RFP 5.3.6.2.8)

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

The AstreaX project management methodology follows our Agile-Scrum approach designed to deliver modernization outcomes that meet WVDMV's requirements and advance the Agency's vision to provide West Virginians with a modern, mobile-first, customer-centric Driver Licensing system and, at the State's option, a Digital Vehicle Titling and Registration system. Our Agile-Scrum approach applies Project Management Body of Knowledge (PMBOK)-aligned processes and tools developed by the Project Management Institute (PMI) across the following areas:

Project Governance

- ▶ Project Charter
- ▶ Project Plan
- ▶ Risk Register
- ▶ Issue and Action Item Tracking Logs
- ▶ Scope Management Plan
- ▶ Decision Log, including documentation of in-scope and out-of-scope decisions

Project Controls and Delivery Management

- ▶ Deliverable Management, including tracking and formal sign-off
- ▶ Program Increment tracking to identify milestones and progress
- ▶ Quality Assurance Plan
- ▶ Status reporting, including escalation items
- ▶ Knowledge Transfer for business and technical teams

Technical and Functional Coordination

- ▶ Infrastructure Deployment and Operations
- ▶ Interface Coordination and Tracking
- ▶ Data Migration and Conversion Planning
- ▶ Security Planning
- ▶ Test Plans and associated Testing Activities

The AstreaX project management methodology fully supports the phased implementation approach requested by WVDMV. Our Agile-Scrum software development model encompasses both development and system configuration tasks; we guide the software development lifecycle in an iterative and incremental manner, reinforced by continuous feedback and close collaboration with key stakeholders.

Further, our Agile System Development Life Cycle (SDLC) is designed to promote collaboration, adaptability, and traceability across all teams and environments.

Methodology
▶ Employs Agile-Scrum practices with Program Increments consisting of four 3-week sprints
▶ Emphasizes continuous feedback, evolving requirements, and close customer collaboration
▶ Supports flexibility in scope and prioritization throughout the development lifecycle

Tools
Azure DevOps (ADO) serves as the central platform for:

▶ Managing work items, including requirements, user stories, change controls, database change requests (DBCRs), configuration change requests (CCRs), and bugs
▶ Tracking progress, documenting requirements, and facilitating team collaboration
▶ Enabling CI/CD pipelines for automated builds, testing, and deployments

Program Increment Structure
Each Program Increment includes:

▶ Planning prior to the start of the increment to identify the functionality targeted for delivery
▶ Four sprints of iterative Agile development
▶ Design Review and Functionality Demonstration at the conclusion of the increment
▶ Retrospective to evaluate performance and identify improvement opportunities

Sprint Structure
Three-week sprints follow a consistent cadence:

▶ Week 1: Requirements refinement, development kickoff, and test planning
▶ Week 2: Continued development, QA testing, and Pre-Production readiness
▶ Week 3: Customer validation, issue resolution, and Production deployment

Stakeholder Roles
▶ Business Analysts (BA): Define requirements and acceptance criteria
▶ Developers (DEV): Build features, perform unit testing, and manage technical implementation
▶ Quality Assurance (QA): Validate functionality, integration, and system behavior
▶ Customer/UAT Testers: Validate deliverables and confirm production readiness
▶ Project Managers (PM): Coordinate planning, tracking, communication, and risk management

Structured Work Components

AstreaX will organize all work into structured components to effectively manage a project of this scope as well as implement requirements traceability clarity and alignment with WVDMV goals. This framework allows leadership to track high-level progress while giving project teams the granular detail needed for daily execution.

As shown in the diagram below, all work is first categorized into Areas (or "Products") to ensure that broad Function domains such as Driver Services, Common Customer, Financial Management, or Vehicle Services are managed as distinct, cohesive workstreams. We then move to strategic work items including Epics (which represent major project initiatives or high-level business goals) and Features (which define the specific functional capabilities required to achieve the Epic's objectives). From Features, we move into executable work items. Actionable work items that drive our Agile-Scrum development cycle include:

- ▶ **User Stories.** Work items that describe functionality from the end user's perspective to ensure the system meets WVDMV business needs.
- ▶ **Bugs.** Used to track, prioritize, and resolve any functional defects identified during the testing phases.
- ▶ **Change Controls.** Items that formally manage any modifications to scope or requirements identified after development has commenced.
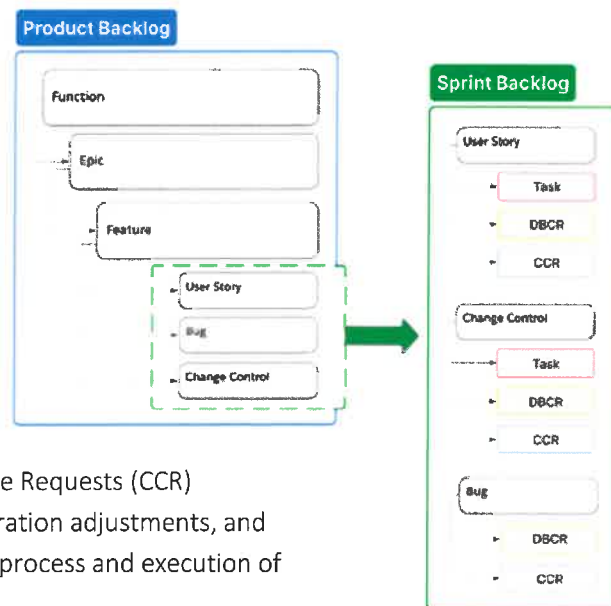
Within these work items are Configuration Change Requests (CCR) to manage environmental and MAX-level configuration adjustments, and Database Change Requests (DBCR) to govern the process and execution of any changes to the MAX database.

AstreaX's Agile-Scrum framework combines the strengths of iterative development and structured delivery. Agile supports evolving requirements and continuous user engagement, while Scrum provides fixed-length iterations that provide for regular delivery of working software. Together, these practices increase efficiency, transparency, and project success.

By applying proven, repeatable industry practices supported by PMI, AstreaX delivers consistent, high-quality outcomes across all teams. The Agile-Scrum approach is particularly effective in environments where customer needs evolve, scope adjustments are expected, and continuous feedback is essential to guiding development.

Activities: Program Increments and Sprints

Multiple activities will be conducted during each Program Increment and sprint, depending on the needs of the project:

- ▶ **Requirements Analysis.** Capture business requirements and identify gaps.

- ▶ **Data Analysis and Mapping.** Identify data clean-up needs and map source data to the MAX database.

- ▶ **Design.** Develop user stories to configure and/or customize MAX to meet WVDMV requirements. Our proposed approach is that the System Detailed Design Document (SDDD) referenced in the RFP will serve as the high-level roadmap and will be a living document. As we iterate through the Sprints and Program Increments, the SDDD will continue to be updated/refined as decisions are made.

- ▶ **Interface Design.** Develop an Interface Control Document (ICD) that defines the agreed-upon interface specifications between WVDMV and its interface partners.

- ▶ **Development.** Assign user stories to developers to configure and/or build the functionality required by WVDMV.

- ▶ **Quality Assurance Testing.** Conduct QA testing to ensure requirements have been properly built or configured to support WVDMV business processes.

- ▶ **System/Integration Testing.** Perform end-to-end testing to validate that the system supports WVDMV business needs and integrates correctly with stakeholders and interface partners. Includes support for AAMVA testing and both casual and formal structured testing, conducted in collaboration with WVDMV business teams.

- ▶ **Performance/Stress/Security Testing.** Validate that the system meets established Service Level Agreements.

- ▶ **Training.** Execute the Training Plan, which outlines the activities and schedule for delivering training to the MAX user community; this includes updating One Source online help content to reflect WVDMV business processes.

WVDMV Project Personnel Engagement

WVDMV project personnel will be integral to the success of the modernization effort. To support the MAX Design and Development teams, WVDMV must provide subject matter experts who can offer timely input and final approval across several key areas, including:

▶ **Requirements Validation.** Confirm that documented requirements accurately reflect business needs.

▶ **Data Analysis, Cleansing, and Mapping.** Apply knowledge of legacy data to support accurate conversion to the new MAX database.

▶ **Issue and Action Item Resolution.** Provide timely responses to maintain project schedules and avoid downstream delays.

▶ **Gap Agreement.** Review and approve gaps identified during requirements gathering.

▶ **Design Agreement.** Approve design decisions, including user interface modifications or enhancements.

▶ **Testing Support.** Participate in hands-on system testing, including informal testing prior to formal User Acceptance Testing.

▶ **Interface Testing.** Execute test cases with AstreaX support, particularly for AAMVA, the primary interface partner.

Tab 9.

Knowledge Transfer and Technical Training Plan (RFP 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.

The MAX training program has proven successful over multiple State government implementations and is designed to be tailored to support the specific requirements of each jurisdiction. Our plan for MAX knowledge transfer and technical training is to adapt our established program to accommodate the phased structure of the WVDMV project and prepare your IT staff to support the new system.

Approach to Meeting WVDMV Training Needs

Our proposed approach to achieve this objective involves rolling out knowledge transfer and training of internal users and technical staff across each phase as highlighted in the tables below and supported in depth by the description of our established training program that follows.

Phase 1: Connect REST Services

In Phase 1, AstreaX will connect REST services to the existing mainframe Driver License System to allow for decommissioning of the existing AAMVA UNI connection. We will provide necessary training on the AAMVA Help Desk tool in MAX, and we will collaborate with Phase 1 stakeholders throughout this process to gather and share information as needed.

Phase 2: Implement MVP Version of Modernized Driver License System

In Phase 2, knowledge transfer and technical training will be guided by the process described in the MAX Knowledge Transfer and Training Program section that follows, and will be focused on areas of learning related to the implementation of the MVP version of a modernized driver license system to replace the existing WVDMV Driver License System.

Phase 3: Implement Extension of MVP

In Phase 3, we will implement an extension of the MVP installed in Phase 2 to fully implement the customer-centric design, adding new features and integrating functionality currently performed in other application suites. Knowledge transfer and technical training will follow the processes described in the MAX Knowledge Transfer and Training Program section that follows.

Phase 4: Implement a Digital Title and Vehicle Registration System

If the Agency elects to move forward with Phase 4, we will implement a digital title and vehicle registration system that provides WVDMV customers and staff with a common user experience and look and feel to the MAX driver license system. Knowledge transfer and technical training for this option is anticipated to follow a path that is similar to that provided in Phases 2 and 3.

MAX Knowledge Transfer and Training Program

The MAX Training Program has been implemented across multiple jurisdictions and is the foundation we build upon and adapt to meet each client's specific needs. Our objective is to identify, engage, and equip your training participants with the knowledge and tools needed to serve their customers and support the system to the level requested by WVDMV.

We have found that preparing client staff to take over application managed services support for the new system is best achieved through appropriate levels of knowledge transfer and training for both users and technical staff. In this section, we describe this foundational training that will be the basis for our final plan for WVDMV.

User Training

Our MAX user training program will equip WVDMV employees for success by combining flexible, blended learning options and robust support. Industry standard best practices are combined with a personalized approach for each client's needs. The user training process includes the following steps:

1. Develop plan according to training needs of Identified stakeholders
2. Define modality and delivery methods for training execution
3. Deploy training for employees on the assigned topics
4. Evaluate knowledge and proficiency levels
5. Develop action plans based on assessment

Figure 9. Training Approach for WVDMV

The program includes the components below, with narrative following.

- Detailed Training Plan Customized for WVDMV
- Courses Tailored to the WVDMV MAX Environment
- Role-Based Training
- Schedule Aligned with Implementation
- Customized Training Rollout Plans
- Ongoing Access to Information and Support

Detailed Training Plan Customized for WVDMV

We develop a detailed, custom training plan that is based on our foundational training program and incorporates each client's specific scope and outcome requirements. The plan addresses topics that include:

▶ Method and length of training
▶ Recommended number of training participants in each session
▶ Outline and description of each training session
▶ List of training materials and samples
▶ Description of self-guided training modules used for pre-requisite training.

A MAX Training Success Story:
With their legacy mainframe system, Arizona reported a training time of nine to twelve months for a new hire to process driver and vehicle customer services without supervision. Today, that training time has been reduced to three to six weeks.

Courses Tailored to the WVDMV MAX Environment

Courses tailored to the WVDMV MAX environment are available in an accessible library to support self-paced use. These interactive, simulation-based courses are available to WVDMV project team members, enabling early learning before system deployment. The courses will be customized for WVDMV's end users and assigned as pre-work for on-site instructor-led training, ensuring foundational knowledge for all participants.

Available courses cover essential topics such as system navigation, customer management, document handling, service workflows, and event management. Each course is Sharable Content Object Reference Model (SCORM)-compliant and may be uploaded to WVDMV's Learning Management System (LMS) for tracking of assignments and completion. AstreaX will provide both the source files and SCORM files for ongoing editing by the WVDMV training team.

The following figure is a sample menu of online MAX courses available on demand. This sample shows courses used by the State of Arizona. Online-accessible courses for WVDMV staff will be identified and customized for your system.
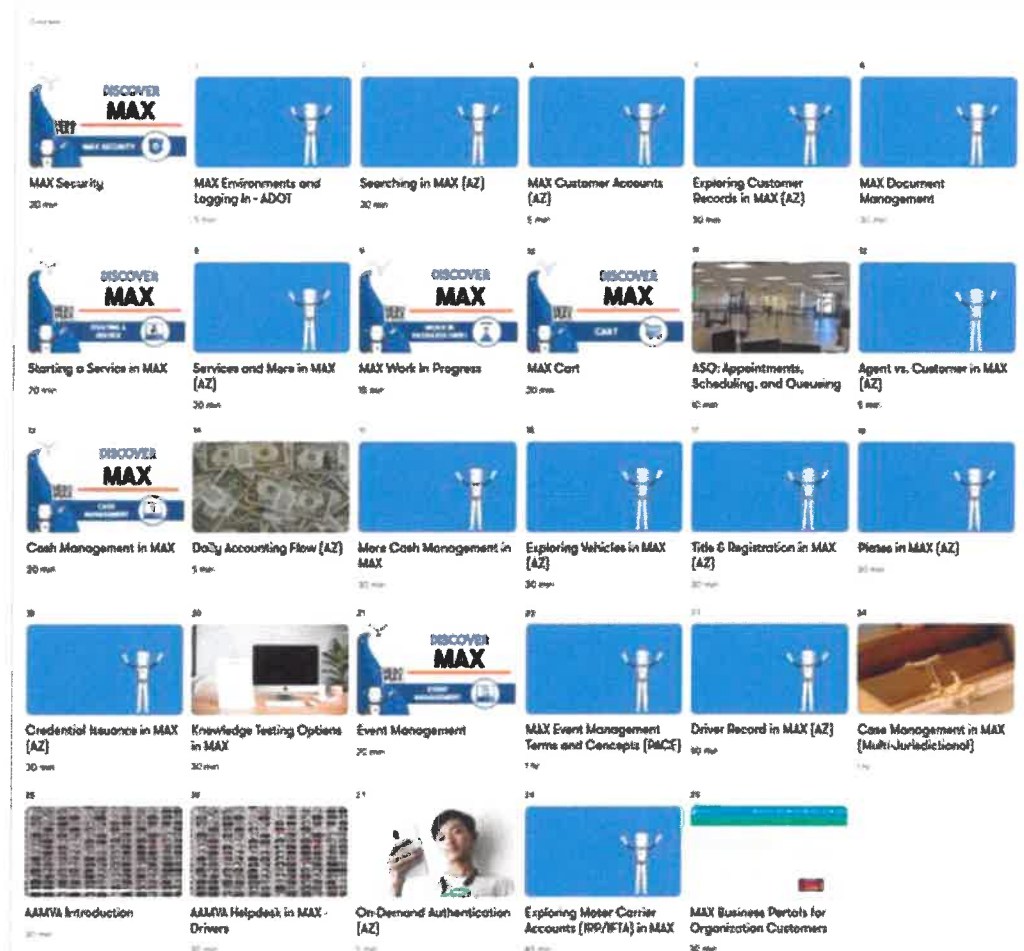
Figure 10. Sample Online Menu of MAX Self-Paced Courses

Role-Based Training

Role-based training content is customized to each business unit. Regional offices and support teams will receive on-site instruction focused on their unique responsibilities and system functions. AstreaX develops two role-based guides to support the training process. Each learner receives a Participant Guide that serves as a workbook for various activities. Each trainer follows a fully scripted Facilitator Guide for consistency in the learning experience. All learners retain access to the environment used during training for ongoing practice between training and go-live.

Schedule Aligned with Implementation

Training is scheduled for coverage across all locations. In metropolitan areas, centralized on-site instructor-led sessions minimize service disruption. In remote offices, trainers deliver on-site instruction, with contingency plans (e.g., mobile units as needed) to maintain public service during training. Training classes are highly interactive with a mix of demos, discussion, problem-solving, and hands-on practice activities. Practical training is performed through hands-on practice within a fully functional MAX test environment, along with interactive simulations in self-paced courses.

Immersive, on-site instructor-led, train-the-trainer sessions cover system expertise and adult learning principles. Participating WVDMV trainers then deliver the instruction to end users, supported by facilitator and participant guides and AstreaX consultant support as needed.

Customized Training Rollout Plans

Given WVDMV's distributed workforce, AstreaX recommends a staggered training rollout that leverages the following roles.

▶ MAX Advocates. Change champions in each location receive early training and access to practice environments to become super users. They support trainers as local points of contact for end users.

▶ MAX Trainers. Trainers from WVDMV complete comprehensive training cycles as end users and then participate in on-site train-the-trainer events with teach-backs to ready themselves to instruct others on the MAX solution and end to end processes.

Ongoing Access to Information and Support

Post-training, AstreaX will maintain communication with WVDMV to monitor needs, address challenges, and deliver refresher content as required. In the event of go-live delays or system updates, additional virtual sessions and "What's New" briefings are provided. An online, searchable repository called One Source is available for access to step-by-step guides, screenshots, and policy links. Integrated directly into MAX, One Source gives users immediate access to support and documentation that is continually updated and improved through tracked search terms.

One Source: Centrally Stored System-Wide Help

One Source is MAX's embedded help site for searchable content that includes step-by-step instructions, policies, forms, and visual aids. Through its intuitive structure and integration with the MAX User Assistance panel, WVDMV employees can quickly find answers that improve user and customer experiences. For WVDMV, One Source will include specific business processes and data, detailing end-to-end processes and system steps. One Source will be modified and maintained by AstreaX and WVDMV to ensure accuracy and relevancy of content to all users.

Sample screens from the State of Arizona's One Source site are shown in the figures below. The first shows a sample high-level navigation page. The second is a sample home page for a specific topic ("Editing a Customer Record"). The WVDMV One Source tool will be adapted for your system.
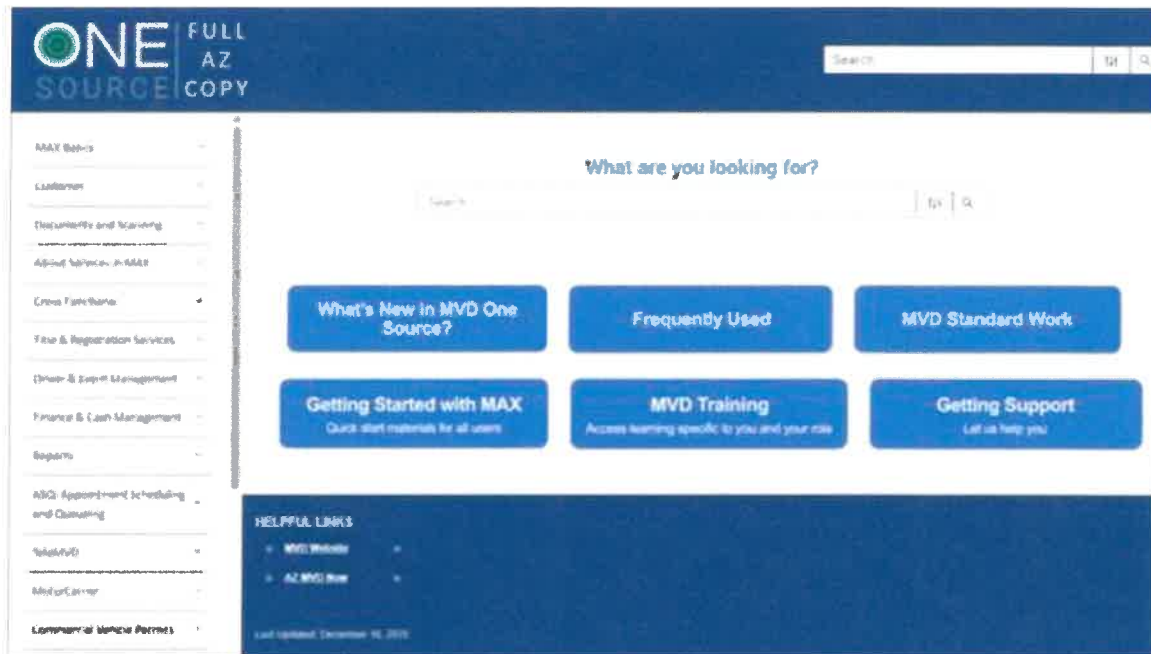
Figure 11. One Source Site – Sample Page
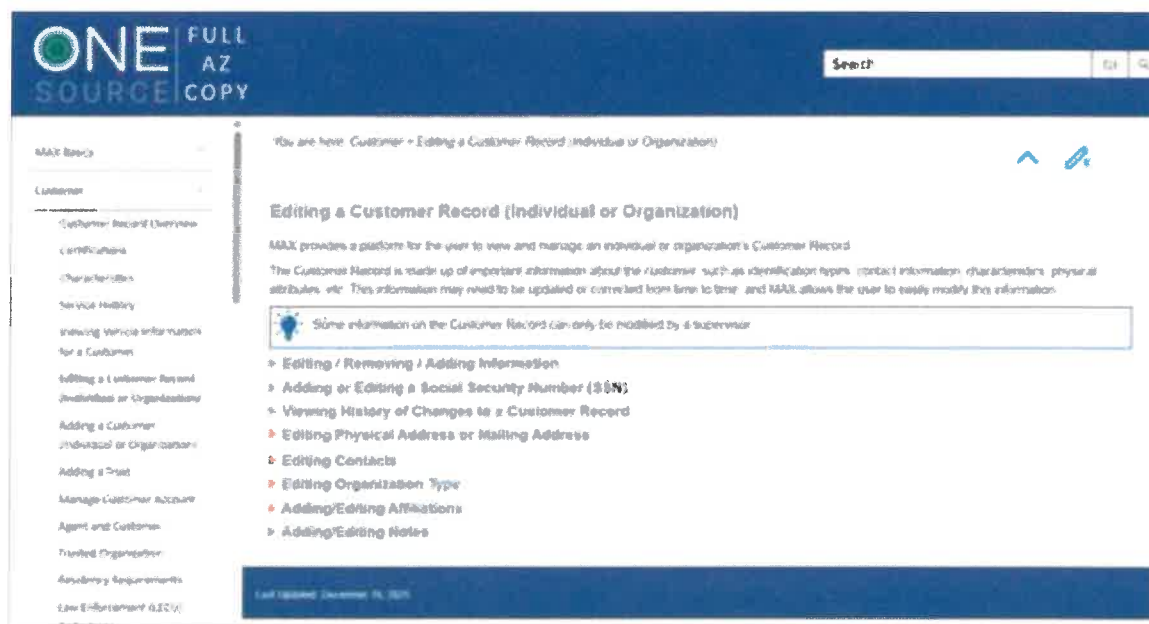
Figure 12. One Source Site – Sample Topic

MAX User Assistance: Context-Sensitive Online Help

MAX User Assistance provides real-time, context-aware support directly within the system. Employees receive links to relevant One Source content, policies, and forms based on the screen they are viewing. The following figure is a sample User Assistance Panel for Driver MVR that is used by the State of Arizona. The User Assistance tool for WVDMV will be adapted for your system.
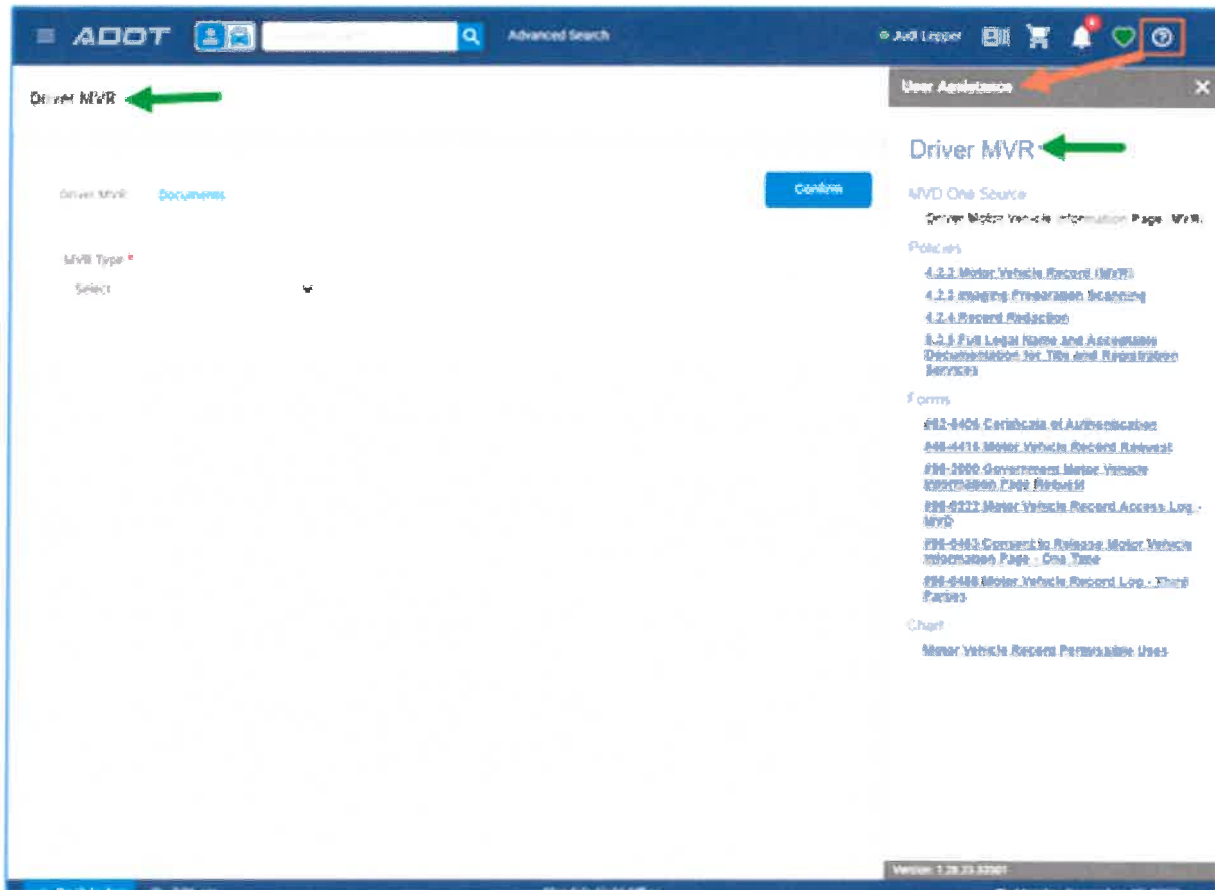
Figure 13. MAX User Assistance Panel (Sample)

Customer Portal Instructional Videos

AstreaX creates customer-facing training videos, beginning with the foundational topics listed below and continuing with service-specific videos as functionality becomes available in each phase of the project. Source files and final files in .mp4 format will be provided to WVDMV for ongoing maintenance.

▶ Step by Step Account Activation
▶ Upload Documents
▶ Schedule an Appointment

A sample menu of Customer Portal Instructional Videos is shown in the figure that follows.
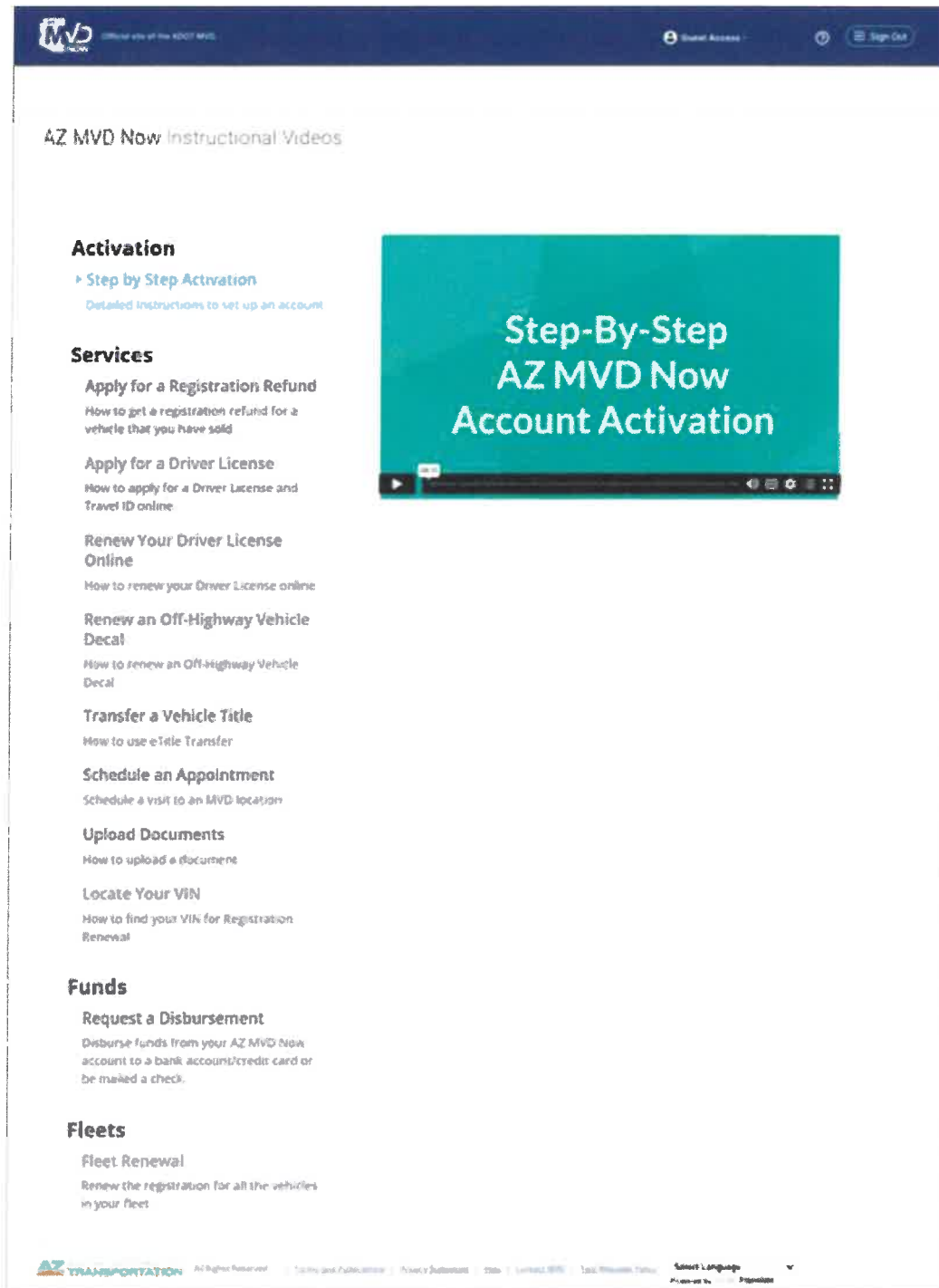
Figure 14. Customer Portal Instructional Videos (Sample)

Technical Training

AstreaX's Technical Training Plan (TTP) is designed to ensure WVDMV IT staff can confidently assume application managed services support if desired. Our TTP defines the scope, approach, and critical considerations that will guide the WVDMV, WVDOT, or WVOT learning journey and the delivery of the training.

Technical Training Program Development

Early in the planning process, AstreaX will work with WVDMV to develop a comprehensive training plan that outlines the approach and activities for training technical and system administration staff to prepare them for ongoing support, maintenance, and batch production control. One Source will be leveraged where possible to aid in the learning. The final structure and scope of this plan is determined through conversations with your team.

Blended Training Approach

Like the User Training approach detailed above, technical training will rely on a combination of self-study, live discussion, and hands-on activities for immediate application of the knowledge and skills learned. The graphic below outlines several components of the blended training approach for Technical Training.

Documentation
- AstreaX will provide documentation to support MAX applications, databases, and interfaces.
- AstreaX and WVDMV IT staff will review and jointly update documentation throughout the project.

Self Study
- AstreaX will recommend prerequisite self-study for WVDMV IT staff to establish a solid knowledge baseline before working on specific project-related items and activities.

Shadowing
- At first, AstreaX will lead WVDMV IT staff through on-the-job learning.
- As the project progresses, WVDMV IT staff will lead the work with observations and oversight by AstreaX.

Handoffs & Support
- Once WVDMV IT staff is comfortable taking ownership of assigned areas, AstreaX will handoff the work and provide additional assistance as needed.

Figure 15. Blended Technical Training

Timelines for each phase and staff role will be determined in consultation with WVDMV. As the knowledge and skill level grows on the part of WVDMV IT staff, additional project hands-on work will be assigned, providing greater mastery of the knowledge and skills needed to support the MAX solution.

Role-Based Training

WVDMV will be active participants throughout this learning process, which will further reinforce their training experience. AstreaX will work with your IT staff to finalize the scope of training required by group and method, as shown in the sample role-based training approach table below. AstreaX will provide all documentation, demonstrations, and eLearning curriculum recommendations as necessary for each role.

Sample Role-Based Training Methods

Group	System Functions	Knowledge Transfer Methods
▶ Analysts ▶ System Administrators ▶ Operations/Support staff	All System functions, subsystem functions, reports, and interfaces as documented in the requirements.	▶ System Documentation ▶ Demonstrations ▶ eLearning curriculum ▶ Shadowing
▶ IT Project Managers ▶ Developers	Technical training on non-functional aspects of the system. Overview of system functionality for context.	▶ System Documentation ▶ Demonstrations ▶ eLearning curriculum ▶ Shadowing
▶ Help Desk Staff	All System functions, subsystem functions, reports, and interfaces as documented in the requirements. Technical training in certain non-functional aspects of the system. User training for the Level 1-2 Help Desk Staff as needed to troubleshoot.	▶ System Documentation ▶ Demonstrations ▶ eLearning curriculum ▶ Onsite Classroom Training in MAX

Further supporting the training process is One Source, the extensive knowledge base built into MAX for use by end users which includes MAX functionality, policies, forms, and charts. Incorporating One Source into all training functions accelerates learning and confidence with the system.

Oversight, Continual Improvement, and Commitment

AstreaX will include regular feedback into the process to ensure continuous improvement to the training process and address knowledge gaps promptly throughout the project. On-the-job technical training tasks are monitored through Azure DevOps, with readiness milestones tied to the delivery of real work items. Feedback and evaluation measure our success in preparing users to do their jobs within the new system.

Successful training requires your staff's commitment to learn. As outlined earlier in this section, our approach will require some self-guided study by the recipients of training to better enable them to master the concepts and skills delivered with on-the-job training assignments. WVDMV IT staff will have technical depth, operational confidence, and documented resources necessary to assume application managed services support seamlessly. This structured, phased approach minimizes risk, accelerates capability building, and ensures long-term sustainability for the MAX platform.

Tab 10.
Client References (RFP 5.3.6.2.10)

RFP 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.

Our references demonstrate the success of MAX, its alignment with the WVDMV program requirements, and our background and experience developing and implementing the MAX solution. One reference (Arizona) has implemented the MAX Vehicle Registration System, and two (Arizona and Wyoming) have implemented the MAX Driver License System. We have included a third reference (Alberta), who has engaged us to help with foundational work for their planned implementation of the MAX Driver License System, MAX Vehicle Registration System, and MAX International Registration Plan (IRP).

References

Reference 1: Arizona Department of Transportation Motor Vehicle Division

Project Scope	MAX Driver License System, MAX Vehicle Registration System, Appointment Scheduling and Queueing, Motor Carrier, and more (see description).
Brief Description of Project	AstreaX served as the primary development partner for the Arizona Department of Transportation Motor Vehicle Division (ADOT MVD) to build and implement a comprehensive, end-to-end modernization of its core system. This large-scale transformation involved replacing a decades-old mainframe with a fully modernized cloud solution, MAX, covering all aspects of Driver Services and Vehicle Services.
	ADOT MVD's goal was to create a modern, scalable, and secure platform to serve Arizona's citizens, law enforcement, and partners while improving operational efficiency and enabling future innovation. Numerous MAX enhancements have been developed and deployed since Go Live. These enhancements include Appointment Scheduling and Queuing, Knowledge Testing, TeleMVD, and others. MAX went live in Arizona in April of 2020.
	Note: Additional detail on this project is included in the Testimonial – Arizona MAX section that follows these references.
Client Contact Information	Jay Chilton Business Strategy Manager jchilton@azdot.gov	602.712.7054

Reference 2: Wyoming Department of Transportation

Project Scope	MAX Driver License System, Appointment Scheduling and Queueing, MAX Photo Capture, MAX Knowledge Testing, and MAX Skills Testing.
Brief Description of Project	The Wyoming Department of Transportation (WYDOT) selected the MAX Driver License System, which includes cross functional components, finance, driver license issuance, driver enforcement, interfaces (including AAMVA interfaces), and more. AstreaX worked with WYDOT to deploy MAX into a State-owned Microsoft environment and replace WYDOT's legacy mainframe system. The mainframe system had been severely limiting for WYDOT, and in some instances was not able to implement timely legislative changes due to the complexity of the mainframe. With MAX, WYDOT was able to move to a modern, flexible, customer-centric system empowering citizens, WYDOT employees, authorized partners, and law enforcement. MAX went live in Wyoming in October of 2025.
Client Contact Information	Misty M. Zimmerman Program Manager - Driver Services misty.zimmerman@wyo.gov | 307.777.4802

Reference 3: Government of Alberta

Project Scope	Foundational work to prepare the Province for their planned implementation of the MAX Driver License System, MAX Vehicle Registration System, and MAX International Registration Plan (IRP).
Brief Description of Project	The Province of Alberta has selected MAX as the system to modernize its Motor Vehicle Services. In addition to the main legacy Driver and Vehicle system, 11 additional connected systems may be sunset with their functionality rolled into MAX. When complete, this work will create an improved customer and employee experience and a common look and feel across all services provided. AstreaX is currently assisting the Province in "Phase 0" activities, such as standing up MAX Azure environments, capturing requirements, performing a gap analysis, data mapping, data analysis, providing MAX expertise, and other tasks to prepare them for a coming competitively bid, fixed-price MAX implementation. MAX is expected to be live by December 2028.
Client Contact Information	Christina Dentzien Executive Director Service Transformation and Registries Evolution christina.dentzien@gov.ab.ca | 780.235.1773

Testimonial – Arizona MAX

The MAX system was featured in a Microsoft Customer Success Story in December of 2020, 8 months after the system went live in Arizona. Highlights from the Success Story are included below.

Arizona MAX - Microsoft Customer Success Story

" *...when MVD innovation takes another leap forward with a modern, cloud-powered super portal delivering secure, improved, and expanded online services—and offering the potential to transform other government transactions."*

According to Eric Jorgensen, Director, Motor Vehicle Division, Arizona Department of Transportation, technical obsolescence was the first driver of change that led to the Motor Vehicle Modernization Project

December 9, 2020   🖶 Print

ADOT
Motor Vehicle Division

Arizona may have been the last of the contiguous states to be admitted to the Union, but its Motor Vehicle Division (MVD) continues to build on a history of

(MvM). "We were getting to a point where we could not maintain the existing system; it was 40 years old," he explains. "At the same time, the world kept changing ... and it was very difficult for us to make those changes. There was not a lot of flexibility in the system." The ultimate impetus to modernize? A realization that the agency was being held back from delivering greater value to customers. "We needed to change so that the tools, instead of [being] a roadblock to delivering value, became the highway on which we delivered value to the customer," he says. "We had a real push to do things in a way that would allow customers to self-serve ... when they wanted, how they wanted, [and] to give them flexibility, which just wasn't available in the old system."

The growing level of super portal interest reflects what Jorgensen calls "a recognition of the central role that MVD plays in identity," adding, "What we're really about is citizen engagement." Knigge agrees, noting the super portal is aimed at empowering citizens to control their own privacy settings and protect their identities. "Privacy is core to what we do," Jorgensen adds. "We want the citizen to be in control of when their data gets shared and with whom ... for the purpose that they authorize ... and not for something else." **"**

Arizona MAX - ADOT Press Release

Included below are highlights from an ADOT press release about the MAX system. The website URL to this ADOT Press Release can be shared upon request.

> *A project to modernize the computer system driving services for the Arizona Department of Transportation Motor Vehicle Division was successfully implemented over a three-day shutdown, providing better services for customers with a range of new online features.*
>
> *Customers will notice immediate improvements to the online services, which can be accessed directly at azmvdnow.gov. AZ MVD Now includes a secure, personal account that all current MVD*

ADOT

MVD online services restored after computer upgrade

Posted on: April 21, 2020

PHOENIX - A project to modernize the computer system driving services for the Arizona Department of Transportation Motor Vehicle Division was successfully implemented over a three-day shutdown, providing better services for customers with a range of new online features.

Services at MVD offices and those provided at Authorized Third Party offices remain unavailable for the time being while the computer system transition is finalized and tested.

Customers will notice immediate improvements to the online services, which can be accessed directly at azmvdnow.gov. AZ MVD Now includes a secure, personal account that all current MVD customers may activate through the azmvdnow.gov website or through ServiceArizona.com.

ServiceArizona.com -- the state's long-standing portal for online services -- will now be available only for registration renewals, viewing available specialty plates, getting a motor vehicle record, ordering a replacement license or ID, obtaining a three-day permit and voter registration. For all other services, customers will be automatically redirected to their azmvdnow.gov account.

In addition to all the services available at ServiceArizona.com, azmvdnow.gov allows customers to do basic title transfers, create prepaid vouchers and add funds to a personal account, view and then order specialty plates, request refunds, manage insurance documents, check title activity, make office appointments and access approximately 30 more services.

Related News

01   Reminder: Holiday season a great time to get your AZ Travel ID

02   Survey: AZMVDNOW.gov is 'extremely easy' to use

03   ADOT MVD unveils 15 new specialty license plates

04   Redesigned Phoenix Suns specialty plate now available

> *customers may activate through the azmvdnow.gov website or through ServiceArizona.com.*
>
> *...azmvdnow.gov allows customers to do basic title transfers, create prepaid vouchers and add funds to a personal account, view and then order specialty plates, request refunds, manage insurance documents, check title activity, make office appointments and access approximately 30 more services.*

Tab 11.
Appendix A: Assumptions

▶ Our proposal for Phase 1 assumes WVDMV has or will have the following AAMVA "programs" working in the mainframe UNI environment prior to the start of the project: EEE, DHR, DACH, and NRCME.

▶ MAX is the system of record for Driver and Customer and will link to DTRS as a supporting system.

▶ WVDMV will provide timely access to individuals requested by AstreaX. Advanced notice will be provided, and access will be managed to minimize WVDMV operational impact as much as possible.

▶ WVDMV will be responsible for conducting the AAMVA formal structure test with support from AstreaX.

▶ WVDMV will be responsible for user acceptance testing with AstreaX support.

▶ User acceptance testing and other WVDMV-assigned responsibilities will be completed at a pace that allows the project team to remain on schedule.

▶ After requirements gathering and detailed gap analysis, AstreaX will develop the required user stories to be reviewed by the WVDMV. These user stories will serve as detailed requirements for the project.

Tab 12.
Appendix B: Initial Project Work Plan

On the pages that follow, we have provided an initial project work plan that includes a timeline and tasks for Phases 1, 2, and 3. This appendix is included in response to RFP requirements in the following sections of our proposal:

Tab 5 - Section: Proposed Approach – Phase 1
5.3.6.2.5 As an attachment (not counted in page limit), provide an initial project work plan for Phase 1.

Tab 6 - Section: Proposed Approach – Phases 2 and 3
5.3.6.2.6 As an attachment (not counted in page limit), provide an initial project work plan for Phase 2 and Phase 3.

Initial Project Work Plan – WVDMV MAX Implementation (Phases 1 through 4)				
Task Name	Duration	Start	Finish	Predecessors
Project Start	0 days	6/1/2026	6/1/2026	
Project Kickoff	3 days	6/3/2026	6/5/2026	1FS+2 days
Project Management Office	**1047 days**	**6/1/2026**	**5/29/2030**	
Deliver Project Management Plan	10 days	6/1/2026	6/12/2026	1SS
Deliver Project RACI Chart	3 days	6/1/2026	6/3/2026	1SS
Deliver Risk Management Plan	5 days	6/15/2026	6/19/2026	4
Deliver QA Plan	5 days	6/22/2026	6/26/2026	6
Establish Risk Register	2 days	6/29/2026	6/30/2026	28
Establish Action Item Log	2 days	7/1/2026	7/2/2026	8
Establish Issue Log	2 days	7/3/2026	7/6/2026	9
Establish Decision Log	2 days	7/7/2026	7/8/2026	10
Develop Security Plan	10 days	7/9/2026	7/22/2026	11
Deliver Scope Management Change Plan	10 days	6/15/2026	6/26/2026	4
Develop Data Conversion Plan	10 days	6/22/2026	7/3/2026	6
Deliver Initial Master Test Plan	10 days	7/7/2026	7/20/2026	10
Develop Stakeholder Engagement Plan	5 days	7/23/2026	7/29/2026	12
Develop Interface Plan	5 days	7/30/2026	8/5/2026	16
Develop Knowledge Transfer Plan	5 days	8/6/2026	8/12/2026	17
Develop Training Plan	5 days	7/9/2026	7/15/2026	11
Develop System Detailed Design per Phase	**508 days**	**6/15/2026**	**5/19/2028**	
Phase 1	5 days	6/15/2026	6/19/2026	4
Phase 2	10 days	6/22/2026	7/3/2026	21
Phase 3	15 days	5/1/2028	5/19/2028	391SS
Deliver Monthly Status Reports	1047 days	6/1/2026	5/29/2030	
Infrastructure Set-up	**130 days**	**6/1/2026**	**11/27/2026**	
Set-up Azure DevOps (ADO)	5 days	6/1/2026	6/5/2026	1
Set-up Project SharePoint Site	15 days	6/8/2026	6/26/2026	27
Set-up MAX AAMVA Dev Env - Phase 1	25 days	6/1/2026	7/3/2026	1
Set-up WV Mainframe z/OS Connect	20 days	6/1/2026	6/26/2026	1

Initial Project Work Plan – WVDMV MAX Implementation (Phases 1 through 4)

Task Name	Duration	Start	Finish	Predecessors
Establish AAMVA Connection from MAX	20 days	7/6/2026	7/31/2026	29
Enable Connection from Mainframe to MAX (REST services)	20 days	6/29/2026	7/24/2026	30
Set-up MAX DEV Env - Phase 2	40 days	6/8/2026	7/31/2026	1FS+5 days
Set-up WV MAX P2 Dev to AAMVA Connection	15 days	8/3/2026	8/21/2026	33
Set-up MAX TESTQA Env - Phase 1	30 days	7/20/2026	8/28/2026	33SS+30 days
Set-up MAX TESTQA Env - Phase 2	20 days	8/31/2026	9/25/2026	35
Set-up MAX PROD Env - Phase 1	20 days	11/2/2026	11/27/2026	65
Phase 1 - Mainframe REST Services	**206 days**	**6/1/2026**	**3/15/2027**	
Onboard Mainframe resources	10 days	6/1/2026	6/12/2026	1
Program Increment 1	**61 days**	**6/8/2026**	**8/31/2026**	1
Sprint 1	**15 days**	**6/8/2026**	**6/26/2026**	
Conduct Requirement Session(s)	10 days	6/8/2026	6/19/2026	2
Create User Stories	5 days	6/22/2026	6/26/2026	43
Sprint 2	**15 days**	**6/29/2026**	**7/17/2026**	
Create User Stories/Design Document	15 days	6/29/2026	7/17/2026	44
Sprint 3	**15 days**	**7/20/2026**	**8/7/2026**	
Create User Stories/Design Document	15 days	7/20/2026	8/7/2026	46
Code and Unit Test (MAX and MF)	15 days	7/20/2026	8/7/2026	46
Sprint 4	**15 days**	**8/10/2026**	**8/28/2026**	
Create User Stories/Design Document	15 days	8/10/2026	8/28/2026	48
Code and Unit Test (MAX and MF)	15 days	8/10/2026	8/28/2026	49
Review/Demo P1 Progress	**1 day**	**8/31/2026**	**8/31/2026**	52,51
Program Increment 2	**61 days**	**8/31/2026**	**11/23/2026**	1
Sprint 5	**15 days**	**8/31/2026**	**9/18/2026**	
Create User Stories/Design Document	15 days	8/31/2026	9/18/2026	51
Code and Unit Test (MAX and MF)	15 days	8/31/2026	9/18/2026	52
Perform Initial AAMVA testing	15 days	8/31/2026	9/18/2026	56SS
Sprint 6	**15 days**	**9/21/2026**	**10/9/2026**	
Create User Stories/Design Document	15 days	9/21/2026	10/9/2026	56
Code and Unit Test (MAX and MF)	15 days	9/21/2026	10/9/2026	57
Perform Initial AAMVA testing	15 days	9/21/2026	10/9/2026	58
Sprint 7	**15 days**	**10/12/2026**	**10/30/2026**	
Code and Unit Test (MAX and MF)	15 days	10/12/2026	10/30/2026	61
Perform Initial AAMVA testing	15 days	10/12/2026	10/30/2026	62
Sprint 8	**15 days**	**11/2/2026**	**11/20/2026**	
Code and Unit Test (MAX and MF)	15 days	11/2/2026	11/20/2026	64
Perform AAMVA Casual Testing	15 days	11/2/2026	11/20/2026	65
Develop Structure Test Plan	15 days	11/2/2026	11/20/2026	65
Review/Demo P2 Progress	**1 day**	**11/23/2026**	**11/23/2026**	67
Program Increment 3	**61 days**	**11/23/2026**	**2/15/2027**	1
Sprint 9	**15 days**	**11/23/2026**	**12/11/2026**	
Code and Unit Test (MAX and MF)	15 days	11/23/2026	12/11/2026	67
Perform Structure Testing	15 days	11/23/2026	12/11/2026	69
Perform AAMVA Casual Testing	15 days	11/23/2026	12/11/2026	68

Initial Project Work Plan – WVDMV MAX Implementation (Phases 1 through 4)

Task Name	Duration	Start	Finish	Predecessors
Sprint 10	**15 days**	**12/14/2026**	**1/1/2027**	
Code and Unit Test (MAX and MF)	15 days	12/14/2026	1/1/2027	73
Conduct System Test	15 days	12/14/2026	1/1/2027	74
Perform AAMVA Structure/Formal Testing	15 days	12/14/2026	1/1/2027	75
Sprint 11	**15 days**	**1/4/2027**	**1/22/2027**	
Code and Unit Test (MAX and MF)	15 days	1/4/2027	1/22/2027	77
Conduct System Test	15 days	1/4/2027	1/22/2027	78
Perform AAMVA Structure/Formal Testing	15 days	1/4/2027	1/22/2027	79
Sprint 12	**15 days**	**1/25/2027**	**2/12/2027**	
Code and Unit Test (MAX and MF)	15 days	1/25/2027	2/12/2027	81
Conduct System Test	15 days	1/25/2027	2/12/2027	82
Perform AAMVA Structure/Formal Testing	15 days	1/25/2027	2/12/2027	83
Review/Demo P3 Progress	**1 day**	**2/15/2027**	**2/15/2027**	85
Program Increment 4	**21 days**	**2/15/2027**	**3/15/2027**	1
Sprint 13	**15 days**	**2/15/2027**	**3/5/2027**	
Conduct User Acceptance Test	15 days	2/15/2027	3/5/2027	86
Code and Unit Test (MAX and MF)	15 days	2/15/2027	3/5/2027	85
Perform AAMVA Structure/Formal Testing	15 days	2/15/2027	3/5/2027	87
Sprint 14	**6 days**	**3/8/2027**	**3/15/2027**	
Conduct User Acceptance Test	5 days	3/8/2027	3/12/2027	91
Code and Unit Test (MAX and MF)	5 days	3/8/2027	3/12/2027	92
Perform AAMVA Structure/Formal Testing	5 days	3/8/2027	3/12/2027	93
Review/Demo P4 Progress	**1 day**	**3/15/2027**	**3/15/2027**	95,96,97
Training	**20 days**	**2/16/2027**	**3/15/2027**	
Prepare Phase 1 Training Materials	20 days	2/16/2027	3/15/2027	88
Update MAX - Phase 1 OnBase Material	20 days	2/16/2027	3/15/2027	88
Conduct Training	5 days	3/8/2027	3/12/2027	91
Phase 1 - Go Live	**107 days**	**11/2/2026**	**3/29/2027**	
Confirm AAMVA Cutover Date	1 day	11/2/2026	11/2/2026	
Develop Cutover Plan	10 days	3/8/2027	3/19/2027	91SS
Review/Modify Cutover Plan	2 days	3/22/2027	3/23/2027	105
Go Live Date	1 day	3/28/2027	3/28/2027	
Verify Production Transactions	1 day	3/29/2027	3/29/2027	107
WV AAMVA Production Access via REST Services	**0 days**	**3/29/2027**	**3/29/2027**	108
Phase 2 - Driver License - MVP	**438 days**	**6/1/2026**	**1/30/2028**	
Onboard MAX resources	10 days	6/1/2026	6/12/2026	1
Program Increment 1	**61 days**	**6/8/2026**	**8/31/2026**	
Sprint 1	**15 days**	**6/8/2026**	**6/26/2026**	
Conduct Requirement Session(s)	15 days	6/8/2026	6/26/2026	2
Sprint 2	**15 days**	**6/29/2026**	**7/17/2026**	
Conduct Requirement Session(s)	15 days	6/29/2026	7/17/2026	115
Create User Stories/Design Document	15 days	6/29/2026	7/17/2026	115
Conduct Data Mapping for Conversion	15 days	6/29/2026	7/17/2026	115
Sprint 3	**15 days**	**7/20/2026**	**8/7/2026**	

Initial Project Work Plan – WVDMV MAX Implementation (Phases 1 through 4)

Task Name	Duration	Start	Finish	Predecessors
Conduct Requirement Session(s)	15 days	7/20/2026	8/7/2026	117
Create User Stories/Design Document	15 days	7/20/2026	8/7/2026	118
Conduct Data Mapping for Conversion	15 days	7/20/2026	8/7/2026	119
Perform Data Extraction on Legacy Data	15 days	7/20/2026	8/7/2026	119
Code and Unit Test	15 days	7/20/2026	8/7/2026	118
Sprint 4	**15 days**	**8/10/2026**	**8/28/2026**	
Conduct Requirement Session(s)	15 days	8/10/2026	8/28/2026	121
Create User Stories/Design Document	15 days	8/10/2026	8/28/2026	122
Code and Unit Test	15 days	8/10/2026	8/28/2026	122
Perform QA Testing	15 days	8/10/2026	8/28/2026	125
Conversion	**15 days**	**8/10/2026**	**8/28/2026**	
Conduct Data Mapping for Conversion	15 days	8/10/2026	8/28/2026	123
Perform Data Extraction on Legacy Data	15 days	8/10/2026	8/28/2026	124
Review P1 Progress	**1 day**	**8/31/2026**	**8/31/2026**	**128,129**
Program Increment 2	**61 days**	**8/31/2026**	**11/23/2026**	**1**
Sprint 5	**15 days**	**8/31/2026**	**9/18/2026**	
Conduct Requirement Session(s)	15 days	8/31/2026	9/18/2026	127
Create User Stories/Design Document	15 days	8/31/2026	9/18/2026	128
Code and Unit Test	15 days	8/31/2026	9/18/2026	129
Perform QA Testing	15 days	8/31/2026	9/18/2026	130
Conversion	**15 days**	**8/31/2026**	**9/18/2026**	
Conduct Data Mapping for Conversion	15 days	8/31/2026	9/18/2026	132
Perform Data Extraction on Legacy Data	15 days	8/31/2026	9/18/2026	133
Conduct Data Analysis	15 days	8/31/2026	9/18/2026	133
Sprint 6	**15 days**	**9/21/2026**	**10/9/2026**	
Conduct Requirement Session(s)	15 days	9/21/2026	10/9/2026	137
Create User Stories/Design Document	15 days	9/21/2026	10/9/2026	138
Code and Unit Test	15 days	9/21/2026	10/9/2026	139
Perform QA testing	15 days	9/21/2026	10/9/2026	139
Conversion	**15 days**	**9/21/2026**	**10/9/2026**	
Conduct Data Mapping for Conversion	15 days	9/21/2026	10/9/2026	139
Perform Data Extraction on Legacy Data	15 days	9/21/2026	10/9/2026	140
Conduct Data Analysis	15 days	9/21/2026	10/9/2026	144
Develop and Test Data Conversion Scripts	15 days	9/21/2026	10/9/2026	144
Sprint 7	**15 days**	**10/12/2026**	**10/30/2026**	
Conduct Requirement Session(s)	15 days	10/12/2026	10/30/2026	146
Create User Stories/Design Document	15 days	10/12/2026	10/30/2026	147
Code and Unit Test	15 days	10/12/2026	10/30/2026	148
Perform QA testing	15 days	10/12/2026	10/30/2026	149
Conversion	**15 days**	**10/12/2026**	**10/30/2026**	
Conduct Data Mapping for Conversion	15 days	10/12/2026	10/30/2026	151
Perform Data Extraction on Legacy Data	15 days	10/12/2026	10/30/2026	152
Conduct Data Analysis	15 days	10/12/2026	10/30/2026	153
Develop and Test Data Conversion Scripts	15 days	10/12/2026	10/30/2026	154

Initial Project Work Plan – WVDMV MAX Implementation (Phases 1 through 4)

Task Name	Duration	Start	Finish	Predecessors
Sprint 8	**15 days**	**11/2/2026**	**11/20/2026**	
Conduct Requirement Session(s)	15 days	11/2/2026	11/20/2026	156
Create User Stories/Design Document	15 days	11/2/2026	11/20/2026	157
Code and Unit Test	15 days	11/2/2026	11/20/2026	158
Perform QA testing	15 days	11/2/2026	11/20/2026	159
Conversion	**15 days**	**11/2/2026**	**11/20/2026**	
Conduct Data Mapping for Conversion	15 days	11/2/2026	11/20/2026	161
Perform Data Extraction on Legacy Data	15 days	11/2/2026	11/20/2026	162
Conduct Data Analysis	15 days	11/2/2026	11/20/2026	163
Develop and Test Data Conversion Scripts	15 days	11/2/2026	11/20/2026	164
Review/Demo P2 Progress	1 day	11/23/2026	11/23/2026	167,168
Program Increment 3	**61 days**	**11/23/2026**	**2/15/2027**	**1**
Sprint 9	**15 days**	**11/23/2026**	**12/11/2026**	
Create User Stories/Design Document	15 days	11/23/2026	12/11/2026	167
Code and Unit Test	15 days	11/23/2026	12/11/2026	168
Perform QA testing	15 days	11/23/2026	12/11/2026	178SS
Initiate AAMVA testing	15 days	11/23/2026	12/11/2026	68
Conversion	**15 days**	**11/23/2026**	**12/11/2026**	
Conduct Data Mapping for Conversion	15 days	11/23/2026	12/11/2026	171
Perform Data Extraction on Legacy Data	15 days	11/23/2026	12/11/2026	172
Conduct Data Analysis	15 days	11/23/2026	12/11/2026	173
Develop and Test Data Conversion Scripts	15 days	11/23/2026	12/11/2026	174
Sprint 10	**15 days**	**12/14/2026**	**1/1/2027**	
Create User Stories/Design Document	15 days	12/14/2026	1/1/2027	178
Code and Unit Test	15 days	12/14/2026	1/1/2027	179
Perform QA testing	15 days	12/14/2026	1/1/2027	180
Conversion	**15 days**	**12/14/2026**	**1/1/2027**	
Conduct Data Mapping for Conversion	15 days	12/14/2026	1/1/2027	183
Perform Data Extraction on Legacy Data	15 days	12/14/2026	1/1/2027	184
Conduct Data Analysis	15 days	12/14/2026	1/1/2027	185
Develop and Test Data Conversion Scripts	15 days	12/14/2026	1/1/2027	186
Sprint 11	**15 days**	**1/4/2027**	**1/22/2027**	
Create User Stories/Design Document	15 days	1/4/2027	1/22/2027	188
Code and Unit Test	15 days	1/4/2027	1/22/2027	189
Perform QA testing	15 days	1/4/2027	1/22/2027	190
Conversion	**15 days**	**1/4/2027**	**1/22/2027**	
Conduct Data Mapping for Conversion	15 days	1/4/2027	1/22/2027	192
Perform Data Extraction on Legacy Data	15 days	1/4/2027	1/22/2027	193
Conduct Data Analysis	15 days	1/4/2027	1/22/2027	194
Develop and Test Data Conversion Scripts	15 days	1/4/2027	1/22/2027	195
Sprint 12	**15 days**	**1/25/2027**	**2/12/2027**	
Create User Stories/Design Document	15 days	1/25/2027	2/12/2027	197
Code and Unit Test	15 days	1/25/2027	2/12/2027	198
Perform QA testing	15 days	1/25/2027	2/12/2027	199

Initial Project Work Plan – WVDMV MAX Implementation (Phases 1 through 4)

Task Name	Duration	Start	Finish	Predecessors
Conversion	**15 days**	**1/25/2027**	**2/12/2027**	
Conduct Data Mapping for Conversion	15 days	1/25/2027	2/12/2027	201
Perform Data Extraction on Legacy Data	15 days	1/25/2027	2/12/2027	202
Conduct Data Analysis	15 days	1/25/2027	2/12/2027	203
Develop and Test Data Conversion Scripts	15 days	1/25/2027	2/12/2027	204
Review/Demo P3 Progress	1 day	2/15/2027	2/15/2027	206,207
Program Increment 4	**61 days**	**2/15/2027**	**5/7/2027**	**1**
Sprint 13	**15 days**	**2/15/2027**	**3/5/2027**	
Create User Stories/Design Document	15 days	2/15/2027	3/5/2027	206
Code and Unit Test	15 days	2/15/2027	3/5/2027	85,207
Perform QA testing	15 days	2/15/2027	3/5/2027	87,208
Conversion	**15 days**	**2/15/2027**	**3/5/2027**	
Conduct Data Mapping for Conversion	15 days	2/15/2027	3/5/2027	210
Perform Data Extraction on Legacy Data	15 days	2/15/2027	3/5/2027	211
Conduct Data Analysis	15 days	2/15/2027	3/5/2027	212
Develop and Test Data Conversion Scripts	15 days	2/15/2027	3/5/2027	213
Sprint 14	**15 days**	**3/8/2027**	**3/26/2027**	
Create User Stories/Design Document	15 days	3/8/2027	3/26/2027	217
Code and Unit Test	15 days	3/8/2027	3/26/2027	218
Perform QA testing	15 days	3/8/2027	3/26/2027	219
Conversion	**15 days**	**3/8/2027**	**3/26/2027**	
Conduct Data Mapping for Conversion	15 days	3/8/2027	3/26/2027	221
Perform Data Extraction on Legacy Data	15 days	3/8/2027	3/26/2027	222
Conduct Data Analysis	15 days	3/8/2027	3/26/2027	223
Develop and Test Data Conversion Scripts	15 days	3/8/2027	3/26/2027	224
Sprint 15	**15 days**	**3/28/2027**	**4/15/2027**	
Create User Stories/Design Document	15 days	3/28/2027	4/15/2027	225
Code and Unit Test	15 days	3/28/2027	4/15/2027	227
Perform QA testing	15 days	3/28/2027	4/15/2027	228
Conversion	**15 days**	**3/28/2027**	**4/15/2027**	
Conduct Data Mapping for Conversion	15 days	3/28/2027	4/15/2027	230
Perform Data Extraction on Legacy Data	15 days	3/28/2027	4/15/2027	231
Conduct Data Analysis	15 days	3/28/2027	4/15/2027	232
Develop and Test Data Conversion Scripts	15 days	3/28/2027	4/15/2027	233
Sprint 16	**15 days**	**4/16/2027**	**5/6/2027**	
Create User Stories/Design Document	15 days	4/16/2027	5/6/2027	235
Code and Unit Test	15 days	4/16/2027	5/6/2027	236
Perform QA testing	15 days	4/16/2027	5/6/2027	237
Conversion	**15 days**	**4/16/2027**	**5/6/2027**	
Conduct Data Mapping for Conversion	15 days	4/16/2027	5/6/2027	239
Perform Data Extraction on Legacy Data	15 days	4/16/2027	5/6/2027	240
Conduct Data Analysis	15 days	4/16/2027	5/6/2027	241
Develop and Test Data Conversion Scripts	15 days	4/16/2027	5/6/2027	242
Review/Demo P4 Progress	1 day	5/7/2027	5/7/2027	244,245,246

Initial Project Work Plan – WVDMV MAX Implementation (Phases 1 through 4)

Task Name	Duration	Start	Finish	Predecessors
Program Increment 5	**62 days**	**5/7/2027**	**7/30/2027**	
Sprint 17	**15 days**	**5/7/2027**	**5/27/2027**	
Create User Stories/Design Document	15 days	5/7/2027	5/27/2027	244
Code and Unit Test	15 days	5/7/2027	5/27/2027	245
Perform QA testing	15 days	5/7/2027	5/27/2027	246
Conversion	**15 days**	**5/7/2027**	**5/27/2027**	
Conduct Data Mapping for Conversion	15 days	5/7/2027	5/27/2027	248
Perform Data Extraction on Legacy Data	15 days	5/7/2027	5/27/2027	249
Conduct Data Analysis	15 days	5/7/2027	5/27/2027	250
Develop and Test Data Conversion Scripts	15 days	5/7/2027	5/27/2027	251
Sprint 18	**15 days**	**5/28/2027**	**6/17/2027**	
Create User Stories/Design Document	15 days	5/28/2027	6/17/2027	255
Code and Unit Test	15 days	5/28/2027	6/17/2027	256
Perform QA testing	15 days	5/28/2027	6/17/2027	257
Conversion	**15 days**	**5/28/2027**	**6/17/2027**	
Manage Data Mapping for Conversion	15 days	5/28/2027	6/17/2027	259
Perform Data Extraction on Legacy Data	15 days	5/28/2027	6/17/2027	260
Conduct Data Analysis	15 days	5/28/2027	6/17/2027	261
Develop and Test Data Conversion Scripts	15 days	5/28/2027	6/17/2027	262
Sprint 19	**15 days**	**6/19/2027**	**7/8/2027**	
Create User Stories/Design Document	15 days	6/19/2027	7/8/2027	264FS+1 day
Code and Unit Test	15 days	6/19/2027	7/8/2027	265FS+1 day
Perform QA testing	15 days	6/19/2027	7/8/2027	266FS+1 day
Conversion	**15 days**	**6/19/2027**	**7/8/2027**	
Manage Data Mapping for Conversion	15 days	6/19/2027	7/8/2027	268FS+1 day
Perform Data Extraction on Legacy Data	15 days	6/19/2027	7/8/2027	269FS+1 day
Conduct Data Analysis	15 days	6/19/2027	7/8/2027	270FS+1 day
Develop and Test Data Conversion Scripts	15 days	6/19/2027	7/8/2027	271FS+1 day
Sprint 20	**15 days**	**7/9/2027**	**7/29/2027**	
Create User Stories/Design Document	15 days	7/9/2027	7/29/2027	273
Code and Unit Test	15 days	7/9/2027	7/29/2027	274
Perform QA testing	15 days	7/9/2027	7/29/2027	275
Conversion	**15 days**	**7/9/2027**	**7/29/2027**	
Manage Data Mapping for Conversion	15 days	7/9/2027	7/29/2027	277
Perform Data Extraction on Legacy Data	15 days	7/9/2027	7/29/2027	278
Conduct Data Analysis	15 days	7/9/2027	7/29/2027	279
Develop and Test Data Conversion Scripts	15 days	7/9/2027	7/29/2027	280
Review/Demo P5 Progress	1 day	7/30/2027	7/30/2027	283,284
Program Increment 6	**61 days**	**7/30/2027**	**10/22/2027**	
Sprint 21	**15 days**	**7/30/2027**	**8/19/2027**	
Create User Stories/Design Document	15 days	7/30/2027	8/19/2027	282
Code and Unit Test	15 days	7/30/2027	8/19/2027	283
Perform QA testing	15 days	7/30/2027	8/19/2027	284
Conversion	**15 days**	**7/30/2027**	**8/19/2027**	

Initial Project Work Plan – WVDMV MAX Implementation (Phases 1 through 4)

Task Name	Duration	Start	Finish	Predecessors
Manage Data Mapping for Conversion	15 days	7/30/2027	8/19/2027	286
Perform Data Extraction on Legacy Data	15 days	7/30/2027	8/19/2027	287
Conduct Data Analysis	15 days	7/30/2027	8/19/2027	288
Develop and Test Data Conversion Scripts	15 days	7/30/2027	8/19/2027	289
Sprint 22	**15 days**	**8/20/2027**	**9/9/2027**	
Create User Stories/Design Document	15 days	8/20/2027	9/9/2027	293
Code and Unit Test	15 days	8/20/2027	9/9/2027	294
Perform QA testing	15 days	8/20/2027	9/9/2027	295
Conversion	**15 days**	**8/20/2027**	**9/9/2027**	
Manage Data Mapping for Conversion	15 days	8/20/2027	9/9/2027	297
Perform Data Extraction on Legacy Data	15 days	8/20/2027	9/9/2027	298
Conduct Data Analysis	15 days	8/20/2027	9/9/2027	299
Develop and Test Data Conversion Scripts	15 days	8/20/2027	9/9/2027	300
Sprint 23	**15 days**	**9/10/2027**	**9/30/2027**	
Create User Stories/Design Document	15 days	9/10/2027	9/30/2027	302
Code and Unit Test	15 days	9/10/2027	9/30/2027	303
Perform QA testing	15 days	9/10/2027	9/30/2027	304
Conversion	**15 days**	**9/10/2027**	**9/30/2027**	
Manage Data Mapping for Conversion	15 days	9/10/2027	9/30/2027	306
Perform Data Extraction on Legacy Data	15 days	9/10/2027	9/30/2027	307
Conduct Data Analysis	15 days	9/10/2027	9/30/2027	308
Develop and Test Data Conversion Scripts	15 days	9/10/2027	9/30/2027	309
Sprint 23	**15 days**	**10/1/2027**	**10/21/2027**	
Create User Stories/Design Document	15 days	10/1/2027	10/21/2027	311
Code and Unit Test	15 days	10/1/2027	10/21/2027	312
Perform QA testing	15 days	10/1/2027	10/21/2027	313
Conversion	**15 days**	**10/1/2027**	**10/21/2027**	
Manage Data Mapping for Conversion	15 days	10/1/2027	10/21/2027	315
Perform Data Extraction on Legacy Data	15 days	10/1/2027	10/21/2027	316
Conduct Data Analysis	15 days	10/1/2027	10/21/2027	317
Develop and Test Data Conversion Scripts	15 days	10/1/2027	10/21/2027	318
Review/Demo P6 Progress	**1 day**	**10/22/2027**	**10/22/2027**	**320,321,322**
Program Increment 7	**61 days**	**10/22/2027**	**1/14/2028**	
Sprint 24	**15 days**	**10/22/2027**	**11/11/2027**	
Create User Stories/Design Document	15 days	10/22/2027	11/11/2027	320
Code and Unit Test	15 days	10/22/2027	11/11/2027	321
Perform QA testing	15 days	10/22/2027	11/11/2027	322
Conversion	**15 days**	**10/22/2027**	**11/11/2027**	
Conduct Data Mapping for Conversion	15 days	10/22/2027	11/11/2027	324
Perform Data Extraction on Legacy Data	15 days	10/22/2027	11/11/2027	325
Conduct Data Analysis	15 days	10/22/2027	11/11/2027	326
Develop and Test Data Conversion Scripts	15 days	10/22/2027	11/11/2027	327
Sprint 25	**15 days**	**11/12/2027**	**12/2/2027**	
Create User Stories/Design Document	15 days	11/12/2027	12/2/2027	331

Initial Project Work Plan – WVDMV MAX Implementation (Phases 1 through 4)

Task Name	Duration	Start	Finish	Predecessors
Code and Unit Test	15 days	11/12/2027	12/2/2027	332
Perform QA testing	15 days	11/12/2027	12/2/2027	333
Conversion	**15 days**	**11/12/2027**	**12/2/2027**	
Conduct Data Mapping for Conversion	15 days	11/12/2027	12/2/2027	335
Perform Data Extraction on Legacy Data	15 days	11/12/2027	12/2/2027	336
Conduct Data Analysis	15 days	11/12/2027	12/2/2027	337
Develop and Test Data Conversion Scripts	15 days	11/12/2027	12/2/2027	338
Sprint 26	**15 days**	**12/3/2027**	**12/23/2027**	
Create User Stories/Design Document	15 days	12/3/2027	12/23/2027	340
Code and Unit Test	15 days	12/3/2027	12/23/2027	341
Perform QA testing	15 days	12/3/2027	12/23/2027	342
Conversion	**15 days**	**12/3/2027**	**12/23/2027**	
Manage Data Mapping for Conversion	15 days	12/3/2027	12/23/2027	344
Perform Data Extraction on Legacy Data	15 days	12/3/2027	12/23/2027	345
Conduct Data Analysis	15 days	12/3/2027	12/23/2027	346
Develop and Test Data Conversion Scripts	15 days	12/3/2027	12/23/2027	347
Sprint 27	**15 days**	**12/24/2027**	**1/13/2028**	
Create User Stories/Design Document	15 days	12/24/2027	1/13/2028	349
Code and Unit Test	15 days	12/24/2027	1/13/2028	350
Perform QA testing	15 days	12/24/2027	1/13/2028	351
Conversion	**15 days**	**12/24/2027**	**1/13/2028**	
Manage Data Mapping for Conversion	15 days	12/24/2027	1/13/2028	353
Perform Data Extraction on Legacy Data	15 days	12/24/2027	1/13/2028	354
Conduct Data Analysis	15 days	12/24/2027	1/13/2028	355
Develop and Test Data Conversion Scripts	15 days	12/24/2027	1/13/2028	356
Review/Demo P7 Progress	1 day	1/14/2028	1/14/2028	358,359,360
Testing	**123 days**	**7/9/2027**	**12/28/2027**	
AAMVA Casual Test	40 days	7/9/2027	9/2/2027	275
AAMVA Structure Test - Modernization	90 days	8/20/2027	12/23/2027	368FS-10 days
AAMVA Performance Test	2 days	10/15/2027	10/18/2027	369SS+2 mons
MAX System Test	15 days	12/3/2027	12/23/2027	342
MAX User Acceptance Test	65 days	9/3/2027	12/2/2027	368
MAX Performance Test	3 days	12/24/2027	12/28/2027	371
MAX Penetration Test	3 days	12/3/2027	12/7/2027	372
Training	**35 days**	**12/3/2027**	**1/20/2028**	
Prepare Phase 2 Training Materials	30 days	12/3/2027	1/13/2028	342
Update MAX - Phase 2 OnBase Material	30 days	12/3/2027	1/13/2028	342
Conduct Training	20 days	12/24/2027	1/20/2028	371
Phase 2 - Go Live	**217 days**	**4/5/2027**	**1/30/2028**	
Confirm AAMVA Cutover Date	1 day	4/5/2027	4/5/2027	
Develop Cutover Plan	20 days	11/26/2027	12/23/2027	371FS-20 days
Review/Modify Cutover Plan	5 days	12/24/2027	12/30/2027	381
Execute MAX Deployment	3 days	1/21/2028	1/25/2028	366,378
Go Live Date	1 day	1/30/2028	1/30/2028	383

Initial Project Work Plan – WVDMV MAX Implementation (Phases 1 through 4)

Task Name	Duration	Start	Finish	Predecessors
Verify Production Transactions	1 day	1/30/2028	1/30/2028	384SS
WV Phase 2 - Go Live	0 days	1/30/2028	1/30/2028	385
Phase 3	**381 days**	**5/1/2028**	**10/12/2029**	
Phase 3 Launch	1 day	5/1/2028	5/1/2028	
Update PMO Plans	10 days	5/2/2028	5/15/2028	388
Modify MS Azure Environments	30 days	5/2/2028	6/12/2028	388
Program Increment 9	**61 days**	**5/1/2028**	**7/21/2028**	
Sprint 40	**15 days**	**5/1/2028**	**5/19/2028**	
Conduct Requirement Session(s)	15 days	5/1/2028	5/19/2028	388SS
Create User Stories/Design Document	15 days	5/1/2028	5/19/2028	388SS
Conversion	**15 days**	**5/1/2028**	**5/19/2028**	
Conduct Data Mapping for Conversion	15 days	5/1/2028	5/19/2028	388SS
Perform Data Analysis	15 days	5/1/2028	5/19/2028	388SS
Sprint 41	**15 days**	**5/22/2028**	**6/9/2028**	
Conduct Requirement Session(s)	15 days	5/22/2028	6/9/2028	393
Create User Stories/Design Document	15 days	5/22/2028	6/9/2028	394
Code and Unit Test	15 days	5/22/2028	6/9/2028	394
Perform QA testing	15 days	5/22/2028	6/9/2028	394
Conversion	**15 days**	**5/22/2028**	**6/9/2028**	
Conduct Data Mapping for Conversion	15 days	5/22/2028	6/9/2028	396
Perform Data Analysis	15 days	5/22/2028	6/9/2028	397
Develop and Test Data Conversion Scripts	15 days	5/22/2028	6/9/2028	394
Conduct Data Validation	15 days	5/22/2028	6/9/2028	394
Sprint 42	**15 days**	**6/12/2028**	**6/29/2028**	
Conduct Requirement Session(s)	15 days	6/12/2028	6/29/2028	399
Create User Stories/Design Document	15 days	6/12/2028	6/29/2028	400
Code and Unit Test	15 days	6/12/2028	6/29/2028	401
Perform QA testing	15 days	6/12/2028	6/29/2028	402
Conversion	**15 days**	**6/12/2028**	**6/29/2028**	
Conduct Data Mapping for Conversion	15 days	6/12/2028	6/29/2028	404
Perform Data Analysis	15 days	6/12/2028	6/29/2028	405
Develop and Test Data Conversion Scripts	15 days	6/12/2028	6/29/2028	406
Conduct Data Validation	15 days	6/12/2028	6/29/2028	407
Sprint 43	**15 days**	**6/30/2028**	**7/20/2028**	
Conduct Requirement Session(s)	15 days	6/30/2028	7/20/2028	409
Create User Stories/Design Document	15 days	6/30/2028	7/20/2028	410
Code and Unit Test	15 days	6/30/2028	7/20/2028	411
Perform QA testing	15 days	6/30/2028	7/20/2028	412
Conversion	**15 days**	**6/30/2028**	**7/20/2028**	
Conduct Data Mapping for Conversion	15 days	6/30/2028	7/20/2028	414
Perform Data Analysis	15 days	6/30/2028	7/20/2028	415
Develop and Test Data Conversion Scripts	15 days	6/30/2028	7/20/2028	416
Conduct Data Validation	15 days	6/30/2028	7/20/2028	417
Review/Demo P9 Progress	1 day	7/21/2028	7/21/2028	420,421,422

Initial Project Work Plan – WVDMV MAX Implementation (Phases 1 through 4)

Task Name	Duration	Start	Finish	Predecessors
Program Increment 11	**61 days**	**7/21/2028**	**10/13/2028**	
Sprint 44	**15 days**	**7/21/2028**	**8/10/2028**	
Conduct Requirement Session(s)	15 days	7/21/2028	8/10/2028	419
Create User Stories/Design Document	15 days	7/21/2028	8/10/2028	420
Code and Unit Test	15 days	7/21/2028	8/10/2028	421
Perform QA testing	15 days	7/21/2028	8/10/2028	422
Conversion	**15 days**	**7/21/2028**	**8/10/2028**	
Conduct Data Mapping for Conversion	15 days	7/21/2028	8/10/2028	424
Perform Data Analysis	15 days	7/21/2028	8/10/2028	425
Develop and Test Data Conversion Scripts	15 days	7/21/2028	8/10/2028	426
Conduct Data Validation	15 days	7/21/2028	8/10/2028	427
Sprint 45	**15 days**	**8/11/2028**	**8/31/2028**	
Create User Stories/Design Document	15 days	8/11/2028	8/31/2028	432
Code and Unit Test	15 days	8/11/2028	8/31/2028	433
Perform QA testing	15 days	8/11/2028	8/31/2028	434
Conversion	**15 days**	**8/11/2028**	**8/31/2028**	
Conduct Data Mapping for Conversion	15 days	8/11/2028	8/31/2028	436
Perform Data Analysis	15 days	8/11/2028	8/31/2028	437
Develop and Test Data Conversion Scripts	15 days	8/11/2028	8/31/2028	438
Conduct Data Validation	15 days	8/11/2028	8/31/2028	439
Sprint 46	**15 days**	**9/1/2028**	**9/21/2028**	
Create User Stories/Design Document	15 days	9/1/2028	9/21/2028	441
Code and Unit Test	15 days	9/1/2028	9/21/2028	442
Perform QA testing	15 days	9/1/2028	9/21/2028	443
Conversion	**15 days**	**9/1/2028**	**9/21/2028**	
Conduct Data Mapping for Conversion	15 days	9/1/2028	9/21/2028	445
Perform Data Analysis	15 days	9/1/2028	9/21/2028	446
Develop and Test Data Conversion Scripts	15 days	9/1/2028	9/21/2028	447
Conduct Data Validation	15 days	9/1/2028	9/21/2028	448
Sprint 47	**15 days**	**9/22/2028**	**10/12/2028**	
Create User Stories/Design Document	15 days	9/22/2028	10/12/2028	450
Code and Unit Test	15 days	9/22/2028	10/12/2028	451
Perform QA testing	15 days	9/22/2028	10/12/2028	452
Conversion	**15 days**	**9/22/2028**	**10/12/2028**	
Conduct Data Mapping for Conversion	15 days	9/22/2028	10/12/2028	454
Perform Data Analysis	15 days	9/22/2028	10/12/2028	455
Develop and Test Data Conversion Scripts	15 days	9/22/2028	10/12/2028	456
Conduct Data Validation	15 days	9/22/2028	10/12/2028	457
Review/Demo P11 Progress	**1 day**	**10/13/2028**	**10/13/2028**	461
Program Increment 12	**61 days**	**10/13/2028**	**1/5/2029**	
Sprint 48	**15 days**	**10/13/2028**	**11/2/2028**	
Create User Stories/Design Document	15 days	10/13/2028	11/2/2028	459
Code and Unit Test	15 days	10/13/2028	11/2/2028	460
Perform QA testing	15 days	10/13/2028	11/2/2028	461

Initial Project Work Plan – WVDMV MAX Implementation (Phases 1 through 4)

Task Name	Duration	Start	Finish	Predecessors
Conversion	**15 days**	**10/13/2028**	**11/2/2028**	
Perform Data Analysis	15 days	10/13/2028	11/2/2028	464
Develop and Test Data Conversion Scripts	15 days	10/13/2028	11/2/2028	465
Conduct Data Validation	15 days	10/13/2028	11/2/2028	466
Sprint 49	**15 days**	**11/3/2028**	**11/23/2028**	
Create User Stories/Design Document	15 days	11/3/2028	11/23/2028	470
Code and Unit Test	15 days	11/3/2028	11/23/2028	471
Perform QA testing	15 days	11/3/2028	11/23/2028	472
Conversion	**15 days**	**11/3/2028**	**11/23/2028**	
Perform Data Analysis	15 days	11/3/2028	11/23/2028	474
Develop and Test Data Conversion Scripts	15 days	11/3/2028	11/23/2028	475
Conduct Data Validation	15 days	11/3/2028	11/23/2028	476
Sprint 50	**15 days**	**11/24/2028**	**12/14/2028**	
Create User Stories/Design Document	15 days	11/24/2028	12/14/2028	478
Code and Unit Test	15 days	11/24/2028	12/14/2028	479
Perform QA testing	15 days	11/24/2028	12/14/2028	480
Conversion	**15 days**	**11/24/2028**	**12/14/2028**	
Perform Data Analysis	15 days	11/24/2028	12/14/2028	482
Develop and Test Data Conversion Scripts	15 days	11/24/2028	12/14/2028	483
Conduct Data Validation	15 days	11/24/2028	12/14/2028	484
Sprint 51	**15 days**	**12/15/2028**	**1/4/2029**	
Create User Stories/Design Document	15 days	12/15/2028	1/4/2029	486
Code and Unit Test	15 days	12/15/2028	1/4/2029	487
Perform QA testing	15 days	12/15/2028	1/4/2029	488
Conversion	**15 days**	**12/15/2028**	**1/4/2029**	
Perform Data Analysis	15 days	12/15/2028	1/4/2029	490
Develop and Test Data Conversion Scripts	15 days	12/15/2028	1/4/2029	491
Conduct Data Validation	15 days	12/15/2028	1/4/2029	492
Review/Demo P12 Progress	1 day	1/5/2029	1/5/2029	496
Program Increment 13	**61 days**	**1/5/2029**	**3/30/2029**	
Sprint 52	**15 days**	**1/5/2029**	**1/25/2029**	
Create User Stories/Design Document	15 days	1/5/2029	1/25/2029	494
Code and Unit Test	15 days	1/5/2029	1/25/2029	495
Perform QA testing	15 days	1/5/2029	1/25/2029	496
Conversion	**15 days**	**1/5/2029**	**1/25/2029**	
Perform Data Analysis	15 days	1/5/2029	1/25/2029	498
Develop and Test Data Conversion Scripts	15 days	1/5/2029	1/25/2029	499
Conduct Data Validation	15 days	1/5/2029	1/25/2029	500
Sprint 53	**15 days**	**1/26/2029**	**2/15/2029**	
Create User Stories/Design Document	15 days	1/26/2029	2/15/2029	504
Code and Unit Test	15 days	1/26/2029	2/15/2029	505
Perform QA testing	15 days	1/26/2029	2/15/2029	506
Conversion	**15 days**	**1/26/2029**	**2/15/2029**	
Develop and Test Data Conversion Scripts	15 days	1/26/2029	2/15/2029	509

Initial Project Work Plan – WVDMV MAX Implementation (Phases 1 through 4)

Task Name	Duration	Start	Finish	Predecessors
Conduct Data Validation	15 days	1/26/2029	2/15/2029	510
Sprint 54	**15 days**	**2/16/2029**	**3/8/2029**	
Create User Stories/Design Document	15 days	2/16/2029	3/8/2029	512
Code and Unit Test	15 days	2/16/2029	3/8/2029	513
Perform QA testing	15 days	2/16/2029	3/8/2029	514
Conversion	**15 days**	**2/16/2029**	**3/8/2029**	
Develop and Test Data Conversion Scripts	15 days	2/16/2029	3/8/2029	516
Conduct Data Validation	15 days	2/16/2029	3/8/2029	517
Sprint 55	**15 days**	**3/9/2029**	**3/29/2029**	
Create User Stories/Design Document	15 days	3/9/2029	3/29/2029	519
Code and Unit Test	15 days	3/9/2029	3/29/2029	520
Perform QA testing	15 days	3/9/2029	3/29/2029	521
Conversion	**15 days**	**3/9/2029**	**3/29/2029**	
Develop and Test Data Conversion Scripts	15 days	3/9/2029	3/29/2029	523
Conduct Data Validation	15 days	3/9/2029	3/29/2029	524
Review/Demo P13 Progress	**1 day**	**3/30/2029**	**3/30/2029**	528
Program Increment 14	**61 days**	**3/30/2029**	**6/22/2029**	
Sprint 56	**15 days**	**3/30/2029**	**4/19/2029**	
Create User Stories/Design Document	15 days	3/30/2029	4/19/2029	526
Code and Unit Test	15 days	3/30/2029	4/19/2029	527
Perform QA testing	15 days	3/30/2029	4/19/2029	528
Conversion	**15 days**	**3/30/2029**	**4/19/2029**	
Develop and Test Data Conversion Scripts	15 days	3/30/2029	4/19/2029	530
Conduct Data Validation	15 days	3/30/2029	4/19/2029	531
Sprint 57	**15 days**	**4/20/2029**	**5/10/2029**	
Create User Stories/Design Document	15 days	4/20/2029	5/10/2029	535
Code and Unit Test	15 days	4/20/2029	5/10/2029	536
Perform QA testing	15 days	4/20/2029	5/10/2029	537
Conversion	**15 days**	**4/20/2029**	**5/10/2029**	
Develop and Test Data Conversion Scripts	15 days	4/20/2029	5/10/2029	539
Conduct Data Validation	15 days	4/20/2029	5/10/2029	540
Sprint 58	**15 days**	**5/11/2029**	**5/31/2029**	
Create User Stories/Design Document	15 days	5/11/2029	5/31/2029	542
Code and Unit Test	15 days	5/11/2029	5/31/2029	543
Perform QA testing	15 days	5/11/2029	5/31/2029	544
Conversion	**15 days**	**5/11/2029**	**5/31/2029**	
Develop and Test Data Conversion Scripts	15 days	5/11/2029	5/31/2029	546
Conduct Data Validation	15 days	5/11/2029	5/31/2029	547
Sprint 59	**15 days**	**6/1/2029**	**6/21/2029**	
Create User Stories/Design Document	15 days	6/1/2029	6/21/2029	549
Code and Unit Test	15 days	6/1/2029	6/21/2029	550
Perform QA testing	15 days	6/1/2029	6/21/2029	551
Conversion	**15 days**	**6/1/2029**	**6/21/2029**	
Develop and Test Data Conversion Scripts	15 days	6/1/2029	6/21/2029	553

Task Name	Duration	Start	Finish	Predecessors
Conduct Data Validation	15 days	6/1/2029	6/21/2029	554
Review/Demo P14 Progress	1 day	6/22/2029	6/22/2029	558
Program Increment 15	**60 days**	**6/22/2029**	**9/13/2029**	
Sprint 60	**15 days**	**6/22/2029**	**7/12/2029**	
Create User Stories/Design Document	15 days	6/22/2029	7/12/2029	556
Code and Unit Test	15 days	6/22/2029	7/12/2029	557
Perform QA testing	15 days	6/22/2029	7/12/2029	558
Conversion	**15 days**	**6/22/2029**	**7/12/2029**	
Develop and Test Data Conversion Scripts	15 days	6/22/2029	7/12/2029	560
Conduct Data Validation	15 days	6/22/2029	7/12/2029	561
Sprint 61	**15 days**	**7/13/2029**	**8/2/2029**	
Create User Stories/Design Document	15 days	7/13/2029	8/2/2029	565
Code and Unit Test	15 days	7/13/2029	8/2/2029	566
Perform QA testing	15 days	7/13/2029	8/2/2029	567
Conversion	**15 days**	**7/13/2029**	**8/2/2029**	
Develop and Test Data Conversion Scripts	15 days	7/13/2029	8/2/2029	569
Conduct Data Validation	15 days	7/13/2029	8/2/2029	570
Sprint 62	**30 days**	**7/13/2029**	**8/23/2029**	
Create User Stories/Design Document	15 days	8/3/2029	8/23/2029	572
Code and Unit Test	15 days	8/3/2029	8/23/2029	573
Perform QA testing	15 days	7/13/2029	8/2/2029	567
Conversion	**15 days**	**8/3/2029**	**8/23/2029**	
Develop and Test Data Conversion Scripts	15 days	8/3/2029	8/23/2029	576
Conduct Data Validation	15 days	8/3/2029	8/23/2029	577
Sprint 63	**30 days**	**8/3/2029**	**9/13/2029**	
Code and Unit Test	15 days	8/24/2029	9/13/2029	580
Perform QA testing	15 days	8/3/2029	8/23/2029	581
Conversion	**15 days**	**8/24/2029**	**9/13/2029**	
Develop and Test Data Conversion Scripts	15 days	8/24/2029	9/13/2029	583
Conduct Data Validation	15 days	8/24/2029	9/13/2029	584
Review/Demo P15 Progress	1 day	8/24/2029	8/24/2029	587
Phase 3 Testing	**315 days**	**7/24/2028**	**10/5/2029**	
Customer interface with DRTS	20 days	7/24/2028	8/18/2028	428
Cash Management/Finance	25 days	10/16/2028	11/17/2028	467
WV MAX Portal	20 days	1/8/2029	2/2/2029	501
Appointment/Scheduling/Queuing (ASQ)	20 days	4/2/2029	4/27/2029	532
Knowledge/Skills Testing	20 days	6/25/2029	7/20/2029	562
Mobile ID	30 days	8/27/2029	10/5/2029	591
Phase 3 - Go Live	**320 days**	**7/24/2028**	**10/12/2029**	
Customer - DRTS	**15 days**	**7/24/2028**	**8/11/2028**	
Develop Cutover Plan	10 days	7/24/2028	8/4/2028	594SS
Review/Modify Cutover Plan	5 days	8/7/2028	8/11/2028	602
Execute Go Live - Cutover Plan	1 day	8/7/2028	8/7/2028	602
Validate/Test Deployment	3 days	8/8/2028	8/10/2028	604

Initial Project Work Plan – WVDMV MAX Implementation (Phases 1 through 4)

Task Name	Duration	Start	Finish	Predecessors
Deployment Confirmed	1 day	8/11/2028	8/11/2028	605
Cash Management - Finance	**15 days**	**10/16/2028**	**11/3/2028**	
Develop Cutover Plan	10 days	10/16/2028	10/27/2028	595SS
Review/Modify Cutover Plan	5 days	10/30/2028	11/3/2028	608
Execute Go Live - Cutover Plan	1 day	10/30/2028	10/30/2028	608
Validate/Test Deployment	3 days	10/31/2028	11/2/2028	610
Deployment Confirmed	1 day	11/3/2028	11/3/2028	611
WV MAX Portal	**19 days**	**1/8/2029**	**2/1/2029**	
Develop Cutover Plan	10 days	1/8/2029	1/19/2029	596SS
Review/Modify Cutover Plan	5 days	1/22/2029	1/26/2029	614
Execute Go Live - Cutover Plan	1 day	1/22/2029	1/22/2029	614
Validate/Test Deployment	3 days	1/29/2029	1/31/2029	615
Deployment Confirmed	1 day	2/1/2029	2/1/2029	617
Appointment/Scheduling/Queuing (ASQ)	**25 days**	**4/2/2029**	**5/4/2029**	
Develop Cutover Plan	10 days	4/2/2029	4/13/2029	597SS
Review/Modify Cutover Plan	5 days	4/16/2029	4/20/2029	620
Execute Go Live - Cutover Plan	1 day	4/30/2029	4/30/2029	597
Validate/Test Deployment	3 days	5/1/2029	5/3/2029	622
Deployment Confirmed	1 day	5/4/2029	5/4/2029	623
Knowledge/Skills Testing	**25 days**	**6/25/2029**	**7/27/2029**	
Develop Cutover Plan	10 days	6/25/2029	7/6/2029	598SS
Review/Modify Cutover Plan	5 days	7/9/2029	7/13/2029	626
Execute Go Live - Cutover Plan	1 day	7/23/2029	7/23/2029	598
Validate/Test Deployment	3 days	7/24/2029	7/26/2029	628
Deployment Confirmed	1 day	7/27/2029	7/27/2029	629
Mobile ID	**35 days**	**8/27/2029**	**10/12/2029**	
Develop Cutover Plan	10 days	8/27/2029	9/7/2029	599SS
Review/Modify Cutover Plan	5 days	9/10/2029	9/14/2029	632
Execute Go Live - Cutover Plan	1 day	10/8/2029	10/8/2029	599
Validate/Test Deployment	3 days	10/9/2029	10/11/2029	634
Deployment Confirmed	1 day	10/12/2029	10/12/2029	635
Phase 4	**391 days**	**6/1/2029**	**11/29/2030**	

Tab 13.

Appendix C: Resumes (RFP 5.3.6.2.7)

5.3.6.2.7 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.

In accordance with this solicitation's requirements, AstreaX has provided resumes for the individuals listed below, outlining their relevant experience for their proposed roles, immediately after this page.

▶ Rob Wilson – Project Manager
▶ Marco Monreal – Functional Lead
▶ Rafael Padilla – Technical Architect

Rob Wilson

Project Manager

Professional Summary

Project Manager with 15+ years of experience successfully delivering complex, high-visibility technology projects for state government agencies, healthcare organizations, and enterprise environments. Proven ability to manage multimillion-dollar modernization initiatives, oversee cross-functional teams, and ensure delivery of scope, schedule, and budget commitments. Highly skilled in Agile and hybrid methodologies, stakeholder engagement, requirements management, vendor oversight, and process optimization. Recognized for strong communication, leadership, and ability to align project execution with organizational goals and regulatory requirements. Core competencies:

- Project Governance & Delivery Oversight
- Scope, Schedule & Budget Management
- State Government IT Modernization
- Agile & Hybrid Methodologies (Scrum, Kanban, SAFe)
- Risk, Issue & Change Control Management
- Portfolio & Program Management
- Cloud, Data & Integration Projects

Professional Experience

AstreaX — Tempe, AZ

IT Project Manager   Mar 2018-Feb 2020/Feb 2022-Present

Lead project management and delivery execution for state-level modernization efforts, including large-scale DMV/MVD transformations.

- Oversee the full project lifecycle for the modernization of driver and motor vehicle applications for the Arizona Department of Transportation (ADOT – MVD), including managing schedules, scope, budget, delivery milestones, dependencies, and risk mitigation
- Lead communication and coordination among state-agency leaders, vendors, and development teams; provide project management for the Virginia contract (Nov 2024–Dec 2025) ensuring compliance with contractual and PMO standards
- Coach Agile teams to enhance velocity, predictability, and cross-team alignment, while driving business process analysis and optimization to reduce waste and boost customer satisfaction
- Manage pilot programs for biometric authentication and IoT-connected electronic license plates

SemanticBits

Sr. Scrum Master   Feb 2020-Mar 2022

Served in a hybrid role providing project, program, and product management for Medicare's Care Compare application, the public-facing platform enabling beneficiaries and caregivers to find, compare, and select healthcare providers.

- Led engineering teams through a successful product launch that consolidated eight legacy provider-compare applications into a single modern user interface, resulting in a smooth, issue-free rollout praised by the client's communications team

- Directed development and execution of long-range product and PI roadmaps, ensuring alignment of sprint goals, feature priorities, and investment strategy for this high-profile federal application
- Analyzed user behavior through Google Analytics, user testing panels, and site surveys to inform continuous improvement strategies and shape future product features

Televerde

Sr. Manager, IT Operations and Shared Services	May 2017-Mar 2018
Sr. Manager, PMO & System Shared Services	Nov 2016-May 2017
IT Project Manager	Jul 2015-Nov 2016

Held progressive project- and program-management leadership roles overseeing IT project delivery, PMO governance, and enterprise operations.

- Established the IT Project Management Office, defining project methodology, governance, and portfolio reporting; managed multiple enterprise projects across sales, marketing, IT infrastructure, and business operations
- Led the development of a custom enterprise B2B CRM supporting omni-channel campaigns and conducted vendor evaluation, contract negotiation, and technology selection
- Oversaw IT infrastructure, telephony, and operations across multiple sites, providing executive-level visibility through dashboards, KPIs, roadmaps, and portfolio health reports
- Built and mentored teams in project management, business analysis, QA, and operations

PennDOT

IT Project Manager   **Feb 2012-Jul 2015**

Simultaneously managed multiple complex, high-visibility IT projects and programs across departments and stakeholder agencies, ensuring delivery aligned with scope, schedule, and budget while proactively managing risks and issues.

- Led multimillion-dollar competitive procurements, including requirements gathering, proposal evaluation, and vendor management
- Provided program management and oversight for a major statewide IT initiative to mobilize, analyze, improve, and automate highway construction processes
- Managed the 511-PA Program, overseeing the statewide traveler information system including public website, alerting service, IVR system, and mobile application
- Directed procurement and implementation of the pavement asset management system, enabling predictive analysis and treatment planning for 40,000+ miles of roadway

Education, Certifications, Technology

- Harrisburg Area Community College(2006-2007). Associates in Applied Science, Computer Systems Networking and Telecommunications
- Project Management Professional (PMP)
- PMI Agile Certified Practitioner (PMI-ACP)
- SAFe Product Owner/Product Manager (POPM)
- SAFe Agilist (SA)
- ITIL v3, Cisco, Microsoft, CompTIA
- Business Analysis, Networking

- Project Tools: MS Project, Jira, Azure DevOps, Confluence, CA Clarity
- Platforms: Azure, AWS, Cloud-native architectures
- Networking & Security: Cisco infrastructure, TACACS+, AD, OS hardening
- Databases: SQL Server, NoSQL/distributed DBs
- Emerging Tech: Mobile identity, biometric authentication, IoT license plates

Marco Monreal
Functional Lead

Professional Summary

Solutions architect with 13+ years of Motor Vehicle systems modernization experience focused on Driver Services. Contributor to two successful project implementations with deep expertise in system design, requirements analysis, business process re-engineering, and application design. Recent work centers on continuous enhancement of Driver License capabilities with emphasis on AAMVA interfaces, driver records, and ignition interlock programs, collaborating across Customer Management, Title & Registration, and Driver Licensing domains. Core competencies:

▶ Motor Vehicle Driver Services Modernization
▶ System Design & Application Architecture
▶ Requirements Analysis & Business Process Re-engineering
▶ Defect Triage, System Testing, and QA Team Coordination
▶ Stakeholder Communication & Cross-functional Collaboration
▶ Operational Readiness & Continuous Improvement

Professional Experience

AstreaX — Tempe, AZ

Solutions Architect   **Apr 2014-Present**

▶ Contributed to multiple program sectors, including Customer Management, Title & Registration, and Driver Licensing (Arizona MAX project).
▶ Led enhancements to the Driver License system with specific focus on AAMVA interfaces, driver records, and ignition interlock.
▶ Applied expertise in system design, requirements analysis, business process re-engineering, and application design.

3M

System Test Coordinator   **Sep 2012-May 2014**

▶ Served as primary point of contact for defect resolution and system test activities.
▶ Validated defects and coordinated prompt resolution to deliver robust systems during testing.
▶ Facilitated and managed a small QA team to meet testing objectives.

Software Analyst   **May 2010-Sep 2012**

▶ Acted as liaison between development teams and clients to collect requirements and develop new designs.
▶ Managed project scope and supported delivery across program phases.

IBM

Lab Manager   Apr 2009-May 2010

- Maintained IBM servers across AIX, Linux, and Windows platforms.
- Performed operations tasks and server rebuilds while ensuring efficient performance of critical systems.

The University of Arizona
Flex Lab Coordinator

- Coordinated open workshops (flex labs) providing task breakdowns, software training, and tutoring to students.

Education, Certifications, Technology

- University of Arizona (2005–2010).
  Bachelor of Science in Business Administration,
  Management Information Systems (General)
- University of Arizona (2005–2010).
  Bachelor of Science in Operations Management and
  Supervision
- AAMVA Interfaces
- Driver Records
- Ignition Interlock

- IBM AIX
- Linux
- Windows Server
- Arizona MAX
- Title & Registration
- Driver Licensing
- System Testing
- Defect Management
- QA Team Facilitation

Rafael Padilla
Technical Architect

Professional Summary

Accomplished Senior Application Architect and Technology Strategist with nearly 29 years of comprehensive experience in software engineering, complemented by 23 years of specialized expertise in motor vehicle and transportation systems. Demonstrated success in managing architecture and R&D organizations, overseeing large-scale Microsoft .NET product initiatives, and leading teams of highly skilled software architects. Proven ability to establish and enforce technical standards and procedures, driving innovation and excellence in development processes. Core competencies:

- DMV Domain Expertise
- Microsoft Technologist
- Technical Leadership
- Release Management
- Software Training & Mentoring

- Performance Tuning
- Architecture Framework Design
- Application Troubleshooting & Optimization
- Stakeholder Collaboration
- Standards & Procedures Enforcement

Professional Experience

AstreaX — Tempe, AZ

Infrastructure Architect   **Mar 2014 - Present**

- Serve as senior application architect and technology strategist for software solutions in mortgage, financial, transportation, and healthcare sectors.
- Lead the growth and technical direction of the company, focusing on innovative architecture and scalable solutions.

Wave Systems Corporation

Senior Software Architect   **Jun 2011-Mar 2014**

- Led architecture for SmartSAFE, a suite for electronic records management, compliance, and legal transactions.
- Managed offsite development teams and re-architected solutions using contemporary Microsoft .NET technologies.

3M Company

Senior Application Architect   **Aug 2006-Jun 2011**

- Managed Architecture and R&D for 3M Motor Vehicle Systems, overseeing multiple .NET products and a team of software architects.
- Established technical standards and mentored over 100 developers, collaborating with Microsoft on architecture reviews and performance labs for DMV projects.

Archon Technologies, Inc.
Senior Application Architect   Jun 2000-Aug 2006

▶ Led development of DMV solutions for multiple states, designing architecture frameworks for vehicle registration, titling, and driver licensing.
▶ Recruited and managed teams, and trained agency staff in Microsoft technologies to support DMV modernization efforts.

Certus Corporation
Senior Architect/Developer   1999-Jun 2006

▶ Designed document metadata repository for SignOnline product, participating in all phases of development from requirements analysis to system integration.
▶ Developed messaging components for system-wide notifications, audits, and alerts, supporting robust data management and compliance.

MatureWell, Inc.
Architect/Developer   1998-1999

▶ Developed MatureWell Extranet product using Microsoft DNA framework, designing LDAP structures, databases, and reporting systems.
▶ Led and mentored developers, contributing to the design and development of web-based HMO Premium Billing and ID Cards system.

Tucson Medical Center / HealthPartners
Application Developer   1994-1998

▶ Developed intranet dashboard systems for clinical and financial information, supporting hospital-wide data access and reporting.
▶ Participated in project steering, requirements analysis, and data modeling, contributing to operational improvements and budget planning.

Education, Certifications, Technology

▶ University of Arizona. Bachelor of Science in Business Administration, Management Information Systems (General)
▶ Microsoft .NET (C#, ASP.NET, .NET Core)
▶ Architecture Frameworks
▶ Data Modeling & Repository Design
▶ Performance Optimization & Troubleshooting
▶ N-tier Frameworks (Microsoft DNA, MTS)

▶ Cloud & Web-based Solutions
▶ Team Leadership & Mentoring
▶ Stakeholder Engagement
▶ Electronic Records & Signature Compliance (ESIGN, UETA, SPeRS, GPEA)
▶ DMV Systems (Vehicle Registration, Titling, Driver Licensing)