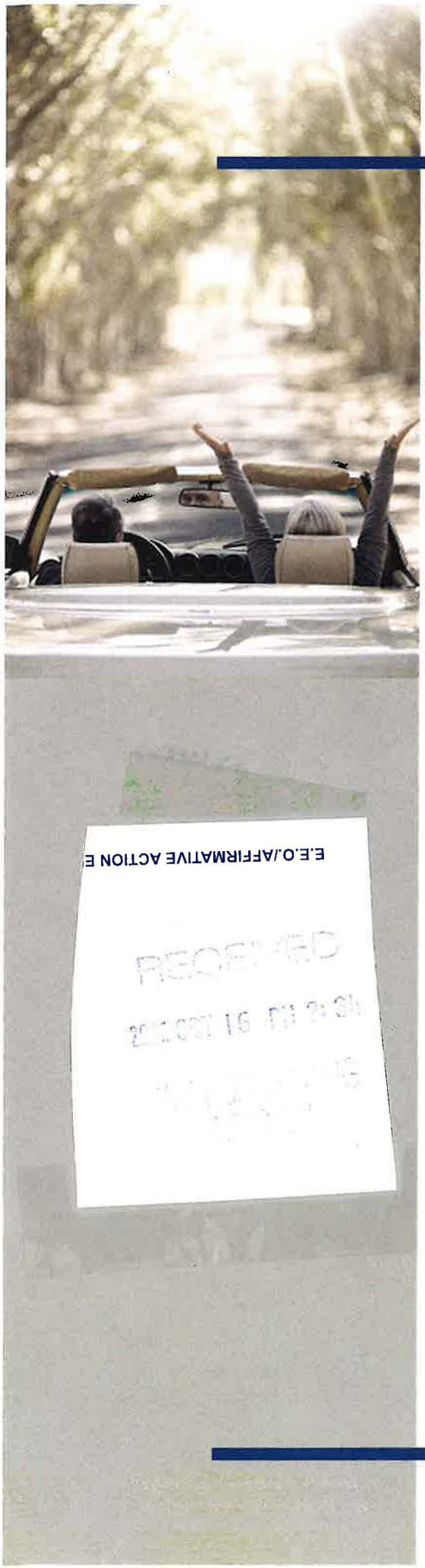


AstreaX
A Michael Baker INTERNATIONAL Company

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

Solicitation Number
CRFP 0802 DMV2700000001 – Version 1

Vendor Name, Business Address, Phone
Aura Solutions LLC (dba AstreaX)
1500 North Priest Drive, Suite 102 | Tempe, AZ 85281
Phone: 480-212-6202 | FAX: Not Applicable

Contact Person, Email
Jason Gladstone
Modernization Business Director
jgladstone@astreax.com

Vendor Signature

Date
October 20, 2026

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§5.3.6.2.1 Cover Letter

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

October 20, 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 DMV2700000001, issued September 18, 2026 and including Addendum 1, issued October 9, 2026.

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 DMV modernization 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, Commonwealth of Virginia, and States of Wyoming, North Carolina, and Mississippi have elected to implement the MAX system. Additional jurisdictions are in various stages of evaluation.

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, headquartered at 500 Grant Street, Suite 5400, Pittsburgh, PA 15219.

MAX will meet or exceed the West Virginia Division of Motor Vehicles (WVDMV) current requirements and will provide a foundation to evolve with WVDMV 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. We are proud to have more than two 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 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 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. We have done our best to respond as clearly and simply as possible. As the contact person responsible for this proposal, I'd be happy to respond to any clarifying questions you may have.



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

Administrative Forms

CRP 0802 DMV2700000001 Cover Sheet – Version 2

Department of Administration Purchasing Division 2019 Washington Street East Post Office Box 50130 Charleston, WV 25305-0130	State of West Virginia Centralized Request for Proposals Info Technology

Proc Folder: 2062022	**Reason for Modification:**
Doc Description: RFP to Modernize the DMV Driver System	ADDENDUM NO_1 Vendor Questions and Response Attach revised Att. A Pricing Page. Attach other Docs - See Header
Proc Type: Central Master Agreement	

Date Issued	Solicitation Closes	Solicitation No	Version
2026-10-09	2026-10-20 13:30	CRFP 0802 DMV2700000001	2

BID RECEIVING LOCATION

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

VENDOR

Vendor Customer Code: VS0000051122
Vendor Name : Aura Solutions LLC (dba AstreaX)
Address : 1500 North Priest Drive
Street : Suite 102
City : Tempe
State : Arizona **Country :** USA **Zip :** 85281
Principal Contact : Jason Gladstone
Vendor Contact Phone: 480-212-6202 **Extension:** NA

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

Vendor Signature X **FEIN#** 46-0826121 **DATE** October 20, 2026

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

Date Printed Oct 9, 2026 Page: 1 FORM ID: WV-PRC-CRFP-002 2020/05

ADDITIONAL INFORMATION

ADDENDUM NO_1

Addendum No_1 issued to publish and distribute the attached information to the Vendor Community

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

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

ONLINE RESPONSES FOR THIS SOLICITATION ARE PROHIBITED

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

Line	Comm Ln Desc	Qty	Unit of Measure	Unit Price	Total Price
1	DMV Driver Modernization Services				

Comm Code	Manufacturer	Specification	Model #
43231500			

Extended Description:
DMV Modernization Cost Workbook Attachment A

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

Line	Comm Ln Desc	Qty	Unit of Measure	Unit Price	Total Price
2	Software Subscriptions & Maintenance Fees				

Comm Code	Manufacturer	Specification	Model #
43230000			

Extended Description:
DMV Modernization System Cost Workbook Attachment A

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

Line	Comm Ln Desc	Qty	Unit of Measure	Unit Price	Total Price
3	DMV Modernization Hardware & Installation				

Comm Code	Manufacturer	Specification	Model #
43210000			

Extended Description:
DMV Modernization System Cost Workbook Attachment A

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

Line	Comm Ln Desc	Qty	Unit of Measure	Unit Price	Total Price
4	DMV Modernization Hourly Rates/Services	0.00000	HOUR		

Comm Code	Manufacturer	Specification	Model #
81111504			

Extended Description:
DMV Modernization System Cost Workbook Attachment A

Date Printed: Oct 8, 2026 Page: 3 FORM ID: WV-PRC-CRFP-002 2020/05

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

Line	Comm Ln Desc	Qty	Unit of Measure	Unit Price	Total Price
5	Cloud Hosting Services DMV Modernization System				

Comm Code	Manufacturer	Specification	Model #
81162000			

Extended Description:
DMV Driver Modernization System Cost Workbook Attachment A

SCHEDULE OF EVENTS

Line	Event	Event Date
1	Tech Questions due by:3:00pm	2026-10-07

Date Printed: Oct 9, 2025 Page: 4 FORM ID: WV-PRC-CRFP-002 202005

Addendum Acknowledgement Form

ADDENDUM ACKNOWLEDGEMENT FORM
SOLICITATION NO.: CRFQ DMV2700000001

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

October 20, 2026
Date

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

REQUEST FOR PROPOSAL

West Virginia DMV Driver Modernization System

Points allocated to the cost proposal are 20

Proposal 1: Step 1 – $1,000,000 / $1,000,000 = Cost Score Percentage of 1 (100%)
Step 2 – 1 X 30 = Total Cost Score of 20

Proposal 2: Step 1 – $1,000,000 / $1,100,000 = Cost Score Percentage of 0.909091 (90.9091%)
Step 2 – 0.909091 X 30 = Total Cost Score of 22.727275

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

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

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

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



(Signature)

50

REQUEST FOR PROPOSAL

West Virginia DMV Driver Modernization System

Aura Solutions LLC (dba AstreaX)

(Company)

Jason Gladstone, Modernization Business Director

(Representative Name, Title)

Phone: 480-212-6202

(Contact Phone/Fax Number)

October 20, 2026

(Date)

51

Designated Contact/Certification and Signature

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

(Printed Name and Title) Jason Gladstone, Modernization Business Director

(Address) 1500 North Priest Drive, Suite 102, Tempe, AZ 85281

(Phone Number) / (Fax Number) Phone: 480-212-6202

(email address) jgladstone@astreax.com

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

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

Aura Solutions LLC (dba AstreaX)
(Company)

(Signature of Authorized Representative)

Jason Gladstone, Modernization Business Director (October 20, 2026)
(Printed Name and Title of Authorized Representative) (Date)

Phone: 480-212-6202
(Phone Number) (Fax Number)

jgladstone@astreax.com
(Email Address)

Revised 10/17/2024 Request for Proposal

§5.3.6.2.2 Executive Summary

"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."

With the reissuance of the WVDMV RFP to Modernize the DMV Driver System and the updated scoring matrix, our understanding is that **WVDMV is prioritizing time to implement**. Our proposal reflects this change in direction. In this proposal, we will detail how the AstreaX team will implement the MAX system to:

- **Implement REST APIs allowing the mainframe Driver License system to communicate with AAMVA by January 1, 2028.** This will allow WVDMV to retire use of the AAMVA UNI connection.
- **Implement the minimum viable product (MVP) within 12 months of issuance of delivery order.** This will enable WVDMV to retire the existing mainframe West Virginia Driver License System six months earlier than the 18-month requirement stated in the RFP.

These dual implementations will run independently and concurrently in alignment with the State's mandate to decouple the AAMVA API upgrade and the driver system MVP. By decoupling the AAMVA REST integration from the core MVP delivery, AstreaX establishes an insulated fast-track to decommission the legacy UNI connection by the AAMVA January 1, 2028 deadline, while simultaneously driving full mainframe modernization on a 12-month delivery cadence. This parallel execution model deliberately eliminates project dependencies and protects the State from delivery risks.

Proposed Solution: MAX

"Provide 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."

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 the project objectives stated in the RFP.

Overview of MAX

MAX is a modern, cloud-based DMV system that is API-driven and web-based, as WVDMV requires. It was originally developed to replace the Arizona MVD mainframe, and its AAMVA REST integration is already built and in production. 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, ignition interlock providers).

MAX is proven and expanding with each implementation

Two states run on MAX today, and both used it to replace their mainframe driver systems, the same transition WVDMV is making:

- **Arizona.** Live since April 2020, with AstreaX as primary development partner.
- **Wyoming.** Live since October 2025, with AstreaX as primary development partner.

Five additional jurisdictions are moving to MAX, with more announcements expected in the future.

- **Mississippi.** AstreaX is the prime system integrator. Go-live is planned for December 2027.
- **North Carolina.** Go-live is planned for November 2027.
- **Commonwealth of Virginia.** Go-live is planned for April 2028.
- **Province of Alberta.** Selected MAX as its future DMV system.
- **Province of British Columbia.** Selected MAX as its future DMV system.

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 direction 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.

Engineered to meet current and future needs

The MAX code base WVDMV will receive already has the AAMVA REST connections built, includes the functionality required for a successful driver MVP, and includes assets that speed delivery:

- **Driver Functionality.** Driver license and ID card issuance, including commercial, graduated and REAL ID credentials, along with driver records, enforcement, and case Management.
- **Supporting Assets.** Automated testing scripts, training assets (for online/video and in-person training), an online employee reference guide called One Source, and more.
- **Optional Capabilities.** Appointment scheduling and queueing, customer portal, cash drawer (including cash management and finance), knowledge testing, and MAX road/skills test tablets, which WVDMV may elect in place of the related interfaces (see Appendix A of this proposal).

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. These records also support WVDMV's investigations of employee and customer fraud.

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.

MAX provides access to a collaborative ecosystem of AAMVA jurisdictions

With MAX, West Virginia has the opportunity to join a collaborative community of AAMVA jurisdictions that include Arizona, Virginia, Wyoming, North Carolina, Mississippi, and the Province of Alberta.

Community members share strategy, best practices, ideas, code, and even resources where it makes sense. While participation is not required, we believe 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.

> For example, Arizona and Wyoming co-developed Road Test Tablets, which allow examiners to electronically record road tests without an internet connection. These are now available to Community members at no additional development cost.

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. MAX's built-in AI capabilities already 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, and we 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.

Looking to the Future. AstreaX also applies AI beyond project delivery through its Operational Intelligence Platform (OIP), a secure, governed AI layer that sits behind agency data and turns it into actionable insight. OIP is built with security by design, including private data boundaries and role-based access, and with human oversight of AI-assisted decisions. Current OIP work includes:

- **Fraud Discovery and Analysis.** Moving fraud detection from manual, episodic review to recurring, evidence-based detection using a reusable fraud intelligence model.
- **Call Center Analysis.** Using depersonalized contact center transcripts to identify what causes citizen friction and reduce preventable calls.

OIP is available to WVDMV as a future option, subject to WVOT CIO Review under WVOT-PO1034.

How MAX Will Address 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. Backed by this implementation and support experience, MAX exceeds WVDMV's requirements today, and its built-in flexibility and scalability position 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 for the two components of this project: **REST API Implementation** and **Driver License System MVP Implementation**. For WVDMV, this means a production-proven system, a team that has already replaced mainframes with it, and an expedited timeline that puts the MVP go-live six months earlier than the 18-month requirement stated in the RFP.

Alignment with WVDMV Goals and Objectives (RFP 4.2.1)

Our proposed solution fully aligns with the WVDMV goals and objectives detailed in RFP Section 4.2.1: Goals and Objectives, as summarized below and described in more detail in §5.3.6.2.3/§4.2.1 of our proposal.

4.2.1.1. MAX replaces the mainframe driver license system with a web-based solution that is scalable and responsive to change. The mainframe remains the system of record until the MVP is accepted, so customers see little to no interruption.

4.2.1.2. Our solution provides the required functionality in a single platform with a common user experience.

4.2.1.3. MAX supports law enforcement with real-time search capabilities and provides WVDMV management with daily business intelligence for reporting and auditing functions.

4.2.1.4. MAX interfaces with the DMV systems and partners in Attachment B through REST APIs, batch file transfers, and secure web access.

4.2.1.5. MAX supports State-to-State, DHR, EEE, DACH, NRCME, and USPVS through built-in AAMVA and federal integrations. AstreaX will implement, configure, and test these connections before go-live or major planned changes by AAMVA or WVDMV.

4.2.1.6. MAX has an electronic workflow to create letters, forms, and notices that are sent to the printer in a modern format, saved as a digital copy in the customer's document center, and stored in WVDMV's document management system (OpenText AppEnhancer) for viewing and retrieval.

4.2.1.7. AstreaX commits to MVP go-live within 12 months of delivery order issuance, six months ahead of the 18-month requirement, with the REST APIs delivered in the same 12 months, reducing Agency business risk from aging technology.

Compliance with Mandatory Project Requirements (RFP 4.2.2)

As summarized below by topic area, AstreaX and our solution comply with all mandatory requirements stated in RFP Section 4.2.2: Mandatory Project Requirements, as described in more detail in §5.3.6.2.3/§4.2.2 of our proposal.

4.2.2.1. MAX supports driver license functionality that fully complies with the state and federal laws and regulations, policies, and requirements listed in the RFP.

4.2.2.2. MAX will be implemented and maintained in compliance with the State's Enterprise Architecture Standard.

4.2.2.3. Our proposed MAX solution, approach, and timeline are structured to support WVDMV's strategy for implementing REST services connected to the existing mainframe Driver License System and to be deployed to production status within stated timelines.

4.2.2.4. We will implement an MVP version of a modernized driver license system to replace the State's existing mainframe Driver License System. The MVP fully replaces the mainframe's functionality and migrates the full driver record with zero loss of authoritative data. The MVP includes mobile DL/ID issuance integrated with WVDMV's IDEMIA Mobile ID.

4.2.2.5. Our project management services follow PMI standards throughout system implementation, and operations and maintenance.

4.2.2.6. We plan and conduct structured testing during each project implementation (REST and MVP).

4.2.2.7. We design, develop, test, deploy, and support required system integrations.

4.2.2.8. We design, develop, test, deploy, and support management reports.

4.2.2.9. We plan and execute data migration to your requirements, including development of a Data Migration Plan.

4.2.2.10. Our solution is implemented in conformance with state and federal security regulations, policies, and requirements.

4.2.2.11. Our high-performing solution meets or exceeds WVDMV performance requirements.

4.2.2.12. Our solution is designed for high availability and reliability.

4.2.2.13. MAX has a consistent and intuitive user interface that fully complies with relevant usability standards.

4.2.2.14. Document management capabilities will be included with the solution, along with the ability to integrate with the WVDMV document management system.

4.2.2.15. Audit trail functionality is core functionality and will be included.

4.2.2.16. AstreaX will operate, maintain, and support MAX during deployment, post Go-Live support, and following System Acceptance for each project implementation (REST and MVP), per service levels mutually agreed to in the Contract.

Compliance with Desirable Project Requirements (RFP 4.2.3)

As summarized below by topic area and described in more detail throughout our proposal, AstreaX and our solution comply with all desirable requirements stated in RFP Section 4.2.3: Desirable Project Requirements, as described in more detail in §5.3.6.2.3/§4.2.3 of our proposal.

4.2.3.1. Our proposal was designed to meet the implementation timeline requirements in the RFP.

4.2.3.2. Our approach deploys the full-scope MVP to production status within 12 months of delivery order issuance, 6 months ahead of the 18-month requirement, and meets all go-live criteria by that date.

4.2.3.3. AstreaX will address identified defects during Operations and Maintenance, per Agency-defined service levels.

4.2.3.4. Staff provided throughout the contract will meet or exceed the experience of the staff identified within our proposal.

4.2.3.5. We have fully disclosed all subcontractors and their proposed roles in our proposal, and we agree to obtain WVDMV approval before subcontracting any other elements of the work under the Contract.

AstreaX Experience with MAX

"Vendor's prior experience implementing its proposed solution."

AstreaX is proposing MAX, which fully meets WVDMV's current requirements and positions WVDMV for the future. AstreaX is the architect of the MAX system and has been the primary development partner for MAX since its inception. Our senior team has worked collectively in 26 jurisdictions throughout the U.S. and Canada, and more than 100 professionals are dedicated to MAX across multiple jurisdictions. We bring this industry expertise to West Virginia. Our experience implementing MAX is 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. AstreaX worked with the Wyoming Department of Transportation (WYDOT) to deploy MAX Driver Services, which went live in October 2025. Both Arizona and Wyoming align well with the WVDMV scope because they were also migrating services off the mainframe and improving business processes.

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 demonstrates 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.

- **Commonwealth of Virginia MAX.** AstreaX is actively working on the Virginia Department of Motor Vehicles MAX implementation, led by Kyndryl (a subcontractor of AstreaX on this WVDMV proposal), with go-live planned for April 2028.
- **North Carolina MAX.** AstreaX is working on the North Carolina MAX driver implementation, including a mobile driver's license (mDL), with go-live planned for November 2027.
- **Mississippi MAX.** AstreaX is the prime system integrator for the Mississippi MAX driver implementation, with go-live planned for December 2027.
- **Province of Alberta MAX.** The Province has chosen MAX as its modernization platform. We engaged with the Province of Alberta on foundational pre-MAX implementation work.
- **Province of British Columbia MAX.** The Province has chosen MAX as its modernization model. We are engaged with the Province on facilitating code sharing and answering MAX-related questions as they arise.

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. The WVDMV driver license system modernization is critically important both to the State and to AstreaX. To help ensure ongoing project alignment and a successful project delivery, AstreaX will provide:

- **Single Point of Accountability.** One experienced project manager leads both the REST implementation and the MVP implementation through one integrated project plan, each with its own acceptance gates.
- **Aligned Expectations.** WVDMV validates functionality every three-week sprint. The decision log and formal change controls document each scope decision.
- **Early Escalation.** Bi-weekly status reports flag escalation items, open decisions, and the readiness of AstreaX and its partners, so issues are resolved before they affect the schedule.
- **On-Going Advisory.** Executive leadership from the State of West Virginia and AstreaX provides engagement oversight, and AstreaX's MAX Engagement Director and Senior Strategic Advisor will surface and incorporate lessons learned from other MAX implementations.

AstreaX follows a proven, standards-based playbook for delivery

Our team has been successful across all of our projects by following a standard approach based on the Project Management Institute's PMBOK standards for Agile delivery. By aligning with global standards and best practices, we provide transparency, predictable timelines, and high-quality outcomes. This approach drove our success in Arizona and Wyoming and is currently underway in Virginia, North Carolina, and Mississippi.

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 are not requesting any exceptions to T&Cs. AstreaX has accepted WVDMV's terms and conditions, including service credits, without exception. 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. Our base proposal meets every requirement as written. As RFP Section 4.2 invites, Appendix A explains why AstreaX recommends MAX as the AAMVA intermediary and describes MAX capabilities WVDMV may elect in place of the related third-party interfaces.

AstreaX serving West Virginia: Building on the foundation set by Michael Baker International.

AstreaX is a Michael Baker International (MBI) company. West Virginia remains a focus for MBI and its family of companies, as highlighted below. AstreaX will join the MBI companies already serving West Virginia to grow our local team and extend the technology services we provide. We intend to deliver this project from our downtown Charleston office, which is currently staffed with 80 local employees.

Our Focus on West Virginia

As a Michael Baker International (MBI) company, AstreaX looks to expand the history of successfully delivering critical projects that benefit West Virginia citizens. Signature projects include the New River Gorge Bridge, the Blennerhassett Bridge, and Corridor H.

MBI's Charleston office was established in 1957 and is staffed today by 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. 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 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 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.

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

Our proposed project organization emphasizes collaboration, risk mitigation, expedited implementation, and alignment with WVDMV project objectives, and is designed to efficiently deliver the required WVDMV MAX Driver modernization implementation services and ongoing MAX support. One AstreaX team delivers the REST and MVP implementations under one project manager, with executive leadership from the State of West Virginia and AstreaX providing engagement oversight. Details are provided within §5.3.6.2.7/4.3 Qualifications and Experience of this proposal.

Role of Subcontractors/Subconsultants

"Describe the role of each subcontractor/subconsultant."

- **Kyndryl**. 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 for the mainframe enhancements in the REST implementation component of this project.
- **Microsoft**. 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

"Describe the experience of proposed project team members (prime and subcontractor) to perform their assigned roles on the project."

AstreaX is proposing named personnel for the following positions: Project Manager (PMP), Functional Lead, Technical Architect, Training Lead, MAX Engagement Director, and Senior Strategic Advisor. All of these leaders exceed WVDMV requirements and bring DMV industry experience from MAX modernization initiatives implemented and underway. Details of their experience are included within the §5.3.6.2.7/4.3 Qualifications and Experience section of this proposal.

How AstreaX Meets Experience Requirements

"Highlight how the Vendor meets the required and desirable experience requirements."

Our team meets or exceeds WVDMV's qualification and experience requirements as stated in RFP Section 4.3 and responded to in more detail in §5.3.6.2.7/§4.3 Qualifications and Experience within this proposal.

4.3.1 Qualifications and Experience Information

4.3.1.1. MAX has been implemented to a production status for two United States jurisdictions as of the date of proposal submission. MAX has been live in Arizona since 2020 and in Wyoming since 2025.

4.3.1.2. AstreaX implemented the MAX driver license solution to a production status in Arizona and Wyoming, and is the prime system integrator for the Mississippi MAX driver implementation, with go-live planned for December 2027.

4.3.2 Mandatory Qualification/Experience Requirements

4.3.2.1. Our proposed AstreaX Project Manager is a PMI-certified Project Management Professional (PMP).

4.3.2.2. Our Functional Lead and Technical Architect each have more than two years of experience working in similar roles on implementations of our proposed MAX solution.

§5.3.6.2.3/4.2 Proposed Solution

"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 screenshots and other visuals as appropriate."



AstreaX meets or exceeds the Qualification and Experience requirements stated in RFP Section 4.2.

AstreaX has the solution (MAX) and experience to help WVDMV achieve their business and technical goals for this project. We are prepared to provide, implement, maintain, and operate a modernized, web-based driver license system that meets or exceeds WVDMV requirements. The scope of our implementation services includes the design, development, configuration, test, training, and deployment of the solution to production status. MAX is web-based, will interface with required WVDMV systems, meets or exceeds the RFP requirements, and directly supports an expedited, 12-month MVP delivery.

Project scope and delivery

The AstreaX solution proposed in this section meets or exceeds WVDMV's project implementation requirements stated in the RFP, including the requirement to fully complete the REST implementation by January 1, 2028 and the MVP implementation within 18 months.

> **Implement Representational State Transfer (REST) APIs** that integrate with the existing mainframe Driver License system to communicate with AAMVAnet™ to support all required driver license-related communication via the AAMVA network, so as to enable WVDMV to retire use of the AAMVA UNI connection while continuing to utilize the mainframe Driver License system as the State of West Virginia system of record, for an interim period.
>
> **Implement the Vendor's proposed driver license system** as the state system of record using a minimum viable product (MVP) approach, which provides all functionality necessary to retire the existing mainframe West Virginia Driver License System, while developing integrations to and maintaining use of other non-mainframe applications. MVP must be fully implemented into production within 18 months of issuance of delivery order.

How AstreaX will deliver the Solution

Our proposal exceeds the requirements with two implementations, AAMVA API upgrade and MVP, that run in parallel and each complete within 12 months of delivery order issuance, as described in our proposal in §4.2.1 through §4.2.3 and §5.3.6.2.5/.5.3.6.2.6 Proposed Approach. This parallel execution model decouples delivery risk, protecting WVDMV from potential operational issues.

The legacy driver system remains fully operational until the MVP implementation is complete, because no current system is retired until its replacement meets all go-live criteria, is deployed into production, and is accepted by the State. As this is a critical project for the Agency, we have defined measures to minimize the possibility of unforeseen project delays, which are detailed in Appendix A.

4.2.1 Approach & Methodology to Goals/Objectives

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

4.2.1.1 Replace WVDMV's legacy mainframe driver license system

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

WVDMV Goal/Objective	AstreaX Approach & Methodology
• *Modern Vendor-provided and supported web-based application.* • *Improved business efficiencies with little to no interruption to the customer.* • *Scalable and responsive to change.*	MAX is a vendor-provided, web-based, API-driven driver licensing application in production as a mainframe replacement in Arizona and Wyoming. The mainframe stays the State system of record until the MVP is accepted, so customers see no interruption, and the architecture absorbs business, regulatory, and technology changes without redesign.

MAX leverages a modern API-driven architecture and has been enhanced to support AAMVA services and programs including the AAMVA programs highlighted in 4.2.1.5. This architecture enables WVDMV to respond to future business, regulatory, and technology changes including technical upgrades without major system redesign.

In addition to replacing legacy technology, MAX streamlines driver licensing operations by automating the submission, receipt, and processing of AAMVA transactions. Response messages are automatically interpreted and incorporated into business workflows, eliminating much of the manual message review traditionally required by Customer Service Representatives (CSRs). This allows staff to focus on serving customers rather than processing system transactions, resulting in improved business process efficiency, reduced processing time, and a more consistent customer experience. Drawing on lessons learned from prior mainframe modernization projects, AstreaX will work with WVDMV to identify and implement additional workflow improvements that further enhance productivity and customer service.

The result is a modern, supported, web-based Driver Licensing Solution that enables WVDMV to retire its legacy mainframe platform, improve operational efficiency, reduce manual processing, and establish a scalable foundation capable of supporting the State's future needs.

4.2.1.2 Provide driver licensing functionality in a single vendor-supported platform

"4.2.1.2. Provide functionality required to perform driver licensing functionality in a single vendor-supported platform with a common user experience for WVDMV staff to the maximum extent possible and practical."

WVDMV Goal/Objective	AstreaX Approach & Methodology
• *Single vendor-supported platform.* • *Common user experience for WVDMV staff.*	MAX delivers driver licensing functionality in one AstreaX-supported platform with a common user interface, standardized navigation, and screen-level assistance (via our One Source knowledge and help platform) for WVDMV staff.

The MAX Driver Licensing Solution provides WVDMV with a single, vendor-supported platform that delivers the full range of driver licensing functionality through a consistent and intuitive user experience. AstreaX will serve as the solution provider and support organization for the MAX system that includes system administration, maintenance, issue resolution, and future enhancements.

MAX is designed to optimize staff productivity through a common user interface, standardized navigation, and integrated business workflows across driver licensing functions. This consistent user experience reduces training requirements, improves staff efficiency, and enables employees to perform transactions more accurately and effectively.

To further support WVDMV staff, MAX includes One Source screen-level assistance and comprehensive online business service documentation, providing users with immediate access to process guidance, field definitions, business rules, and operational procedures directly within the application. These embedded support capabilities help speed user adoption, reduce the need for external reference materials, and promote a consistent approach to business processing in the offices.

By delivering driver licensing functionality in a single AstreaX-supported platform with a common user experience, MAX will allow WVDMV to improve office efficiency, simplify support and training, and provide staff with the tools and information needed to serve West Virginia customers.

4.2.1.3 Support law enforcement search and WVDMV business intelligence needs

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

WVDMV Goal/Objective	AstreaX Approach & Methodology
• *Support law enforcement with real-time search capabilities.* • *Provide WVDMV management with daily business intelligence for reporting and auditing functions.*	MAX provides real-time search for law enforcement through REST APIs. MAX provides business intelligence for WVDMV management through operational reporting, audit tracking, and Power BI dashboards. These capabilities and functions are in production in Arizona and Wyoming.

MAX provides an intuitive, role-based solution that supports law enforcement with real-time search capabilities and WVDMV management with business intelligence, reporting, and auditing functions. Through web-based access, REST APIs, Omni Search, operational reporting, audit tracking, and Power BI dashboards, authorized users and systems can securely access timely information to support enforcement, operational oversight, and executive decision-making. These capabilities are currently operational in Arizona and Wyoming.

4.2.1.4 Interface with DMV systems/partners

"4.2.1.4. Interface with all other DMV systems/partners per Attachment B. Some interfaces will initially be implemented during the project."

WVDMV Goal/Objective	AstreaX Approach & Methodology
Interface with all other DMV systems/ partners per Attachment B. Some interfaces will initially be implemented during the project.	The MAX solution provides existing interface methods to support the partners identified in Attachment B.

As an API-based solution, MAX will interface with WVDMV systems and partners identified in Attachment B using proven integration methods currently deployed in Arizona and Wyoming. Supported interface methods include:

- REST APIs (preferred)
- Batch file transfers
- Secure web-based access for real-time inquiries, searches, and knowledge and road testing.

4.2.1.5 Implement or modernize programs in accordance with AAMVA and/or federal standards

"4.2.1.5. Implement or modernize the following programs in accordance with AAMVA and/or federal standards: State to State; Driver History Record (DHR) - SPEXS 6.2; Exclusive Electronic Exchange (EEE); Drug and Alcohol Clearinghouse (DACH) - SPEXS 6.3; National Registry of Certified Medical Examiners (NRCME); United States Passport Verification Service (USPVS)."

WVDMV Goal/Objective	AstreaX Approach & Methodology
Required programs: • *State to State.* • *Driver History Record (DHR) - SPEXS 6.2.* • *Exclusive Electronic Exchange (EEE).* • *Drug and Alcohol Clearinghouse (DACH) - SPEXS 6.3.* • *National Registry of Certified Medical Examiners (NRCME).* • *United States Passport Verification Service (USPVS).*	MAX supports the AAMVA programs listed at the left, along with others. The AstreaX team will work with WVDMV to ensure WVDMV requirements are understood and supported by the MAX solution. We will assist WVDMV testers to complete the AAMVA certification testing on time for Go Live.

MAX supports integration with State-to-State, DHR, EEE, DACH, NRCME, SSOLV, HAVV, and USPVS through built-in AAMVA and federal integration capabilities. AAMVA certification testing has been successfully completed in Arizona, and certification testing related to the PDPS REST-services upgrade is planned for completion in Arizona in October 2026. MAX enables the implementation, configuration, testing, and certification of required AAMVA related interfaces to comply with applicable AAMVA and federal standards before go-live.

4.2.1.6 Provide an electronic workflow that generates and stores digital documents for viewing and retrieval.

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

WVDMV Goal/Objective	AstreaX Approach & Methodology
• *Generate digital copies of letters, forms, and notices that are sent from the system.* • *Store digital copies in the WVDMV document management system (currently OpenText AppEnhancer).* • *Integrate to the document management system from the Vendor's system to support viewing and retrieval of documents previously generated.*	MAX generates digital copies of letters, forms, and notices in real-time and batch processing. AstreaX will integrate MAX with OpenText AppEnhancer so documents are stored there and users can view and retrieve previously generated documents from within MAX.

MAX provides an electronic document workflow that generates and manages digital images of letters, forms, notices, and other system-generated correspondence in both real-time and batch processing scenarios, including high-volume notifications such as suspension notices. Generated documents are associated with the appropriate customer record and can be indexed using additional business identifiers, including transactions, driver records, vehicle registrations, and other configurable index keys. MAX will integrate with WVDMV's document management system, currently OpenText AppEnhancer, to support the automated storage, viewing, retrieval, and management of system-generated documents.

MAX also provides users with the ability to view and retrieve previously generated or captured documents directly from the application. AstreaX will implement and test the required integration with OpenText AppEnhancer to enable seamless document storage and retrieval while preserving WVDMV's document management processes and system of record. An optional MAX document management capability is available should WVDMV require additional document management functionality.

4.2.1.7 Implement the new system on an expedited timeline

"4.2.1.7. Implement the new system on an expedited timeline to reduce Agency business risk due to aging technologies."

WVDMV Goal/Objective	AstreaX Approach & Methodology
Implement the new system on an expedited timeline to reduce Agency business risk due to aging technologies.	AstreaX proposes a 12-month MVP go-live for the full driver scope, six months inside the 18-month window in RFP Section 4.2, with REST APIs and State-to-State compliance delivered in the same 12 months per RFP Section 4.2.2.3. The schedule is based on MAX mainframe replacements completed in Arizona and Wyoming.

Utilizing implementation experience and lessons learned from previous MAX deployments, AstreaX proposes an expedited implementation approach that reduces WVDMV business risk associated with aging technologies. AstreaX is currently executing a Mississippi Driver Services implementation on a nineteen-month schedule and believes that the proven MAX platform, combined with implementation efficiencies gained through previous deployments, positions WVDMV to achieve an even more accelerated implementation timeline. Leveraging a production-proven solution and repeatable implementation methodology reduces risk while accelerating modernization.

Based on AstreaX's experience implementing MAX and our familiarity with the requirements of a mainframe driver system replacement, we are proposing a 12-month go-live for the MAX Driver System MVP, six months ahead of the 18-month window in RFP Section 4.2. The REST APIs and State-to-State compliance are delivered within the same 12 months per RFP Section 4.2.2.3, with both tracks running in parallel under one Project Manager.

That confidence comes from having done this work. MAX replaced the mainframe driver system in Arizona in April 2020 and in Wyoming in October 2025, and the requirements, data migration, and AAMVA integration patterns from those projects apply directly to WVDMV. The result is a shorter window of exposure to aging technology, with the mainframe remaining the State system of record until the MVP is accepted so WVDMV stays fully operational throughout.

4.2.2 How Solution Addresses Mandatory RFP Requirements

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 with, and areas where the mandatory requirements are exceeded, will be included in technical scores where appropriate. The mandatory project requirements are listed below.

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 Support driver license services that comply with state and federal laws and regulations

"4.2.2.1 Provide a solution to support driver license that fully complies with state and federal laws and regulations The Vendor's proposed driver license solution shall comply and support delivery of motor vehicle services in compliance with West Virginia State Code and Administrative Rules, American Association of Motor Vehicle Administrators (AAMVA) policies and standards, and the requirements of the REAL ID Act, the National Highway Traffic Safety Administration (NHTSA) and Federal Motor Carrier Safety Administration (FMCSA)."

AstreaX meets this requirement. MAX supports driver license functionality that fully complies with state and federal laws and regulations, policies and requirements.

Mandatory Requirement	How AstreaX MAX Will Comply
Comply with: • *West Virginia State Code and Administrative Rules* • *AAMVA policies and standards* • *REAL ID Act requirements* • *NHTSA requirements* • *FMCSA requirements*	We will review the West Virginia requirements with the Agency to identify and incorporate any changes needed to comply with West Virginia State Code and Administrative Rules. MAX is already compliant with AAMVA, REAL ID Act, NHTSA and FMCSA requirements.

As required in the RFP, our proposed driver license solution will comply with and support delivery of motor vehicle services in compliance with West Virginia State Code and Administrative Rules, AAMVA policies and standards, and the requirements of the REAL ID Act, the National Highway Traffic Safety Administration (NHTSA) and Federal Motor Carrier Safety Administration (FMCSA).MAX has been implemented in Arizona and Wyoming, and is currently being implemented in Virginia, Mississippi, and North Carolina. These jurisdictions also require compliance with state and federal laws and regulations, and MAX meets those requirements. Figure 1 shows a sample screen shot of MAX securely issuing a REAL ID-compliant Driver License.

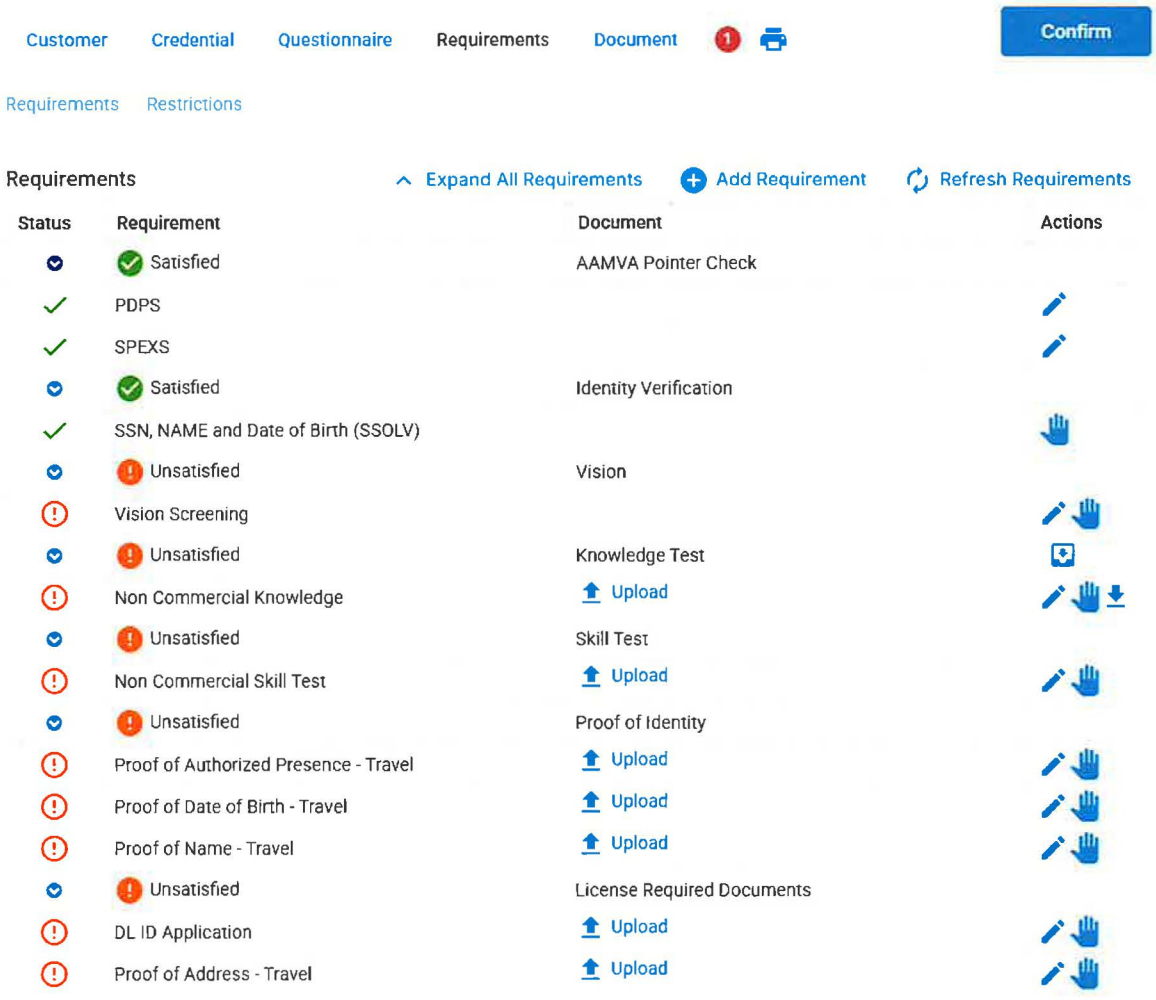


Figure 1. Sample Screen Shot: MAX Securely Issuing a REAL ID-Compliant Driver License

4.2.2.2 Implement solution in compliance with State Enterprise Architecture standards

"4.2.2.2. Implement Vendor solution in compliance with the State of West Virginia Enterprise Architecture standards The Vendor's proposed driver license solution shall maintain compliance with the state's Enterprise Architecture standard at https://sites.google.com/wv.gov/wvotenterprisearchitecture/home."

AstreaX acknowledges and will comply with this requirement. We will work with WVDMV and WVOT to ensure MAX is implemented and maintained in compliance with the State of West Virginia Enterprise Architecture Standards and applicable governance requirements.

Mandatory Requirement	How AstreaX MAX Will Comply
Maintain compliance with State's Enterprise Architecture standard	The AstreaX team will work with WVDMV to review applicable WVOT Enterprise Architecture standards, validate solution alignment during architecture and design reviews, and incorporate compliance checkpoints throughout implementation.

4.2.2.3 Implement as REST services connected to existing Driver License System to allow for decommissioning of existing AAMVA UNI connection

"4.2.2.3. Implement as REST services connected to the existing mainframe Driver License System to allow for decommissioning of the existing AAMVA UNI connection. Vendor will upgrade and replace the AAMVA Unified Network Interface (UNI) integration layer that currently mediates between the legacy mainframe and RESTful services. The Vendor shall complete implementation of the REST APIs to operate with the existing mainframe Driver License System within 12 months of Contract execution and issuance of contract delivery order. All tasks should proceed in parallel but must meet their own acceptance gates."

AstreaX meets this requirement. Our proposed MAX solution, approach, and timeline are structured to support WVDMV's strategy for implementing REST services connected to the existing mainframe Driver License System and to be deployed to production status within 12 months of Contract execution and issuance of the delivery order, with the REST APIs and the MVP proceeding in parallel, each meeting its own acceptance gates.

Mandatory Requirement	How AstreaX MAX Will Comply
• *Upgrade and replace the AAMVA UNI integration layer that currently mediates between the legacy mainframe and RESTful services.* • *Complete implementation of the REST APIs to operate with the existing mainframe Driver License System within 12 months of Contract execution and issuance of contract delivery order.* • *All tasks should proceed in parallel but must meet their own acceptance gates.*	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. The project work plan documents z/OS Connect availability at project start as a planning assumption, and the readiness tracking in the risk register monitors it from kickoff.

4.2.2.4 Implement an MVP version of a modernized driver license system to replace the existing State of West Virginia mainframe Driver License System

"4.2.2.4. Implement as a minimum viable product (MVP) version of a modernized driver license system to replace the existing State of West Virginia mainframe Driver License System. The Vendor must perform required business analysis and provide, install, configure, test, provide training on, support, operate, and maintain a modernized driver license system for WVDMV. The new solution shall be an API-driven, web-based application. It shall NOT have dependencies on any desktop client operating hardware or software. The local computing environment will NOT have any bearing on the new solution. MVP shall be a minimum viable product (MVP) implementation of the Vendor's driver licensing solution, which fully replaces the functionality in the existing mainframe driver license system to allow the mainframe system to be retired. The new Vendor-provided driver license solution shall allow for decommissioning of the legacy mainframe driver license system with zero loss of authoritative data. Deliverable must be completed and the MVP version of the new driver license system implemented to a production status within 18 months of issuance of release order for the deliverable."

AstreaX exceeds this requirement by implementing MAX, a production-proven, API-driven, web-based driver licensing solution already operating in state DMV environments, as the WVDMV MVP within 12 months of delivery order issuance, six months ahead of the 18-month requirement.

Mandatory Requirement	How AstreaX MAX Will Comply
• *Perform required business analysis and provide, install, configure, test, provide training on, support, operate, and maintain a modernized driver license system for WVDMV.* • *API-driven, web-based application.* • *No dependencies on any desktop client operating hardware or software.* • *Local computing environment will not have any bearing on the new solution.* • *MVP implementation of driver licensing solution will fully replace the functionality in the existing mainframe driver license system.* • *Driver license solution shall allow for decommissioning of the legacy mainframe driver license system with zero loss of authoritative data.* • *Deliverable must be completed and MVP version of the new driver license system implemented to a production status within 18 months of issuance of release order for the deliverable.*	As detailed in RFP 4.2.2.4, AstreaX will perform the business analysis and will provide, install, configure, test, train, support, operate, and maintain MAX, an API-driven, web-based application with no desktop client dependencies, so the local computing environment has no bearing on the solution. The MVP implementation will fully replace the mainframe's functionality, will migrate the full driver record with zero loss of authoritative data, and will go live within 12 months of delivery order issuance.

Rather than developing a new system from the ground up, WVDMV will benefit from a mature platform that has been deployed, tested, and refined through prior implementations. MAX is designed as a browser-based application with no dependency on desktop-installed software, enabling access through standard web technologies regardless of the local computing environment.

AstreaX will perform the required business analysis, configuration, implementation, integration, testing, training, operations, maintenance, and support services necessary to deploy MAX as WVDMV's modernized driver licensing system. The solution will replace the existing mainframe Driver License System, support the retirement of the legacy platform, and preserve authoritative data through a structured data migration, validation, and reconciliation process. By leveraging an established solution and proven implementation methodology, AstreaX reduces project risk and accelerates WVDMV's transition to a modern, web-based platform within 12 months of delivery order issuance. For each deliverable, the original AstreaX project team provides on-site and off-site production support for at least 90 days following go-live and through Acceptance.

Utilizing AstreaX's proven data conversion methodology and migration platform, legacy driver licensing data will be migrated into the MAX SQL Server database through a controlled process of extraction, transformation, validation, and reconciliation. This approach supports retirement of the legacy mainframe system while preserving authoritative data and maintaining operational continuity.

AstreaX will support the secure issuance, storage, and verification of mobile driver's licenses and identification cards by integrating MAX with WVDMV's existing IDEMIA Mobile ID service and providing the hardware security module (HSM) infrastructure the RFP specifies. Mobile ID remains the credential West Virginians carry, MAX becomes the driver license system of record behind it, and AstreaX will complete the testing, documentation, and certifications Homeland Security requires as an MVP go-live criterion within the 12-month commitment in §4.2.3.2.

Mandatory Requirement	How AstreaX MAX Will Comply
• *Support the secure issuance, storage, and verification of mobile driver's licenses and identification cards (DL/ID) in conformance with the REAL ID Act and supporting federal rules and regulations (6 CFR Part 37).* • *Provide HSM integration that adheres to Appendix A to Subpart A of Part 37; supports digital signing and encryption of Mobile DL/ID data in alignment with AAMVA and ISO/IEC 18013-5 standards; enables secure lifecycle management of Mobile DL/ID credentials, including issuance, renewal, suspension, and revocation; maintains audit logs of all cryptographic operations; and provides redundancy and high availability across all regional offices.* • *Go-live criterion: successful completion of required testing, documentation and certifications required by Homeland Security for mobile driver license/identification cards.*	**Mobile DL/ID Issuance, Storage, and Verification.** MAX pushes credential data and status updates to the IDEMIA Mobile ID service, the same pattern WVDMV uses today, and the device pulls and verifies the credential in conformance with the REAL ID Act and 6 CFR Part 37. **HSM Integration.** The AstreaX-provided HSM adheres to Appendix A to Subpart A of Part 37 and supports digital signing and encryption of Mobile DL/ID data in alignment with AAMVA and ISO/IEC 18013-5. **Lifecycle Management.** Issuance, renewal, suspension, and revocation originate in the MAX driver record and are transmitted to the Mobile ID service in real time, so credential status follows the record. **Cryptographic Audit Logs.** All cryptographic operations are logged, retained, and reportable to support compliance, transparency, and federal reporting requirements. **Redundancy and High Availability.** The HSM and the Mobile ID integration run in the same highly available Azure architecture as MAX (§5.3.6.2.4), so issuance and verification remain available across all regional offices. **Homeland Security Certification**. As part of the MVP implementation, AstreaX will work with WVDMV and an independent third-party auditor to initiate and support the Homeland Security certification process. Activities required to achieve certification will be planned and executed jointly with WVDMV.

AstreaX will support WVDMV's medical review process through MAX's medical review program functionality and will provide an online portal for medical providers and other authorized users to submit completion certificates, assessments, and compliance reports electronically to WVDMV. Medical documentation is stored with access limited to authorized WVDMV staff, review workflows are configurable, and driving restrictions issued through review are applied to the driver record.

Mandatory Requirement	How AstreaX MAX Will Comply
• *Support the medical review process, including electronic case management to evaluate drivers with medical issues, vision challenges, or cognitive disorders; store medical documentation with access limited to authorized WVDMV staff; support issuance of driving restrictions; provide configurable review workflows and integration with healthcare provider submissions where authorized.* • *Provide an online portal for medical providers and other authorized users to submit completion certificates, assessments, and compliance reports electronically to WVDMV.*	**Medical Review.** MAX supports WVDMV's medical review program through medical incidents on the driver record, work tasks routed to authorized medical review staff for medical and vision cases, a medical review summary, medical exam certificate handling, program correspondence, and medical withdrawals and compliance actions that issue restrictions or withdrawals to the driving privilege. Medical documentation is stored in the customer document center with role-based access limited to authorized WVDMV staff, and work task routing and review steps are configured to WVDMV's review process. **Authorized User Portal.** AstreaX will provide an online portal through which medical providers, treatment providers, and other authorized users submit completion certificates, assessments, and compliance reports electronically, using the authorized external-user access MAX provides for third-party submissions. Submissions post to the driver record and the related medical or compliance work item, with access controlled by role and provider authorization.

The AstreaX integration team will work closely with WVDMV and its interface partners to coordinate interface requirements, design, development, testing, and implementation activities. We will ensure each interface is designed and validated to support partner business and operational needs while meeting WVDMV's technical, security, and performance requirements.

Achievement of the proposed implementation timeline depends on timely engagement with WVDMV business stakeholders for requirements validation, business decision-making, interface coordination, and user acceptance testing activities. AstreaX documents these needs for each milestone in the project work plan and tracks them in every status report.

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

"4.2.2.5 The Vendor shall perform ongoing project management consistent with Project Management Institute (PMI) industry best practices to manage, monitor, and track project work activities against the approved baseline scope, schedule, and budget; perform project status reporting; maintain project documentation; manage issues log and risk register; and manage contract items."

AstreaX meets this requirement as detailed in the RFP. We follow PMI standards throughout system implementation, and operations and maintenance. The team will follow an Agile-Scrum project management framework throughout design, development, system implementation, and into operations and maintenance. Our project management approach is detailed in §5.3.6.2.8 Project Management Methodology in this response.

Mandatory Requirement	How AstreaX MAX Will Comply
• *Perform ongoing project management consistent with PMI industry best practices to manage, monitor, and track project work activities against the approved baseline scope, schedule, and budget* • *Perform project status reporting* • *Maintain project documentation* • *Manage issues log and risk register* • *Manage contract items*	**PMI Industry Best Practices.** Our project management services follow PMI standards and best practices through all stages of the project. **Status Reporting.** 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. **Project Documentation, Issue Log/Register, and Contract Item Management.** AstreaX will: › Hold the project kickoff within 5 days of Contract award. › Submit the project work plan and project management plan for Agency approval within 30 days of Contract execution, and update both at the start of each implementation (REST and MVP). › Submit the QA plan for Agency approval within 45 days of Contract execution. › Submit the security plan to WVDMV, WVOT, and the West Virginia Cybersecurity Center of Excellence for approval within 60 days of delivery order issuance. › Submit the risk management plan, including triggers and mitigation for each risk, for Agency approval, and include the scope change management process in the project management plan. › Provide project status reports at least bi-weekly covering tasks completed and planned, milestones, deliverables associated with the REST and MVP implementations, project concerns, and items needed from WVDMV, and hold bi-weekly status meetings with WVDMV-designated stakeholders. › Maintain the risk register, action item log, issues log, and decision log in a secure online project collaboration environment that all project team members can view, with update rights set in the approved project management plan.

4.2.2.6 Plan and conduct structured testing

"4.2.2.6 The Vendor shall develop a master test plan and complete tests to demonstrate that all functions and capabilities of the Vendor's solution perform as expected and in compliance with industry standards. Testing shall be performed utilizing automated testing tools to the extent practical to allow for replication/recreation of test scenarios in future regression testing, etc."

We will plan and conduct structured testing during both project implementations (REST and MVP), designing, developing, testing, deploying, and supporting required system integrations and management reports.

Mandatory Requirement	How AstreaX MAX Will Comply
• *Develop a master test plan* • *Complete tests to demonstrate that all solution functions and capabilities perform as expected and in compliance with industry standards* • *Perform testing utilizing automated testing tools to the extent practical to allow for replication/recreation of test scenarios in future regression testing, etc.*	**Master Plan.** AstreaX will prepare a Master Test Plan and comprehensive, structured test plans for the project. 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. WVDMV approves the Master Test Plan and each formal test plan before execution, and AstreaX submits a test report after each formal test and maintains a test log for every testing deliverable. **Testing Process.** WVDMV staff may participate in the structured/system testing process to fully represent business needs. A dedicated team consisting of WVDMV and AstreaX resources 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. **Automated Testing.** Automated testing tools will be utilized where practical to support repeatable test execution and future regression testing. Testing activities will validate that MAX functions, interfaces, reports, and business processes perform as expected and meet project requirements prior to production deployment and for future regression testing needs.

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

"4.2.2.7. The Vendor shall implement all system interfaces and integrations identified in Attachment B. In addition, the Vendor shall implement any interfaces required between elements of the Vendor's proposed solution set which are required to provide integrated end-to-end functionality within a business process. Likewise, the Vendor shall include in their effort estimates and cost proposal a reserve of five (5) additional medium complex interfaces."

AstreaX meets this requirement by implementing all interfaces and integrations identified in Attachment B, along with any additional integrations necessary to provide seamless end-to-end business process functionality across the MAX solution.

Mandatory Requirement	How AstreaX MAX Will Comply
• *Implement all system interfaces and integrations identified in Attachment B.* • *Implement any interfaces required between elements of the proposed solution set which are required to provide integrated end-to-end functionality within a business process.* • *Include in their effort estimates and cost proposal a reserve of five (5) additional medium complex interfaces.*	**Attachment B Interfaces and Integrations.** AstreaX will develop an Interface Control Document (ICD) for each interface and create corresponding user stories in Azure DevOps to define business requirements, data mappings, interface specifications, security requirements, dependencies, and acceptance criteria. Interface development will be managed using agile delivery practices, with dedicated development and quality assurance resources responsible for implementation, testing, and validation. **Interfaces Between Elements of Proposed Solution Set.** The AstreaX integration team will coordinate engagement with WVDMV interface partners throughout interface design, development, testing, and deployment activities to ensure partner business and operational requirements are fully addressed. Following successful QA testing, each interface will progress through System Integration Testing (SIT) with the applicable external stakeholder and WVDMV

Mandatory Requirement	How AstreaX MAX Will Comply
	business resources. For example, integration testing with Ignition Interlock providers will require coordinated validation activities with those partner organizations. Similarly, the IDEMIA card production, Web Enrollment, Back Office, and Mobile ID services will remain in place, and MAX will be integrated with each through the applicable IDEMIA interface services and validated with IDEMIA and WVDMV business resources. The dmvFIRST integration will be implemented as specified in Attachment B, with the integration approach confirmed with WVDMV during interface design. AstreaX will maintain interface tracking and readiness artifacts to monitor development status, testing progress, defect resolution, dependencies, and stakeholder approvals. All interfaces and integrations will be fully tested, validated, and formally accepted prior to production deployment. **Capacity for Additional Medium-Complex Interfaces.** The implementation approach and cost proposal also include capacity for five (5) additional medium-complexity interfaces to accommodate emerging business or technical requirements identified during the project.

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

"4.2.2.8. The Vendor shall configure and provide access to all reports provided with their proposed Vendor solution. The Vendor shall also include in their effort estimates and cost proposal the effort to design, develop and test a minimum of forty (40) medium complexity reports."

AstreaX meets this requirement. MAX includes many operational, management, auditing, and business intelligence reports that will be configured and made available to authorized WVDMV users. In addition to standard solution reporting capabilities, MAX supports ad hoc queries, data exports, and dashboard-based reporting to support operational and management decision-making.

Mandatory Requirement	How AstreaX MAX Will Comply
• *Configure and provide access to all reports provided with the proposed solution.* • *Include in effort estimates and cost proposal the effort to design, develop and test a minimum of forty (40) medium complexity reports.*	**Configuration and Access.** AstreaX will work with WVDMV stakeholders to identify, prioritize, design, develop, test, and deploy a minimum of forty (40) medium-complexity reports. Reporting requirements will be captured and managed through Azure DevOps user stories and validated through business review and user acceptance testing. Reports may be delivered through application-generated reports, dashboards, data extracts, or Power BI visualizations, as appropriate to the business requirement. The AstreaX reporting team will follow a structured development lifecycle that includes requirements definition, report design, development, testing, business validation, deployment, and knowledge transfer. This approach ensures that reporting solutions meet WVDMV operational, regulatory, management, and auditing requirements while providing users with timely access to actionable information. **Scope.** AstreaX has included the design, development, and test of a minimum of forty (40) medium complexity reports in our effort estimates and cost proposal.

The screen shot sample in Figure 2 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.

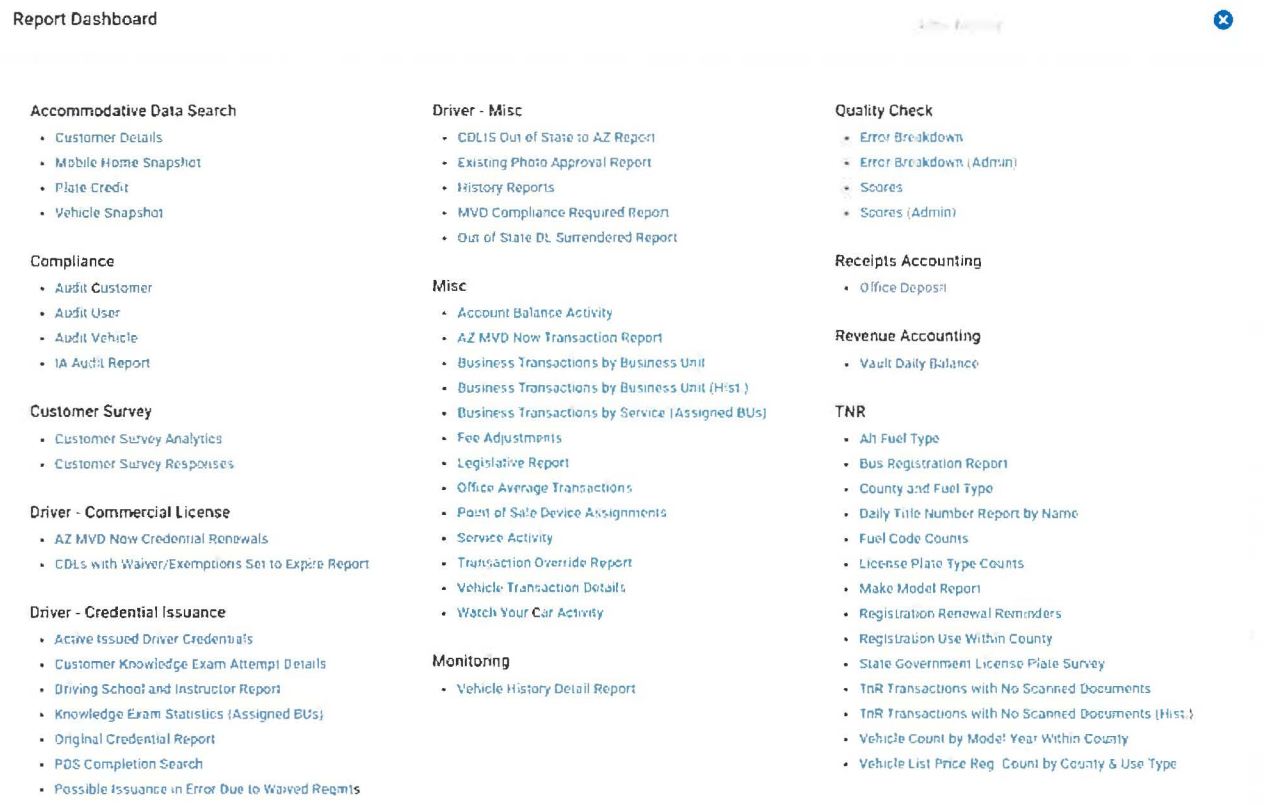


Figure 2. Sample Screen Shot: Reports Dashboard

4.2.2.9 Plan and execute data migration.

"4.2.2.9 The Vendor shall confirm WVDMV data migration requirements and develop a comprehensive Data Migration Plan."

AstreaX exceeds WVDMV's data migration requirements through a structured and repeatable data conversion methodology that has been successfully applied during prior MAX implementations. The AstreaX data migration plan will define the migration strategy, source-to-target mappings, data quality assessment activities, conversion processes, validation procedures, reconciliation activities, testing cycles, cutover planning, and success criteria.

AstreaX's services include planning, executing, validating, and reconciling the migration of data from the legacy Driver License System to the MAX platform. Utilizing AstreaX's proven data conversion methodology and migration platform, legacy data will be extracted, transformed, validated, reconciled, and loaded into the MAX SQL Server database.

Multiple conversion test cycles will be performed to verify data quality, completeness, and readiness for production deployment. We deliver a reliable and well-managed migration process that preserves WVDMV's data and enables a smooth transition to the modern MAX platform.

Requirement	How AstreaX MAX Will Comply
4.2.2.9A. Confirm WVDMV Data Migration Requirements *The Vendor shall be responsible for collaborating with WVDMV to fully plan out and track execution of all aspects of the data conversion/data migration effort of the project, including efforts performed by the Vendor and those efforts which are WVDMV's responsibility to perform. The Vendor shall leverage and share with the WVDMV best practices in terms of data migration/data conversion.* *The Vendor shall lead interactive data migration strategy and assessment sessions to develop a comprehensive Data Migration Plan. The Vendor must provide for each deliverable a detailed Data Migration Plan that includes discovery and profiling of legacy DB2 data, data cleansing rules, de-duplication logic, reconciliation procedures, test migration runs, validation scripts, and a rollback strategy.* **4.2.2.9B. Develop a Comprehensive Data Migration Plan** *The Vendor shall prepare the Data Migration Plan, with input from WVDMV. The Data Migration Plan shall include at a minimum:* • *All files/tables to be built, altered, or loaded in the new environment;* • *Data sources for those files/tables;* • *Estimated data volumes and transformation/mapping requirements;* • *Identification of data sources that require WVDMV intervention (e.g., interpretation, mapping) or cleansing (e.g., rationalization or repair of data) prior to programmatic loading of such data to the Vendor solution;* • *Those conversions where automated conversion tools or programming shall be used to significantly reduce data conversion labor; and* • *Mutually agreed to and communicated roles, responsibilities, and timing requirements for the conversion effort for WVDMV and the Vendor.* *The conversion of required data into the format agreed to by WVDMV in the Data Migration Plan shall be a shared and joint responsibility of the Vendor and WVDMV. The Vendor will be responsible for developing, testing and implementing automated conversion programs to support the commencement of live production operations. The Vendor's responsibilities shall include but not be limited to:* • *Develop data conversion, mapping and other required programming specifications;* • *Design, code and unit test conversion programs in accordance with program specifications;* • *Build any crosswalk file structures required to assist WVDMV in developing test scenarios and conducting system, integration and user acceptance testing;*	**Confirmation of Migration Requirements.** AstreaX will collaborate with WVDMV to confirm data migration requirements and develop a comprehensive Data Migration Plan that governs all conversion activities, responsibilities, schedules, dependencies, and success criteria. Through interactive data migration strategy workshops and assessment sessions, our team will establish a shared understanding of: source systems, data quality challenges, business rules, conversion priorities, and validation requirements. The planning will define responsibilities for AstreaX and WVDMV using a structured governance and tracking approach to ensure accountability throughout the migration lifecycle. The AstreaX team will perform detailed discovery and profiling of legacy DB2 data to assess data quality, identify anomalies, evaluate data relationships, and establish source-to-target mapping requirements for the MAX platform. Leveraging proven migration best practices from prior MAX implementations, we will develop data cleansing rules, de-duplication logic, transformation specifications, reconciliation procedures, validation processes, and rollback strategies designed to preserve data integrity and support a successful migration. Multiple conversion test cycles and mock migration runs will be executed to verify conversion accuracy, measure completeness, identify issues early, and implement corrective actions prior to production deployment. **Scope of Data Migration Plan.** The Data Migration Plan for the project will be prepared by AstreaX with input from WVDMV. The plan will: › Include a complete inventory of all files and database tables to be built, modified, converted, or loaded into the MAX environment. › Identify corresponding legacy data sources. › Include estimated data volumes and detailed transformation and source-to-target and target-to-source (two-way data mapping) mapping requirements. › Identify data sources requiring WVDMV participation for data interpretation, mapping decisions, rationalization, remediation, or cleansing activities prior to automated loading into the MAX solution. This will include discussions on data that can be "left behind" and available for research purposes. › Document conversions suitable for automated migration tools and programming to reduce manual effort, improve consistency, and accelerate migration execution. › Establish mutually agreed-upon roles, responsibilities, milestones, dependencies, and timing requirements for both WVDMV and AstreaX to ensure coordinated execution of all migration activities. AstreaX will lead the overall data conversion and loading effort, while WVDMV will be responsible for verifying the accuracy and completeness of converted and loaded data and providing the business and subject matter expertise necessary to interpret legacy systems and data. Where data correction, remediation, rationalization, or cleansing activities are identified and agreed upon within the Data Migration Plan, those activities will remain the responsibility of WVDMV, with guidance

Requirement

- *Conduct a minimum of two full mock data conversions per deployment prior to integration testing and user acceptance testing; and*
- *Execute the conversion programs/scripts and assist WVDMV with the verification of the converted data in the production environment.*

The Vendor shall lead the data conversion/loading effort. WVDMV shall be responsible for verifying the accuracy of the converted/loaded data. WVDMV shall also be responsible for subject matter knowledge of existing systems and associated data. If correction or cleansing of any of the WVDMV-provided data is identified and agreed to in the Data Migration Plan, those tasks are the responsibility of WVDMV, although direction and guidance from the Vendor may be required.

The responsibilities of the Vendor in terms of developing conversion programs, testing the data conversion processes and managing the data conversion process shall include at a minimum:

- *Develop and test automated conversion programs to support the commencement of test and production operations including: Work with WVDMV to map the conversion by field, define the conversion logic, and design the conversion processes, Identify where multiple systems contain a common field that is to be converted, and the fields do not completely match. WVDMV will be responsible for identifying the system of record for collecting the correct value, and Perform unit and integration testing of the conversion programs; and*
- *Execute programs to convert legacy data into the new environment including: Build any crosswalk file structures and conversion metrics/reports as required to assist WVDMV in validating test scenarios and conducting acceptance testing, Plan, manage and execute a minimum of two full mock data conversions per deployment and identify and implement corrective actions as required based on the outcomes and defects detected during these mock conversions, Establish conversion dependencies (e.g., data load order) and timing (execution times) to assist WVDMV in scheduling and orchestrating the overall data conversion effort(s) as required, Execute conversion programs and assist WVDMV, including verification of the converted data in the production environment, Advise and support WVDMV regarding its responsibility to load all data that cannot be loaded using automated conversion programs as agreed to in the data conversion plan, and Support WVDMV in certifying the accuracy of the test and production databases, and in validating all converted data.*

How AstreaX MAX Will Comply

and support provided by AstreaX as needed to facilitate successful migration outcomes. When appropriate data cleansing may also be performed during data transformation into the new database tables.

Conversion of Required Data into Approved Formats. The conversion of data into the formats defined and approved within the Data Migration Plan will be a shared responsibility between AstreaX and WVDMV. AstreaX will be responsible for developing, testing, and implementing automated conversion programs to support both test and production operations. This includes working with WVDMV to perform field-level mapping, define transformation and conversion logic, and design end-to-end conversion processes.

Where the legacy system contains data elements with conflicting or inconsistent values, AstreaX will identify the discrepancies and support WVDMV in determining the authoritative correct values.

- AstreaX will develop data conversion specifications, mapping documentation, transformation rules, and other required programming specifications.
- AstreaX will design, code, unit test, and integration test conversion programs in accordance with approved requirements and technical specifications.
- To support testing and business validation activities, AstreaX may build required crosswalk file structures, conversion metrics, reconciliation reports, and validation outputs to assist WVDMV in developing test scenarios and conducting system, integration, and user acceptance testing.
- AstreaX will plan, manage, and execute a minimum of two full mock data conversions per deployment prior to integration testing and user acceptance testing, evaluating results, identifying defects, implementing corrective actions, and refining conversion processes based on lessons learned from each cycle.
- AstreaX will establish conversion dependencies, data load sequencing, execution timing, and migration runbooks to support WVDMV in scheduling and orchestrating the overall data conversion effort and production cutover activities.

The Data Migration Plan will further include reconciliation scripts, validation reporting, test migration procedures, production readiness criteria, cutover activities, and rollback procedures.

Data Conversion/Loading Effort. AstreaX will execute conversion programs and migration scripts, perform reconciliation and validation activities, assist WVDMV with verification of converted data in test and production environments, and provide guidance regarding any data that cannot be loaded through automated conversion processes.

AstreaX will also support WVDMV in certifying the accuracy of test and production databases and validating that all converted data meets agreed-upon quality, completeness, and reconciliation criteria prior to production acceptance. This structured and collaborative approach reduces migration risk, improves data quality, and provides WVDMV with a controlled, auditable, and efficient transition from the legacy DB2 environment to the MAX platform.

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

"4.2.2.10 The Vendor shall design, develop, implement, and operate its solution at a minimum in conformance with the following security requirements."

AstreaX meets this requirement as detailed throughout the RFP response and will design, develop, implement, and operate the MAX solution in compliance with all applicable State of West Virginia and federal security regulations, policies, standards, and privacy requirements. The AstreaX team will work with WVDMV, WVDOT, and WVOT to validate security requirements, establish compliance responsibilities, and ensure that security controls are incorporated throughout solution design, development, testing, deployment, and ongoing operations.

Drawing upon successful MAX implementations in Arizona and Wyoming, AstreaX brings proven experience implementing secure, government-focused solutions that satisfy stringent regulatory, operational, and privacy requirements. This experience enables our team to apply established security best practices, lessons learned, and implementation accelerators to support WVDMV's modernization effort while reducing project risk and promoting compliance from project initiation through production operations.

Mandatory Requirement	How AstreaX MAX Will Comply
• *Conform to the requirements specified in West Virginia Code §SA-6B;* • *Conform to the requirements in the State of West Virginia Office of Technology Information Security Policy at https://librarycommission.wv.gov/Librarian/Documents/SecurityPol0107.pdf;* • *Comply with Personally Identifiable Information (PII), Federal Tax Information (FTI) guidance and regulations, and Social Security Online Verification (SSOLV) security requirements, and all State of West Virginia policies and rules related to privacy (please refer to Attachment C and D);* • *Provide hosting in a StateRAMP authorized Cloud service provider environment and adhere to StateRAMP compliance requirements;* • *Comply with State of West Virginia Cloud addendum (please refer to Attachment E);* • *Integrate the Vendor solution with the State's Active Directory to provide for single sign-on for Agency employees and any other state employees with access to the solution;* • *Support the creation of a user ID and password by the public for use in public portals and public applications. Provide for the use of security questions, a link sent to an email address provided at account set-up or another method of allowing a citizen/customer to re-set a password;* • *Provide an option for a citizen/customer to choose to have two-factor authentication for access to the public-facing components of the Vendor's solution;* • *Provide an efficient, flexible way to control and administer access to all components of the Vendor solution using role-based security;*	**West Virginia Code §5A-6B.** AstreaX will configure and operate MAX to support compliance with West Virginia Code §5A-6B, State of West Virginia information security policies, Personally Identifiable Information (PII) requirements, Federal Tax Information (FTI) guidance, Social Security Online Verification (SSOLV) security requirements, StateRAMP requirements, and applicable State cloud security standards. The solution will support secure authentication and authorization, role-based access controls, audit logging, secure communications, data protection, and integration with the State's Active Directory environment to support single sign-on capabilities. MAX also supports secure public access through user account management capabilities and optional multifactor authentication controls. As part of implementation, AstreaX will collaborate with State security stakeholders to review security architecture, access management requirements, data classification standards, incident management expectations, compliance obligations, and operational security procedures. Security controls and configurations will be validated throughout environment setup, integration testing, data migration activities, user acceptance testing, and production readiness reviews to ensure the solution is securely deployed and ready to support WVDMV operations. This proven, security-by-design approach provides WVDMV with a modern, compliant, and secure platform that protects sensitive information, supports regulatory obligations, and establishes a strong foundation for reliable and secure operational use of the MAX solution. **State of West Virginia Office of Technology Information Security Policy.** AstreaX will comply. **PII, FTI. SSOLV, State of West Virginia Privacy Policies and Rules.** AstreaX will comply. **StateRAMP Requirement.** AstreaX's response utilizes compliant infrastructure and the MAX solution will comply. **State of West Virginia Cloud Addendum.** AstreaX will comply.

Mandatory Requirement	How AstreaX MAX Will Comply
• *Support role-based security and privileges and access rights by position and business unit/section;* • *Support granular management and administrator control over transactions, forms access, field updates, row locking, interfacing events, data queries, and other types of authorizations using role-based security;* • *Provide for a security administrator function/role that allows for separate controls for view, add, change, inactivate, update, approve, and query access privileges;* • *Support secure communications authentication, authorization, confidentiality, and data integrity (e.g., HTTPS, SSL) for internet-based transactions and/or support for FIPS 140-2 data encryption for system transactions;* • *Support role-based security for automated workflow components including establishing access and update privileges for workflow steps;* • *Allow the system administrator or other authorized user to define users to the system either directly or via an interface with Active Directory. Attributes tracked shall include at a minimum name, business unit/section, email address, date of initial access to the system and date access is terminated;* • *Allow the system administrator or other authorized user to define user access groups either directly in the system or via an interface with Active Directory. Groups shall be defined based on job responsibilities to ensure separation of duties;* • *Allow the system administrator or other authorized user to grant user groups access either directly in the Vendor solution or via integration with Active Directory to each system function and to establish the type of access to be allowed (add, change, inquire, retire, delete) and establish an effective start and end date for this access;* • *Allow the system administrator or other authorized users to assign users either directly in the Vendor solution or via integration with Active Directory to one or more user groups including an effective date and optional end date for inclusion in each user group;* • *Do not display, to the extent possible, menu items to which a user does not have access;* • *Log incidents of security violations within the system, capturing user identification, the system function for which unauthorized access was attempted, and the date and time of security violation;* • *Provide an online function for reviewing the logs of invalid password attempts or security*	**Integration with State's Active Directory.** AstreaX will provide integration for a single sign-on. **User ID and Password Requirement.** The AstreaX team will review the portal requirements including user ID and password creation and maintenance. The MAX solution includes portal user management as part of the base code available to WVDMV. **Two-Factor Authentication Option.** Included in the MAX solution. **Role-Based Security Access.** MAX includes user and role management along with business unit access controls to control who and where transactions may be performed from. **Role-Based Security by Position and Business Unit/Section.** Included in the MAX solution. **Granular Management and Administrator Control.** MAX supports user administration and transaction controls. Database controls oversee update activities such as row locking. Data queries are allowed via controlled report access using MS Power BI and MAX role-based user access. **Security Administrator Function/Role.** MAX role based security controls users who have administration controls. **Internet-Based/System Transaction Security.** Internet-Based/System Transaction Security. MAX includes support for communications authentication, authorization, confidentiality, and data integrity using HTTPS and SSL for internet based transactions. **Role-Based Security for Automated Workflow Components.** Included in the MAX solution. **User Definition Authorization.** The MAX solution provides an interface to Active Directory for the creation of users that is dependent on the jurisdiction administration rules. The AstreaX team will meet with the WVDMV technical and administrative teams to develop the best approach. **User Access Group Definition Authority.** The MAX solution provides an interface to Active Directory for the creation of users that is dependent on the jurisdiction administration rules. The AstreaX team will meet with the WVDMV technical and administrative teams to develop the best approach for establishing groups for WVDMV. **User Group Access Authority.** Included in the MAX solution. **User Group Assignment.** The MAX solution provides an interface to Active Directory/Entra for the creation of users that are dependent on the jurisdiction administration rules. The AstreaX team will meet with the WVDMV technical and administrative teams to develop the best approach for WVDMV and to review the use of Entra as MAX is a cloud-based solution. **Menu Item Visibility by Access Level.** Included in the MAX solution. **Logging of Security Violation Incidents.** Authentication events are captured by the identity provider (Entra), which MAX federates with. Security violations within the application, such as an authenticated user attempting a function they are not authorized for, are captured by MAX, with user identity, the attempted function, and timestamp, and are available for review by authorized administrators.

Mandatory Requirement	How AstreaX MAX Will Comply
violations by the system administrator or other authorized users; • *Apply the system security roles and privileges to report and ad-hoc query results such that users cannot access data through reports and queries information which they are not allowed to see in the online transaction system;* • *Allow the system administrator or other authorized user to define the allowable period for user inactivity while logged on;* • *Disconnect or log out a user session when it exceeds the allowable period of inactivity as established by the system administrator and configured in the system; and* • *Warn users that they will be disconnected before automatically logging off users.*	**Online Review of Logs.** The AstreaX team will work with WVDMV/WVOT security teams to review these requirements and provide the access for the system administrators or other authorized users. Invalid password attempts are handled through Entra. **Controlled Access to Secure Data via Report/Query Results.** Included in the MAX solution. **User Inactivity - Definition of Allowable Period.** Included in the MAX solution. **User Inactivity – User Session Disconnect/Log Out.** Included in the MAX solution. **User Inactivity – Warning Prior to Disconnect.** MAX will warn users before automatically logging them off, with the "onTimeoutWarning" confirmed with West Virginia security teams.

4.2.2.11 Provide a high performing solution.

"4.2.2.11 The Vendor shall design, develop, implement and operate its solution to ensure the solution meets at a minimum these performance requirements."

AstreaX exceeds this requirement through the MAX platform's proven, scalable cloud architecture. 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. This architecture provides WVDMV with a secure, scalable, and high-performing platform capable of supporting current operational demands while scaling to accommodate future growth. AstreaX will work closely with WVDMV, WVDOT, and WVOT to ensure the MAX solution meets all performance expectations for the modernization effort.

Mandatory Requirement	How AstreaX MAX Will Comply
Provide a solution which is architected: • *To support up to 500 concurrent users for Agency functions and 800 concurrent users for public functions;* • *For the expected level of concurrent users to fully process a transaction within the application and database environments within one second of receipt of the transaction 75% of the time and all transactions within five seconds;* • *To support best practice load balancing approaches;* • *To support access to data for pre-defined reports, ad-hoc queries and business intelligence without impacting online transaction performance.*	**Concurrent Users.** MAX is deployed on Microsoft Azure and is designed to support more than 500 concurrent Agency users and more than 800 concurrent public users while maintaining responsive system performance and reliability. The solution has been successfully deployed in Arizona and Wyoming, where performance testing validated the platform's ability to support expected transaction volumes and user demand. **Performance Objectives.** MAX is architected to meet WVDMV's performance objectives through a modern, multi-tier architecture utilizing Azure Platform-as-a-Service components, scalable web and application services, Azure SQL, and cloud-native processing capabilities. The solution is designed to support transaction processing within the required response-time thresholds and will undergo performance and load testing throughout implementation to validate system performance under projected workloads. **Load-Balancing.** The MAX architecture incorporates industry-standard load balancing and auto-scaling capabilities that distribute traffic across application resources, optimize utilization, and maintain consistent user performance during peak processing periods. Azure-based monitoring, scalability, and workload management capabilities allow the solution to dynamically respond to changing demand while maintaining high levels of availability and responsiveness. **Online Transaction Performance.** To protect online transaction performance, MAX separates transactional processing from reporting, analytics, and batch-

Mandatory Requirement	How AstreaX MAX Will Comply
	oriented workloads. The solution supports pre-defined reports, ad hoc queries, dashboards, and business intelligence capabilities while minimizing impact on day-to-day operational processing. In addition, batch and asynchronous processing capabilities are designed to ensure large-volume processing activities do not adversely affect online system responsiveness or availability.

4.2.2.12 Provide a solution designed for high availability and reliability

"4.2.2.12 The Vendor shall design, configure, develop, implement and operate a solution which at a minimum meets these availability and reliability requirements."



AstreaX exceeds this requirement. One example: MAX is architected in a way that code deployments can be done without bringing the system down, reducing the need for planned outages or maintenance windows. The MAX system implemented for Arizona and Wyoming 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 with West Virginia teams to meet performance expectations.

Mandatory Requirement	How AstreaX MAX Will Comply
• *Provide for 99.9% uptime 24 hours a day, 7 days a week (other than for a defined maintenance window and other scheduled outages approved by the Agency).* • *Vendor must provide, as part of its solution, hosting for a backup data center which is geographically distant from its production data center;* • *The backup and disaster recovery solution shall provide for data restoration services and for complete system recovery services in the event of a catastrophic failure. In the event of a catastrophic failure, Vendor must ensure system recovery and restart within no more than 24 hours;* • *All servers used as part of the Vendor solution must be configured for automatic failover to minimize system downtime;* • *Monthly maintenance windows for servers will be established by mutual agreement between the Agency and the Vendor, and the Vendor must provide notification of their intent to utilize the maintenance window no less than one (1) week in advance.*	**Uptime.** MAX is designed to deliver 99.9% uptime and continuous operational availability for mission-critical DMV services. The solution leverages redundant infrastructure, automated monitoring, scalable platform services, and resilient application design to minimize service interruptions and support reliable operations for both agency staff and public users. **Backup Data Center Hosting.** As part of the proposed solution, AstreaX will provide geographically separated production and disaster recovery environments to protect against regional disruptions and catastrophic events. **Backup and Disaster Recovery.** The disaster recovery architecture includes backup, restoration, and full system recovery capabilities designed to support recovery and restart of services within the required 24-hour timeframe following a catastrophic failure. **Automatic Failover.** MAX is architected with redundancy and automatic failover capabilities across application, infrastructure, and data services. Production workloads are distributed across redundant resources, enabling automatic failover and minimizing downtime in the event of component, server, or service failures. The architecture is designed to eliminate single points of failure and support uninterrupted business operations. **Monthly Maintenance Windows.** Monthly maintenance windows (if required) will be coordinated with WVDMV and scheduled by mutual agreement. AstreaX will provide advance notification of planned maintenance activities and will work with WVDMV to minimize operational impacts. Where possible, maintenance and deployment activities will be performed using cloud-native deployment capabilities that reduce or eliminate service interruptions. MAX is architected to support code deployments and operational updates with minimal disruption to end users.

4.2.2.13 Provide a solution with a consistent and intuitive user interface that fully complies with relevant usability standards.

"4.2.2.13 The Vendor's proposed solution shall at a minimum meet the following application architecture standards."

AstreaX acknowledges and will comply with this requirement as stated in the RFP. The solution will have a consistent and intuitive user interface that fully complies with relevant useability standards. AstreaX meets this requirement through a combination of user-centered design, accessibility-focused development practices, and formal compliance validation.

Mandatory Requirement	How AstreaX MAX Will Comply
• *Ensure all public-facing application components comply, as of the time of user acceptance testing, with the Rehabilitation Act of 1973 and Americans with Disabilities Act (ADA) Section 508 standards for accessibility and are designed to achieve Web Content Accessibility Guidelines (WCAG) 2.1 Level AA compliance. Any public-facing components of the applications must be certified as WCAG 2.1 Level AA compliant prior to the start of user acceptance testing;* • *Ensure Vendor's proposed solution can work with industry-leading assistive technology products such as screen readers (for example, JAWS);* • *Provide user-controlled definition and maintenance of system values and business rules in tables without requiring programmer intervention to the extent possible;* • *Support persistence in terms of field labels such that a screen label defined in one place would be referred to the same way everywhere;* • *Perform transactions in real-time in the sense that online access will display the most current element value (e.g., if a user changes the value of a data element on one screen, the newly changed data value will be shown when the user moves to another screen with that element);* • *Edit all system input according to user-defined business rules so that the rules are appropriately applied, and data is validated at the time the data is being entered into the system either on-line or through a batch transaction;* • *Support encryption or masking of any fields with access restricted to authorized users by department/business unit and role and responsibility;* • *Provide a centrally stored and maintained system-wide help function;*	**ADA / Section 508 Compliance for Browser-Based Applications.** MAX is designed to meets ADA and Section 508 accessibility requirements when accessed through modern web browsers. Compliance is achieved through the following practices: › Standards Alignment. › Following CAG 2.1 AA guidelines for Section 508 compliance. › Accessibility across project-approved browsers, e.g., Chrome, Edge. › Keyboard only navigation, including tab order, focus indicators, and skip navigation links. › 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. AstreaX validates accessibility of the public-facing components with automated scans during development and remediates findings as part of the development lifecycle. Before user acceptance testing begins, the public-facing components will be certified as WCAG 2.1 Level AA compliant, with the Accessibility Conformance Report and supporting test results provided to WVDMV. **Assistive Technology**. Supports screen readers (e.g., JAWS, NVDA, VoiceOver) through proper semantic HTML, ARIA labels, and accessible navigation structures. **User-Control of System Values and Business Rules.** MAX will support user-controlled definition and maintenance of system values and business rules in tables without programmer intervention, to the extent possible. **Field Label Persistence.** MAX will use consistent field labels so a screen label defined in one place reads the same way everywhere. **Real-Time Transaction Processing.** The solution processes transactions in real time, ensuring users have access to the most current information available. Changes made to data are immediately available throughout the application, providing a consistent and up-to-date view of information across screens and business functions. **User-Defined Business Rules.** User-defined business rules are applied during online processing activities to validate data as it is entered, helping improve data quality and reduce processing errors. **Restricted Access Control.** MAX supports role-based security controls, including encryption and masking of sensitive data elements based on department, business unit, role, and responsibility. Authorized access to protected information is controlled through configurable security profiles, helping ensure compliance with privacy, security, and data protection requirements.

Mandatory Requirement	How AstreaX MAX Will Comply
• *Provide context-sensitive, field-level on-line help features for all screen elements, screen errors and error codes; and* • *Provide user documentation that is comprehensive, clear and easy to use (e.g., user documentation must provide quick answers to questions regarding the navigation of application screens, execution of pre-defined reports, and use of the ad-hoc query capability); it must also contain clear and thorough descriptions of all screen and batch processing functions, screen data, programs, system reports, and any processing parameters.*	**System-Wide Help Function.** To support user adoption and ongoing operations, MAX provides a centrally maintained online help capability with context-sensitive guidance available throughout the application. **Field-Level Online Help.** Field-level help, error descriptions, and user assistance features provide timely information to users directly within the workflow. **User Documentation.** AstreaX will also provide comprehensive user documentation designed to be clear, searchable, and easy to use. Documentation will include guidance on system navigation, transaction processing, predefined reports, ad hoc query capabilities, screen functions, batch processing operations, data elements, processing parameters, and administrative functions, ensuring WVDMV users have the resources necessary to effectively operate and support the solution.

The MAX solution provides an intuitive and user-friendly experience for both agency staff and public users. During the design phase, the AstreaX project team collaborates closely with WVDMV business stakeholders through screen-by-screen reviews of the functionality being delivered. Requested changes are documented, prioritized, and tracked through user stories to ensure they are implemented, tested, and validated as part of the project lifecycle. When new screens or functionality are required, AstreaX business analysts work with our user experience and interface design team to develop wireframe mockups for review and approval by WVDMV stakeholders. Usability standards are incorporated throughout the design process to ensure screens are intuitive, efficient, and aligned with business expectations while promoting a consistent user experience.

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

4.2.2.14 The Vendor's proposed solution shall provide document management functionality to allow documents to be stored internally to the Vendor solution and linked to the appropriate master record or transaction in the system.

AstreaX meets this requirement as detailed in the RFP. Document management capabilities will be included, along with the ability to integrate with the WVDMV document management system.

Mandatory Requirement	How AstreaX MAX Will Comply
• *Allow documents to be stored internally to the Vendor solution.* • *Allow documents to be linked to the appropriate master record or transaction in the system.* • *Authorized users shall be able to select a document for viewing within the system.* • *The Vendor's solution shall integrate with the WVDMV document management system (OpenText AppEnhancer) to support linking to a document associated with a record to allow for viewing of the document in the WVDMV document management system.*	**Internally Stored.** The MAX solution provides integrated document management functionality as part of its core platform. Users may upload existing documents or documents scanned in real time. Users may upload documents to MAX, and documents scanned and signatures captured through IDEMIA Web Enrollment are linked to the appropriate master record or transaction. **Linking of Documents.** Documents captured during DMV services are uploaded to the customer document center, stored securely within the MAX solution using Microsoft Azure Storage, and linked to the appropriate customer, vehicle, master record, or transaction. System-generated documents, including letters, notices, and credentials, are also stored and managed within the customer document center, providing a comprehensive and centralized repository for document access and management. **Viewing of Documents.** Authorized users can select and view associated documents directly within MAX, enabling efficient access to supporting documentation as part of daily business operations. Customers may also access eligible scanned and system-generated documents through the online portal, providing convenient self-service access to information and correspondence.

Mandatory Requirement	How AstreaX MAX Will Comply
	Integration with WVDMV System. In addition to its native document management capabilities, MAX supports integration with external document repositories. AstreaX will integrate MAX with the WVDMV document management system, OpenText AppEnhancer, to support linking documents to the appropriate records and transactions and enabling authorized users to view documents maintained within the WVDMV document management environment. Integration will be accomplished through available APIs and interface services, providing seamless access to document content while preserving WVDMV document management processes and controls.

AstreaX will collaborate closely with WVDMV during requirements validation and design activities to confirm document management requirements, document retention needs, indexing requirements, user access considerations, scanning workflows, and OpenText AppEnhancer integration requirements to ensure the final solution aligns with WVDMV business and operational objectives. Figure 3 is a glimpse into the customer document center within MAX.

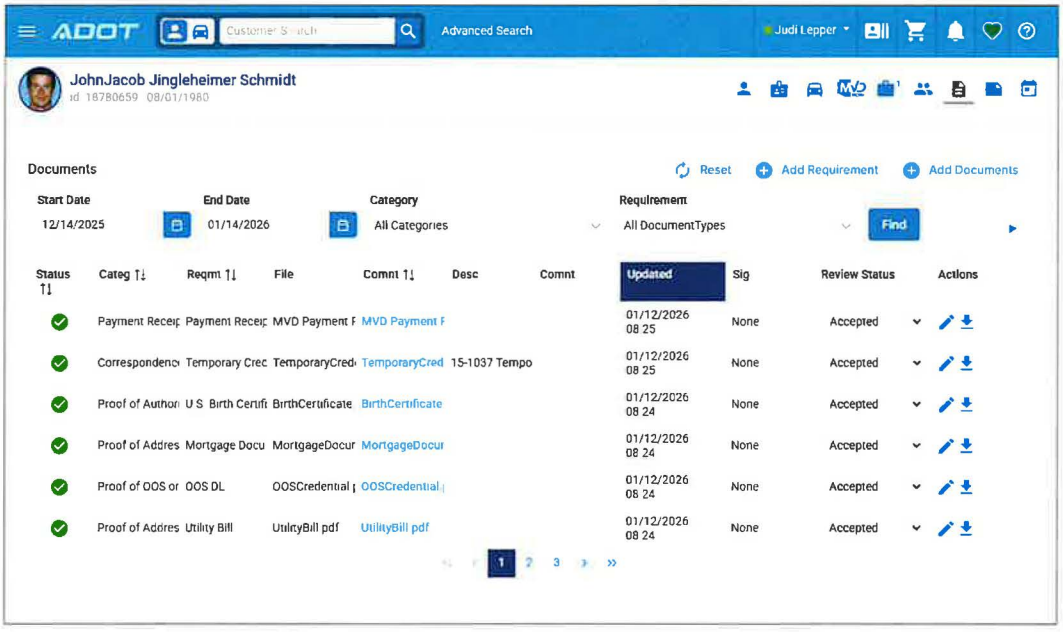


Figure 3. Sample Screen Shot: MAX Customer Document Center

4.2.2.15 Provide audit trail functionality.

"The Vendor's proposed solution shall provide at a minimum the following audit trail capability."

AstreaX meets this requirement through MAX's comprehensive audit, security, monitoring, and reporting capabilities.

Mandatory Requirement	How AstreaX MAX Will Comply
• *Maintain an audit trail of all user actions that update and access the database, including at a minimum user ID, action performed, and time/date stamp; this includes any update via online, batch, web services, or self-service functions;*	**Audit Trail.** The MAX solution maintains an audit trail for all user actions that access or update system data, including transactions performed through online processing, batch processing, web services, integrations, and self-service functions. Audit records capture, at a minimum, the user ID or system process (program ID) and the associated date and timestamp.

Mandatory Requirement	How AstreaX MAX Will Comply
• *Provide a timestamp and user ID of the system user when the record was last changed or inserted;* • *Store the program ID of a program that inserted, deleted or last changed the record, along with the old and new value of the data changed;* • *Support notifications via email to designated users when certain auditable events occur based on WVDMV business rules;* • *Maintain an audit trail of report execution including report requested, user requesting report and time/date stamp;* • *Manage the retention and archiving of audit trails based on user-defined business rules.*	**Timestamp and User ID - Changes**. The system also records the user ID and timestamp associated with the creation and most recent modification of records, providing complete visibility into when information was created or changed and by whom. **Program Update Records**. MAX's audit capabilities extend beyond record-level tracking to include detailed change history information. Where configured, the system can record the application or program responsible for inserting, updating, or deleting data and maintain a history of changed values, including both prior and updated values, to support auditing, troubleshooting, and regulatory compliance needs. The AstreaX team will work with WVDMV during requirements validation to confirm record-level auditing requirements and ensure required data elements are captured and retained. **Notification of Auditable Events and Audit Trail of Report Execution**. MAX will send email notifications to designated users when auditable events occur based on WVDMV business rules, and will maintain an audit trail of report execution, including the report requested, the requesting user, and the date and time. As part of the requirements and design phases, AstreaX business analysts will collaborate with WVDMV business and IT stakeholders to review, validate, and finalize detailed audit, monitoring, notification, reporting, and retention requirements to ensure the MAX audit framework fully supports WVDMV's business, security, compliance, and operational objectives. **Audit Trail Retention and Archive**. The solution further supports the retention, archival, and management of audit information based on configurable business rules. Audit records can be retained and archived in accordance with WVDMV operational, compliance, legal, and records-management requirements, ensuring that historical audit information remains available while supporting efficient system administration and storage management.

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

"4.2.2.16 The Vendor shall operate, maintain and support its proposed Vendor solution during deployment, post Go-Live support and following System Acceptance for each deliverable for the duration of the Contract. Vendor solution shall be defined as including all required software, including off-the-shelf and custom software elements, and the hardware, software, and ancillary equipment required to support the hosted environment."

AstreaX will operate, maintain, and support the MAX solution throughout deployment, post-Go-Live support, and ongoing production operations for the duration of the Contract. The MAX solution encompasses all required software components, including both commercial off-the-shelf and custom-developed software, as well as the cloud infrastructure, platform services, supporting hardware, software, and ancillary components required to deliver a secure, reliable, and fully hosted solution. 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.

Mandatory Requirement	How AstreaX MAX Will Comply
• *The Vendor solution shall be hosted in a state-owned public or private cloud environment.* • *Vendor(s) must present as part of their technical proposal a RACI model, a proposed cloud architecture design plan, and software licensing list.*	**Host Environment**. Consistent with WVDMV requirements, the solution will be deployed within a Microsoft state subscription cloud environment. **RACI, Architecture Design Plan, and Licensing List**. AstreaX has included a RACI model, proposed cloud architecture design plan, and software licensing list in Section §5.3.6.2.4 Proposed Cloud Operating Environment within this technical proposal. Our cloud-native architecture is designed to

Mandatory Requirement	How AstreaX MAX Will Comply
• *Vendors shall provide in their cost proposal projected total cost of ownership (yearly) for both the solution and cloud infrastructure, including consideration for network inbound and outbound traffic.* • *The Vendor shall provide application managed services during post Go-Live support and following System Acceptance for each deliverable for the duration of the Contract.* • *If the Agency elects to take responsibility for application managed services after the first year of production or any subsequent year thereafter, the Vendor shall prepare and implement a knowledge transfer and technical training plan to provide the appropriate level of technical training and knowledge to allow WVDOT IT staff to assume responsibility for application support.* • *Application managed services shall include services required to support the maintenance and operation of the application environment including but not limited to correction of any defects in the Vendor solution identified by WVDOT, applying software patches to the Vendor solution, and planning and executing required regression testing, etc.*	provide scalability, operational efficiency, security, and long-term sustainability while aligning with cloud best practices and WVDMV operational objectives. Projected Total Cost of Ownership. Our Cost Proposal includes the projected total cost of ownership information requested. Application Managed Services - AstreaX. AstreaX will provide application managed services during post-Go-Live support and following System Acceptance for each implementation (REST and MVP) throughout the term of the Contract. These services include operational monitoring, incident management, defect resolution, software maintenance, patch management, performance monitoring, security updates, release management, regression testing, and environment administration across development, testing, production, and disaster recovery environments. Application Managed Services - Agency. Should WVDMV elect to assume responsibility for application managed services after the first year of production or any subsequent year, AstreaX will prepare and execute a comprehensive knowledge transfer and technical training plan. This plan will provide WVDOT staff with the technical knowledge, operational procedures, administrative capabilities, and system documentation necessary to successfully assume responsibility for application support, maintenance, and operations while ensuring continuity of service and minimizing operational risk. Scope of Application Managed Services. Application managed services will support the ongoing maintenance and operation of the MAX environment, including correction of defects identified by WVDMV, application of software patches and updates, planning and execution of regression testing, and support for approved configuration and operational changes.

Vendor Hosted Environment and Managed Services Responsibilities

AstreaX will provide application managed services to operate, maintain, and support the MAX solution throughout deployment, post-Go-Live support, and ongoing production operations for the duration of the Contract. AstreaX will host and manage the non-production environments, while the production environment will be deployed within a State-owned Microsoft Azure subscription and managed by AstreaX in coordination with WVDMV, WVDOT, and WVOT.

Our managed services approach encompasses all software, infrastructure, platform services, and supporting components required to deliver a secure, reliable, and high-performing solution. AstreaX will manage and support the non-production, production, and disaster recovery environments to ensure operational continuity, security, availability, and system performance.

Mandatory Requirement	How AstreaX MAX Will Comply
• *Manage and operate all aspects of the hosted technical environment (unless the Agency chooses to host the production landscape in State-owned Cloud hosting services);* • *Manage and perform required support for the non-production, production and disaster recovery landscapes;* • *Manage and perform application support;*	Management and Operation of Hosted Technical Environment. AstreaX will manage and operate all aspects of the hosted technical environments under our responsibility, including application administration, infrastructure management, monitoring, maintenance, and operational support. Non-Production, Production, and Disaster Recovery Landscape Support. We will provide application managed services throughout the contract

Mandatory Requirement	How AstreaX MAX Will Comply
• *Assist WVDMV to staff the Tier 1 help desk by providing sufficient staff experienced with the proposed Vendor solution to provide coverage between 7:00 a.m. -5:00 p.m. Monday - Friday Eastern Time and 7:00 a.m. - 2:00 p.m. Eastern Time on Saturday for the first 60 days of production operations;* • *Manage and perform Tier 2 and Tier 3 support for the Vendor-provided application software components;* • *Operate a Tier 2/Tier 3 help desk for the entire term of the Contract with a toll-free help desk telephone number and email address to contact the Vendor for technical support. At a minimum, the help desk hours must be: 7:00 am to 8:00 pm, Eastern Time Monday through Friday, 7:00 am to 2:00 pm, Eastern Time Saturdays, and Extended hours as needed for special events such as the West Virginia State Fair;* • *Escalate Vendor solution issues to the appropriate Tier 4 organization when required, and manage/monitor this escalation and resolution process;* • *Manage relationships with any third-party software providers, hardware providers, and Cloud hosting services which are part of the Vendor's solution;* • *Apply patches to the hosted environment and Vendor-provided solution within 30 days of release by Vendor's production support organization or another software provider;* • *Apply product upgrades (versions/releases) upon approval of WVDMV (work performed based on WVDMV approval from enhancement services hours);* • *Make changes to Vendor solution as required to address identified system defects;* • *Make changes to the Vendor solution to address configuration changes approved by WVDMV Change Control Board (work performed based on WVDMV approval from enhancement services hours);* • *Ensure all changes (including but not limited to patches, upgrades, fixes, configuration changes, etc.) are made in full compliance with State of West Virginia OT production change control processes and in full observance of Agency and OT change windows and blackout periods;* • *Design, code, and unit test modifications to FRICEW objects developed by the Vendor to address identified defects;* • *Design, code, and unit test enhancements approved by WVDMV (work performed based on WVDMV approval from enhancement services hours);*	term, including defect resolution, software maintenance, patch management, performance monitoring, security updates, release management, regression testing, and environment administration across development, testing, production, and disaster recovery landscapes. These services include correction of defects identified by WVDMV, application of software patches and updates, and planning and execution of required regression testing activities. Application Support. AstreaX will provide application support services during production deployment: › Tier 1. Experienced AstreaX solution staff will assist WVDMV to staff the Tier 1 help desk for the first 60 days of production operations and with coverage as stated in the RFP requirement. › Tiers 2 and 3. AstreaX will provide WVDMV Tier 1 Help Desk staff with Tier 2 and Tier 3 support for AstreaX-provided software components throughout the duration of the Contract, with access via a toll-free telephone number and email address, and with coverage as stated in the RFP requirement. › Tier 4. Escalation procedures will be established to coordinate and manage Tier 4 support activities when issues require assistance from outside the AstreaX project team (e.g., third-party software providers, cloud hosting providers, infrastructure vendors, specialized support organizations). Third-Party Relationship Management. AstreaX will manage relationships with third-party software, hardware, and cloud service providers that support the MAX solution. Patches. AstreaX will apply patches to the hosted environment and the MAX solution within 30 days of release. Product Upgrades. AstreaX will apply product upgrades upon approval of WVDMV. System Defects. AstreaX will address identified system defects, as required. Configuration Changes. AstreaX will address configuration changes approved by the WVDMV Change Control Board for work from enhancement services hours. Compliance with WVOT Production Change Control Processes. AstreaX will execute all changes stated in the RFP in compliance with WVOT change control processes, approved maintenance windows, and blackout periods. Design, Code, and Unit Test - Modifications. AstreaX will design, code and unit test modifications to AstreaX-developed forms, reports, interfaces, conversions, custom extensions, and custom workflows (FRICEW) to address identified defects. Design, Code, and Unit Test – Enhancements. AstreaX will design, code, and unit test enhancements approved by WVDMV for work from enhancement services hours. Test Automation. AstreaX will plan, manage, and perform integration testing, system testing, and regression testing, leveraging automated scripts and testing tools where possible and practical.

Mandatory Requirement	How AstreaX MAX Will Comply
• *Plan, manage, and perform integration testing, system testing, and regression testing using automated scripts to the extent possible of any system changes;* • *Support WVDMV planning and execution of any required user acceptance testing;* • *Create or update user documentation, technical documentation, and training materials to reflect system changes as needed;* • *Provide advisory support on any user training impacts; and* • *Manage system configurations to ensure any bug fixes applied to the production environment are deployed to all active development and test environments.*	User Acceptance Testing. AstreaX will support WVDMV's planning and execution of required user acceptance testing activities. Change Documentation and Training. AstreaX will create or update user documentation, technical documentation, operational procedures, and training materials as system changes are implemented. Advisory Support – User Training. AstreaX will provide advisory support regarding operational readiness, change impacts, and user training requirements. Consistency Across Environments. To maintain consistency across environments, AstreaX will ensure software fixes, patches, and approved changes deployed to production are appropriately migrated to active development, testing, training, and disaster recovery environments

WVDMV Production Operations Responsibilities

AstreaX acknowledges the production operations responsibilities WVDMV retains under RFP Section 4.2.2.16 and has structured its support services to complement them. For each responsibility listed below, AstreaX describes the support it will provide and, where applicable, the planning assumptions that apply.

WVDMV Responsibility	AstreaX Response
• *Operate the Tier 1 help desk, with support from the Vendor, during the initial 60 days of production operations for each deliverable;* • *Perform routine security administration such as the assignment of user responsibilities;* • *Perform Tier 2 and Tier 3 support for issues with the WVDMV technical environment outside the responsibility of the Vendor;* • *Code and unit test all changes to interface programs developed by WVDMV or third parties under WVDMV's direction to remediate identified defects or support approved enhancement requests;* • *Design, code, and unit test any new interfaces to, or extracts from, existing WVDMV systems as part of approved enhancement requests;* • *Participate in system testing, integration testing, and regression testing;* • *Plan and perform user acceptance testing of any system changes;* • *Provide any required additional training of end users, leveraging training materials developed by the Vendor; and*	Tier 1 Help Desk. WVDMV will operate the Tier 1 help desk, with support from AstreaX, during the initial 60 days of production operations for each implementation (REST and MVP). Security Administration. WVDMV will perform security management of user roles and business unit assignments. Tier 2 and Tier 3 Support. WVDMV will perform Tier 2 and Tier 3 support for WVDMV technical environment issues outside the responsibility of AstreaX. Changes to Interface Programs. WVDMV will code and unit test all changes to interface programs developed by WVDMV or third parties under WVDMV direction, to remediate defects and support approved enhancement requests. AstreaX assumes WVDMV provides developers familiar with the affected interface programs and completes its coding and unit testing in alignment with the agreed release schedule. New Interfaces. WVDMV will design, code, and unit test any new, approved interfaces to or extracts from existing WVDMV systems. AstreaX assumes WVDMV provides developers and subject matter experts for the WVDMV systems involved and delivers the interface or extract in alignment with the agreed release schedule. System, Integration, and Regression Testing. WVDMV will participate in system testing, integration testing, and regression testing activities. AstreaX assumes WVDMV provides business and technical subject matter experts to participate in test planning, execution, and defect validation as scheduled in the approved Master Test Plan. Acceptance Testing. WVDMV will lead the planning and execution of user acceptance testing for system changes. AstreaX will provide support and technical assistance throughout these activities to facilitate successful validation and deployment of approved changes. Additional Training of End Users. WVDMV will provide any required additional training of end users, leveraging training materials developed by AstreaX.

WVDMV Responsibility	AstreaX Response
• *Manage organizational change impacts, with advisory support from the Vendor.*	Organizational Change Impact. WVDMV will manage the organizational change impact associated with the modernization effort. AstreaX will provide advisory support as needed.

Classification of System Incidents

Mandatory Requirement	How AstreaX MAX Will Comply
An incident, as defined by the Information Technology Infrastructure Library (ITIL), is an unplanned interruption to an IT service or a reduction in the quality of an IT service. Failure of a configuration item is also an incident, even if the failure has not yet impacted service. Identification and management of the resolution of production system incidents shall be managed through WVDMV's information technology help desk application. The process for documenting a production incident shall be as follows. • *A user will either initially log an incident themselves using the self-service capabilities of the WVDMV help desk solution (if available) or the user will call or email the Tier 1 help desk; alternatively, a Tier 1, Tier 2, or Tier 3 support team member may enter an incident themselves;* • *The help desk staff shall assign a priority based on the criteria below; incidents identified as Critical or High shall be escalated to the WVDMV Project Manager for confirmation;* • *WVDMV's help desk application shall route the ticket to the appropriate Vendor staff based on staff assignments and business rules provided by the Vendor and/or to the appropriate WVDMV, WVDOT, or OT team member(s) for tickets to be assigned to state staff, with notifications provided to WVDMV's Project Manager or designee for all Critical and High-priority incidents;* • *The Vendor team member(s) assigned the ticket shall update the status of the ticket, including recording when work is begun, the diagnostics performed, the solution implemented to remediate the defect/incident, and the date and time the incident is resolved.* • *Prior to closing the ticket, the Vendor team shall conduct a root cause analysis to identify and record the problem that caused the incident and prepare and implement a corrective action plan so that repeat incidents are minimized.* • *The severity definitions outlined below in Table 1 shall also apply to defects identified in testing during the implementation of the project; however, the timeframes for initiating work and correcting defects identified during pre-production testing shall be established for each type of testing as part of the approved Master Test Plan. Defects during testing shall be tracked in a defect log provided by the Vendor.*	In alignment with WVDMV's definitions and requirements, AstreaX will participate in the resolution of incidents through WVDMV's information technology help desk application, as described below. AstreaX will be responsible for investigating and resolving incidents related to the MAX solution, including application software, integrations, infrastructure components managed by AstreaX, and interfaces between MAX and WVDMV systems or authorized third-party systems included within the contracted solution scope. coding changes, unit testing, integration testing, deployment, and validation activities required to restore service and resolve identified defects. AstreaX will also manage incident escalations to applicable third-party software vendors, hosting providers, or other Tier 4 organizations when necessary and will coordinate resolution activities through closure. › Incident Logging. Incidents will be logged by users through WVDMV's self-service support capabilities, by contacting the Tier 1 help desk, or through issue identification by Tier 1, 2, or 3 support personnel. › Incident Prioritization. Incidents will be prioritized based on agreed-upon severity criteria, with Critical and High-priority incidents escalated to the WVDMV Project Manager for confirmation. › Incident Routing. WVDMV's help desk application will route incident tickets to the appropriate AstreaX staff (based on established assignment and business rules provided by AstreaX) and/or state staff, with notifications provided as required. › Incident Tracking. For tickets assigned to AstreaX, AstreaX support personnel will update assigned incident records throughout the incident lifecycle, including documenting work initiation, diagnostic activities, troubleshooting steps, corrective actions, resolution status, and incident closure details. › Root Cause Analysis. Prior to ticket closure, AstreaX will conduct a root cause analysis and will document and implement a corrective action plan to reduce the likelihood of repeat incidents and to support continuous service improvement. › Defect Tracking. For defects identified during project testing activities, AstreaX will maintain and manage defect tracking processes in accordance with the approved Master Test Plan. Defects identified during system, integration, performance, security, and user acceptance testing will be recorded, prioritized, tracked to resolution, retested, and reported through established testing governance processes. Resolution timeframes and service-level expectations for pre-production defects will be defined as part of the approved testing strategy and Master Test Plan.

4.2.3 How Solution Addresses Desired Project Requirements

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. Vendors 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.

AstreaX and our proposed MAX solution meet or exceed all desired project requirements stated in RFP Section 4.2.3: Desired Project Requirements, as described below. Our implementation approach is specifically designed to provide the governance, visibility, and execution discipline necessary to support successful on-time delivery and production readiness.

4.2.3.1 Complete implementations within the agreed-upon timelines.

"4.2.3.1 The Vendor will deliver all deliverables to a production status and meet the go-live criteria within 30 days of the go-live date in the approved work plan for that deliverable. The Vendor will be subject to liquidated damages of $5,000 per day for each day over 30 days past the planned go-live date for a deliverable the Vendor is late in meeting all go-live criteria and achieving production status."

Desired Project Requirement	How AstreaX MAX Will Comply
• *Deliver all deliverables to a production status and meet the go-live criteria within 30 days of the go-live date in the approved work plan for that deliverable* • *The Vendor will be subject to liquidated damages of $5,000 per day for each day over 30 days past the planned go-live date for a deliverable the Vendor is late in meeting all go-live criteria and achieving production status.*	AstreaX acknowledges the contractual requirement that each project implementation (REST and MVP) achieve production status and satisfy all approved Go-Live criteria within 30 days of the planned Go-Live date identified in the approved work plan. We acknowledge the liquidated damages provisions associated with failure to meet this requirement.

AstreaX will develop and maintain detailed work plans that align implementation activities, resource assignments, dependencies, and readiness criteria for the REST and MVP implementations. Throughout the project, our team will monitor progress against established milestones, proactively identify risks and issues, and collaborate with WVDMV to implement mitigation strategies that support successful and timely deployment. Go-Live readiness activities will include completion of testing, data migration validation, training, operational readiness reviews, cutover planning, and production deployment activities required to satisfy approved Go-Live criteria.

4.2.3.2 Deploy implementations to production status on an expedited timeline.

"4.2.3.2 WVDMV is seeking to expedite implementation to reduce Agency business risk. WVDMV will evaluate the Vendor's proposed project timeline and will more favorably evaluate those proposals where a Vendor is willing to commit to deliver earlier than the Agency requested Go-Live dates. An advanced delivery date must include the full scope, and the Vendor must meet all Go-Live criteria by that date. The Vendor proposed go-live date for each deliverable will then become the basis for calculating liquidated damages for late delivery."



AstreaX exceeds this requirement. AstreaX commits to deploy the full-scope MVP to production status within 12 months of delivery order issuance, six months ahead of the 18-month requirement, with the REST APIs and State-to-State compliance delivered within the same 12 months.

Desired Project Requirement	How AstreaX MAX Will Comply
• *An advanced delivery date must include the full scope, and the Vendor must meet all Go-Live criteria by that date.* • *The Vendor proposed go-live date for each deliverable will then become the basis for calculating liquidated damages for late delivery.*	Both 12-month dates include the full scope and all go-live criteria to be met as described in the RFP. AstreaX acknowledges that these proposed go-live dates for each of the two implementations become the basis for calculating liquidated damages. The basis for this schedule is described in §4.2.1.7. Contingency plans are described in the introduction to §5.3.6.2.3/4.2.

The two implementations (REST and MVP) will meet all go-live criteria by January 1, 2028. To provide a clear roadmap to deliver the REST and MVP implementations on the expedited timeline described in §4.2.3.2, we have included a proposed high-level timeline (see §5.3.6.2.5/5.3.6.2.6 Proposed Approach) supported by an initial project work plan (see Appendix B). AstreaX's 12-month plan coordinates the following with WVDMV, each tracked in the project work plan and status reports:

- z/OS Connect availability for the mainframe REST enhancements
- Alignment with the AAMVA testing window
- 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

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

"4.2.3.3 The Vendor shall address issues/defects identified during Operations and Maintenance per the issue resolution timelines detailed in the RFP."

AstreaX acknowledges and will comply with the service levels and performance and availability standards requirements as defined in the RFP.

Desired Project Requirement	How AstreaX MAX Will Comply
• *Severity Level 1 – Critical. Acknowledge incident within 30 minutes of being reported. Resolve or implement work-around to re-classify 100% of Level 1 incidents as High priority within 24 hours of incident identification.* • *Severity Level 2 – High. Acknowledge incident within 30 minutes and begin problem diagnostics within 3 hours of incident being reported. Resolve at least 95% of Level 2 incidents within 5 calendar days of incident identification* • *Severity Level 3 – Minor. Acknowledge incident within 24 hours and begin problem diagnostics within 10 business days of incident being reported. Resolve at least 90% of Level 3 incidents within 20 business days of incident identification. Resolve any remaining incidents or identify WVDMV Project Manager-accepted alternative within 60 business days.*	Severity Level 1. AstreaX acknowledges and will comply with the Severity Level 1 incident response requirements defined by WVDMV. Critical incidents will be acknowledged within 30 minutes of notification and escalated to the appropriate Tier 2 and Tier 3 support personnel for investigation and remediation. We will resolve or implement a work-around to re-classify 100% of Level 1 incidents as High priority within 24 hours of incident identification. Drawing upon our experience supporting the MAX platform across multiple jurisdictions, including Arizona and Wyoming, AstreaX has established support processes, escalation procedures, and operational practices designed to rapidly respond to and resolve business-critical incidents while minimizing disruption to DMV operations. Severity Level 2. AstreaX will dedicate the appropriate technical resources to investigate and remediate High-priority incidents and will resolve at least 95% of Severity Level 2 incidents within 5 calendar days of identification, consistent with WVDMV service-level requirements. Throughout the incident lifecycle, AstreaX will document diagnostic activities, corrective actions, and resolution details within the WVDMV incident management process and will perform root cause analysis when appropriate to identify opportunities for corrective and preventive actions that improve the stability, reliability, and performance of the MAX solution. Severity Level 3. AstreaX will resolve at least 90% of Severity Level 3 incidents within 20 business days of identification. For any remaining incidents that cannot be resolved within that timeframe, AstreaX will continue remediation efforts and either fully resolve the issue or propose an alternative solution, workaround, or remediation plan acceptable to the WVDMV Project Manager within 60 business days.

Desired Project Requirement	How AstreaX MAX Will Comply
	Throughout the incident lifecycle, AstreaX will document diagnostic activities, corrective actions, testing results, and resolution details, leveraging lessons learned from supporting MAX in multiple jurisdictions to continuously improve system reliability, maintainability, and overall service quality.

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

"4.2.3.4 The experience of the Vendor staff identified in the Vendor's proposal shall serve as the baseline for the level of experience of staff who will work on the project for the duration of the contract. If staff must be replaced for whatever reason during the contract, WVDMV will expect any new staff to have equal or greater experience than the staff member being replaced."



AstreaX exceeds this requirement. In addition to the staff identified in our proposal (all of whom are long-term AstreaX employees who meet or exceed WVDMV requirements), our team also includes staff at all levels and experience who exceed WVDMV requirements and will be available to contribute.

Desired Project Requirement	How AstreaX MAX Will Comply
• *The experience of the Vendor staff identified in the Vendor's proposal shall serve as the baseline for the level of experience of staff who will work on the project for the duration of the contract.* • *If staff must be replaced for whatever reason during the contract, WVDMV will expect any new staff to have equal or greater experience than the staff member being replaced.*	**Proposed Staff.** The experience and qualifications of the personnel proposed for the project establish the baseline for project staffing throughout the contract term. The named resources included in this proposal meet or exceed the qualifications, experience, and subject matter expertise required by the RFP and bring direct experience from MAX production implementations and DMV modernization initiatives. In addition, WVDMV will benefit from access to the broader AstreaX MAX resource pool, including personnel supporting MAX implementations in production and non-production jurisdictions. These resources provide valuable experience gained through configuration, development, conversion, testing, integrations, training, deployment planning, and operational readiness activities across multiple MAX programs. All AstreaX and subcontractor staff performing programming, testing, and support for WVDMV are located in the United States. **Replacement Staff.** Should staffing changes become necessary during the contract term, AstreaX will provide replacement personnel whose qualifications and experience are equal to or greater than those of the individual being replaced, subject to WVDMV review and approval requirements. This approach provides continuity of project knowledge, delivery quality, and operational support while preserving access to specialized expertise and lessons learned from MAX resources supporting Arizona, Wyoming, and other active MAX jurisdictions, whether in production operations or ongoing implementation efforts.

4.2.3.5 Fully disclose all subcontractors and their proposed role and obtain WVDMV approval before subcontracting other elements of the work

"4.2.3.5 The Vendor shall disclose all proposed subcontractors in their proposal, the role the subcontractor will be performing, and the subcontractor's qualifications for the proposed role. During the contract, the Vendor shall obtain WVDMV approval prior to onboarding any subcontractors beyond those identified in their proposal and approved by WVDMV. The Vendor shall make available to WVDMV a copy of the subcontract between the Vendor and any of its subcontractors upon request."

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

Desired Project Requirement	How AstreaX MAX Will Comply
• *The Vendor shall disclose all proposed subcontractors in their proposal, the role the subcontractor will be performing, and the subcontractor's qualifications for the proposed role.* • *During the contract, the Vendor shall obtain WVDMV approval prior to onboarding any subcontractors beyond those identified in their proposal and approved by WVDMV.* • *The Vendor shall make available to WVDMV a copy of the subcontract between the Vendor and any of its subcontractors upon request.*	**Proposed Subcontractors.** AstreaX is proposing Kyndryl as a subcontractor for this project. The DMV Solutions Team within Kyndryl has been involved in every MAX production implementation and will focus on the mainframe enhancements for the REST implementation. **Onboarding Additional Subcontractors.** We will provide advance notification to WVDMV regarding any additional subcontractors recommended for participation in this project, and will obtain prior written approval from WVDMV before engaging additional subcontractors during the contract term. **Subcontracting Agreements.** AstreaX will maintain appropriate subcontracting agreements and, upon request, will make copies of applicable subcontract agreements available to WVDMV in accordance with contractual requirements and any applicable confidentiality, security, and proprietary information provisions.

§5.3.6.2.4 Proposed Cloud Operating Environment

"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 the RACI model, a proposed cloud architecture design plan and software licensing list."

The MAX solution is purpose-built for deployment within the Microsoft Azure cloud and has been successfully implemented or is currently being implemented in multiple jurisdictions using Azure as the foundational cloud platform.

AstreaX proposes deploying the WVDMV production instance of MAX within a **State-owned Microsoft Azure subscription**, fully configured, administered, and supported by AstreaX. To accelerate project initiation and provide immediate access to development resources, AstreaX will establish and manage the non-production environments, including development, testing, training, and quality assurance environments, within an AstreaX-managed Azure tenant. AstreaX will maintain and support both the MAX application and the State-owned Azure production environment throughout implementation and ongoing operations unless and until WVDMV elects to assume responsibility for cloud operations or adopts a hybrid operational model.

MAX was specifically designed to leverage **Azure Platform Services and cloud-native capabilities** that support scalability, security, reliability, and operational efficiency. Consistent use of Azure across MAX jurisdictions promotes solution standardization, simplifies support, and enables WVDMV to benefit from proven architecture patterns, implementation experience, and lessons learned from Arizona, Wyoming, Mississippi, and other MAX programs. Microsoft has also been a strong partner in DMV modernization initiatives, providing guidance, technical expertise, and cloud resources that have contributed to successful MAX deployments.

AstreaX has based its technical and cost proposal on utilization of **Microsoft Azure Commercial Cloud**. Based on our experience supporting MAX implementations and our review of the WVDMV requirements, we believe Azure Commercial Cloud fully satisfies the functional, security, performance, availability, and operational requirements of the modernization program. Azure Commercial Cloud also provides more rapid access to new Azure capabilities and services, which are often made available significantly earlier than in Azure Government Cloud environments. In addition, Azure Commercial Cloud places less on the operations team and offers a broader set of immediately available platform services.

AstreaX remains open to collaborating with WVDMV, WVDOT, and WVOT to evaluate the potential use of **Azure Government Cloud** should the State determine that environment better aligns with its cloud strategy, security posture, or compliance objectives. Both Azure Commercial Cloud and Azure Government Cloud can support the MAX solution; however, AstreaX recommends Azure Commercial Cloud as the preferred deployment model, based on our implementation experience, operational flexibility, and ability to take advantage of the latest Microsoft innovations.

Hosting production in a State-owned Azure subscription places MAX on a StateRAMP Authorized platform: both Azure Commercial Cloud and Azure Government Cloud hold StateRAMP Authorized status at the High impact level for the Azure services MAX uses, and AstreaX operates the application and configuration controls within the platform.

Primary and Backup Data Center

"Include information on the primary and back-up data center."

Primary Data Center

AstreaX proposes hosting the WVDMV MAX solution within Microsoft Azure Commercial Cloud. Based on the current deployment approach, the proposed primary hosting location is the Azure East US region. The East US region provides geographic proximity to West Virginia and is expected to deliver low-latency connectivity for WVDMV regional offices, partner agencies, and administrative users while supporting a responsive experience for both staff and constituents.

The MAX solution is designed to operate within Azure's secure, scalable, and highly available cloud environment and can leverage Azure's regional resiliency capabilities to support business continuity and disaster recovery objectives. The final production region and disaster recovery configuration will be confirmed during solution architecture and infrastructure planning activities in coordination with WVDMV. The proposed Azure architecture aligns with the MAX hub-and-spoke deployment model and supports secure, reliable delivery of mission-critical DMV services.

Backup Data Center

AstreaX proposes a geographically separate Azure region to support disaster recovery and business continuity requirements for the MAX solution. Based on the current hosting approach, a secondary Azure region in the western United States may be designated as the disaster recovery site, providing substantial geographic separation from the primary hosting region and reducing the risk of a single regional event impacting service availability.

The MAX solution can leverage Azure-native resiliency capabilities, including geo-replicated data services, Geo-Redundant Storage (GRS), Recovery Services Vaults, and region-to-region failover configurations, as appropriate for the deployed workload architecture. Data replication between Azure regions occurs across Microsoft's secure global network infrastructure, supporting continuity objectives without reliance on public internet connectivity.

Final disaster recovery architecture, recovery time objectives (RTOs), recovery point objectives (RPOs), and regional deployment selections will be confirmed during solution architecture and infrastructure planning activities in coordination with WVDMV, within the recovery and restart within 24 hours of a catastrophic failure committed in §4.2.2.12. This approach provides a resilient, secure, and scalable foundation for maintaining critical DMV operations during a regional disruption while aligning with Azure best practices for high availability and business continuity.

RACI Model

"This section should also include the RACI model."
"RFP 4.1: The WVDMV Information Technology (IT) team is responsible for maintaining and managing the operation of the current West Virginia Driver License system and managing external vendors providing various other solutions supporting WVDMV. The WVDMV IT team performs its work in conjunction with the WVDOT Information Technology group and the State of West Virginia Office of Technology (WVOT)."

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

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

AstreaX's approach and work plan are built on WVDMV hosting the production landscape in a WVOT-controlled, State-owned Azure subscription, as RFP 4.2.2.4 provides. In this model, WVOT is Responsible and Accountable for the production environment rows (Azure Configuration, Backup and Recovery, Network and Firewall Management, Operations Monitoring, Performance and Tuning, Security Monitoring) with AstreaX Consulted; the application rows (MAX Application Hosting Environment, Deployment, Batch Job Processing, Data Encryption and Key Management, Third-Party Software License Procurement) stay with AstreaX; and all testing through user acceptance testing remains in the AstreaX-managed non-production environments.

Cloud Architecture Design Plan

"This section should also include a proposed cloud architecture design plan."

Figure 4 is a high-level hub-and-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.

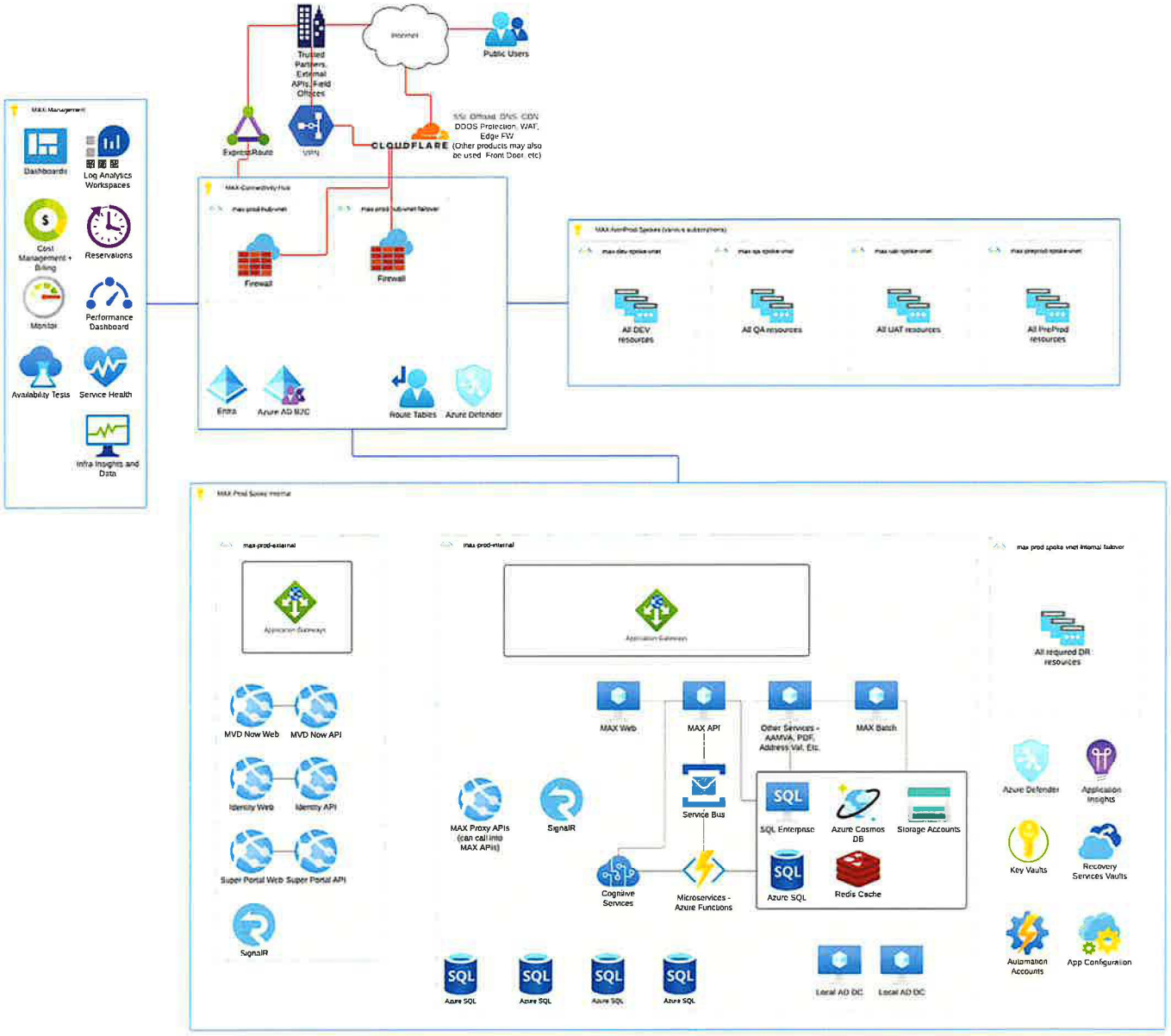


Figure 4. Cloud Architecture Design (High-Level)

As illustrated in Figure 4 above, the operating environment utilizes a hub-and-spoke network architecture in which centralized hub virtual networks provide shared enterprise services, including identity management, security, monitoring, management, and connectivity, while dedicated spoke networks isolate Production, Non-Production, and external-facing application workloads. This architecture promotes strong network segmentation, centralized governance, and consistent deployment standards across environments. Together, these architectural components provide a secure, resilient, and scalable platform capable of supporting mission-critical DMV operations with efficient lifecycle management.

Core Azure services provide secure identity services, protected communications, and centralized management of application secrets and certificates. These services include:

- Microsoft Entra ID
- Virtual Network Peering
- Private Endpoints, and
- Azure Key Vault.

MAX follows a cloud-native, PaaS-first architecture strategy that that puts less on the operations team, improves reliability, and aligns with Azure best practices. To support transactional processing, integrations, messaging, real-time communications, and scalable service delivery, application workloads may leverage:

- Azure App Service
- Azure SQL Database
- Azure Service Bus
- Azure Cosmos DB
- Azure Storage
- Azure Functions, and
- Azure SignalR Service.

Where required to support specialized software, security controls, interface requirements, or infrastructure dependencies, selected components may be deployed using Azure IaaS resources. This balanced approach enables the solution to optimize scalability, maintainability, and operational efficiency while accommodating jurisdiction-specific requirements. Centralized monitoring, diagnostics, performance management, and security visibility across all environments is provided by:

- Azure Monitor
- Application Insights
- Log Analytics, and
- Defender for Cloud.

The MAX architecture incorporates Azure-native resiliency and business continuity capabilities to support high availability and rapid recovery. Redundancy and recovery strategies may include paired Azure regions, geo-replicated data services, Recovery Services Vaults, and failover capabilities appropriate to the deployed workload architecture. Network traffic is protected through layered security controls that may include:

- Next Generation Firewalls
- Azure DDoS Protection
- Azure Application Gateway
- Private Endpoints
- Network Segmentation, and
- Centrally Managed Routing Policies.

Software Licensing List

"This section should also include a 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
SQL Toolbelt Essentials	Redgate	Database Utility software
Topaz Signature Pad Certificate	Topaz Systems	Interface with signature pad
TransUnion iovation Device Reputation	TransUnion	Device/user risk mitigation

§5.3.6.2.5/5.3.6.2.6 Proposed Approach

"5.3.6.2.5/.5.3.6.2.6. Describe the Vendor's proposed approach for executing 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."

Overview

AstreaX will execute the project using a concurrent approach for the REST and MVP implementations. This approach leverages the existing MAX platform, proven AAMVA integrations, and lessons learned from previous MAX deployments. By deploying MAX and its integrated AAMVA services, WVDMV can eliminate the need for the legacy mainframe driver license system to communicate directly with AAMVA. Instead, interactions with CDLIS, Identity Services, CSTIMS, PDPS, and other AAMVA services will be managed through MAX's standardized REST-based service layer. This approach reduces project risk, minimizes custom integration development, accelerates implementation, and centralizes AAMVA connectivity within a proven solution already operating in multiple jurisdictions.

During project initiation, the AstreaX team will work with WVDMV to establish project governance, finalize requirements, confirm interface and migration scope, and obtain access to the existing mainframe CICS COBOL environment. AstreaX resources will require development and testing access to design, develop, validate, and deploy the REST-based services that support communication between the legacy environment and the MAX platform throughout the implementation period.

The project will progress through key phases including project planning and discovery, solution design, configuration and development, interface implementation, data migration, testing, user training, deployment readiness, go-live, and post-implementation stabilization. Major milestones will include project kickoff, requirements validation, solution design approval, completion of interface development, completion of data migration testing, user acceptance testing sign-off, production deployment, and system acceptance.

The MAX AAMVA framework is already operational in Arizona and Wyoming and currently supports REST-based messaging for SPEXS/CDLIS transactions (including EEE, DHR, DACH, and NRCME), Identity Services transactions (SSOLV, USPVS, and HAVV), and CSTIMS integration. REST-based PDPS services are planned for implementation in Arizona in October 2026, followed by Wyoming, and the other MAX projects. WVDMV will be able to leverage REST-based PDPS integration components to further accelerate delivery and reduce implementation effort.

An initial project work plan illustrating key activities, dependencies, milestones, and estimated implementation phases will be provided as an attachment and refined jointly with WVDMV during project initiation.

Approach for Executing the Project

"Describe the Vendor's proposed approach for executing the project."

AstreaX will execute the WVDMV project using a structured and proven implementation approach that combines lessons learned from prior MAX deployments, disciplined project governance, and Agile delivery practices. Having successfully implemented MAX across multiple jurisdictions, our team understands the importance of establishing clear requirements, maintaining stakeholder alignment, and providing continuous visibility into project progress throughout the implementation lifecycle.

The project will begin with planning, discovery, and requirements validation activities. AstreaX will conduct facilitated workshops with WVDMV stakeholders to confirm business, operational, technical, reporting, interface, and data migration requirements. These sessions will be supported by a detailed gap analysis of the MAX solution, including screen-by-screen demonstrations of existing functionality to identify configuration needs, enhancements,

and jurisdiction-specific requirements. Requirements will be managed within Azure DevOps (ADO), providing end-to-end traceability from requirements through design, development, testing, defect resolution, and user acceptance testing. WVDMV personnel will have access to project reporting and dashboards to monitor progress and verify that requirements have been successfully delivered and validated.

Solution delivery will follow an Agile methodology organized into Program Increments consisting of four design/development sprints. During each Program Increment, AstreaX will perform solution configuration, design, development, interface implementation, data migration activities, and testing. At the conclusion of each Program Increment, the project team will conduct formal review and demonstration sessions with WVDMV stakeholders to present completed functionality, review design artifacts, and gather feedback. This iterative approach allows WVDMV personnel to validate solution capabilities throughout the project rather than waiting until the end of implementation.

Throughout execution, AstreaX will maintain a strong focus on quality, transparency, and readiness. Following successful completion of internal quality assurance and testing activities, WVDMV users will be provided access to solution functionality to support user acceptance testing, business validation, training, and deployment readiness activities. This approach enables early issue identification, supports informed decision-making, and helps ensure the delivered solution aligns with WVDMV business objectives, operational requirements, and implementation timelines.

Assuming a project start date of January 1, 2027, AstreaX will begin requirements validation, solution design, and user story development for the UNI-to-REST mainframe and MVP implementations. Both implementations are planned for completion in December 2027. Development activities will begin in parallel during the first quarter of 2027 and will include both the required mainframe REST service modifications and associated enhancements within the MAX platform for the MVP implementation. Quality assurance testing will commence as development components are completed and connectivity with AAMVA services has been established.

AstreaX will work closely with WVDMV and AAMVA to coordinate all required testing activities. Consistent with AAMVA's testing approach, informal connectivity and message validation testing may begin prior to execution of the formal structured test plan. WVDMV business staff will execute the required AAMVA test cases, while AstreaX will provide support for test planning, environment readiness, test execution, defect resolution, and troubleshooting related to the mainframe conversion of UNI messages to REST-based messaging as well as the MVP implementation.

The majority of development and quality assurance activities necessary to support the UNI-to-REST conversion and MVP implementation are expected to be completed before the start of formal AAMVA Structured Testing, anticipated to begin during the third quarter of 2027. AstreaX will continue to provide development and QA support throughout the Structured Test period, with certification and testing activities expected to conclude by the fall of 2027 in support of a production implementation within the project timeframe.

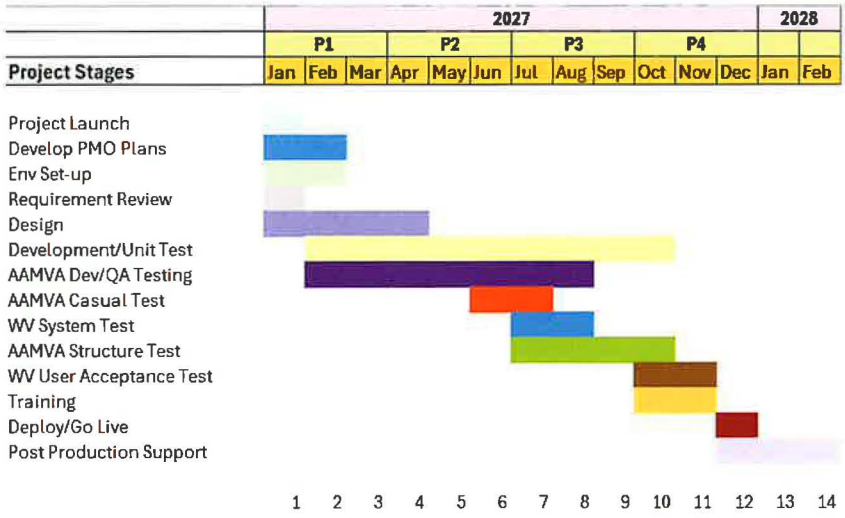
No functional changes to the WVDMV mainframe Driver License System are anticipated as part of this effort. Training will focus on MAX AAMVA Help Desk functionality to ensure WVDMV staff are prepared to support and manage AAMVA-related operations within the MAX environment.

High-Level Timeline

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

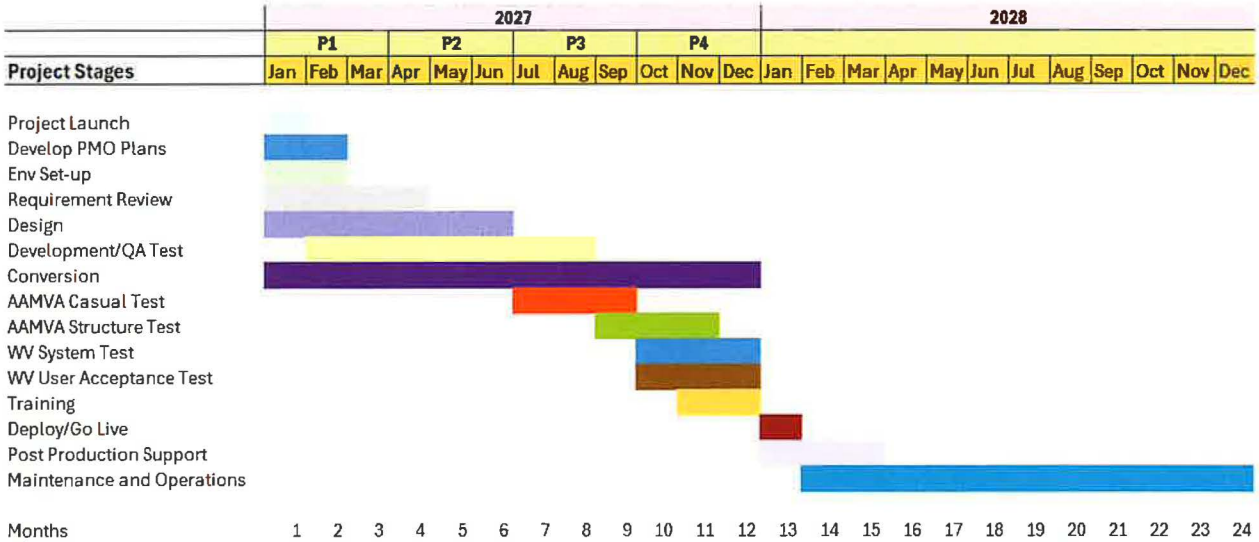
Both high-level timelines below meet or exceed the State's requirements for completing the two implementations for this project.

REST Implementation Timeline



MVP Implementation Timeline

Balancing Accelerated Delivery with Staff Readiness. We have provided an approach focused on expedited delivery of requirements to support the State's priority on speed of execution. We are committed to deployment of the MVP within 12 months, fully retiring the legacy mainframe driver system well ahead of the State's 18-month target. Drawing from our successful modernization work experience in Arizona and Wyoming, cutover success is ultimately governed by human readiness. As several key state resources will likely be required for both implementations, and because the priority will be placed on the AAMVA REST upgrade, the State, at its discretion, may choose to extend the MVP timeline to allow WVDMV staff more time and to further minimize cutover and operational risk.



Initial Project Work Plan

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

An initial project work plan is provided in Appendix B: Initial Project Work Plan. The plan outlines the project tasks and includes a comprehensive breakdown of the activities.

§5.3.6.2.7/4.3 Qualifications and Experience

"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."

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



AstreaX meets or exceeds the Qualifications and Experience requirements stated in RFP Section 4.3.

WVDMV will lower project risk with higher confidence in expedited delivery by an AstreaX team that has already moved driver services from a mainframe with our proposed solution, MAX.

- The MAX solution directly supports AstreaX's 12-month MVP delivery.
- AstreaX has implemented similar projects to production in two jurisdictions: Arizona and Wyoming.
- AstreaX is the prime system integrator for the current Mississippi MAX driver implementation, and is the prime development partner for Virginia and North Carolina.
- Our proposed project team for WVDMV includes staff from these implementations, with named leads in each mandatory role.

Proposed Project Organization

Describe the Vendor's proposed project organization for delivery of the requested services.

Our proposed project organization structure is designed to deliver the WVDMV MAX Driver Modernization solution skillfully and efficiently. As shown Figure 5, this structure emphasizes collaboration, risk mitigation, expedited delivery, and alignment with project requirements to implement REST APIs and State-to-State compliance with AAMVA and to implement the AstreaX-proposed MAX Driver License System as the state system of record using an MVP approach. One AstreaX team will deliver both implementations under one Project Manager, giving WVDMV a single point of accountability throughout the duration of the project.

Executive Leadership from the State of West Virginia and AstreaX will provide engagement oversight and governance. The AstreaX Project Manager, Technical Manager, and Software Development Manager will provide overall project leadership.

The MAX DMV Modernization Project Team is structured to support the scope, methodology, timeline, skills, and other factors driving this project. Within this structure, our Functional Lead and Technical Architect will provide leadership and expertise in their respective areas. In the sections that follow, we introduce you to AstreaX staff in WVDMV-mandatory roles and additional AstreaX staff identified for this project to-date.

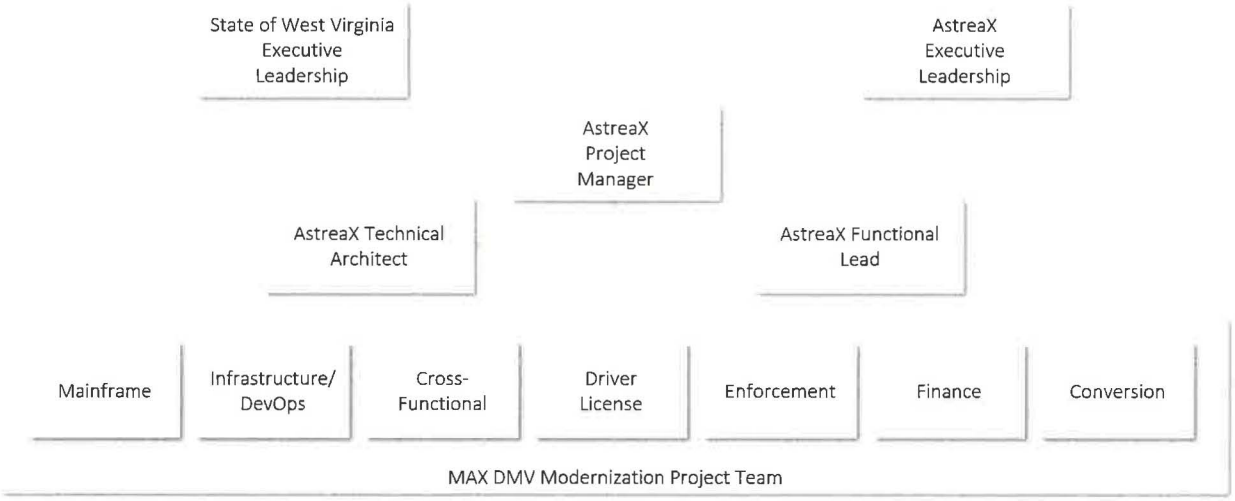


Figure 5. Proposed Project Organization (High-Level).

Proposed Project Team Experience

Summarize the experience of the proposed project team.

AstreaX's team has the direct, current experience required for the WVDMV implementation project. Their expertise includes all necessary services to design, develop, configure, test, train WVDMV on, and deploy the AstreaX MAX solution to a production status as described in the RFP. Rob Wilson, a PMI-certified PMP and Agile Certified Practitioner, will manage the two in-scope system implementations through an integrated project plan, using PMI-aligned project management and an Agile delivery approach to support AstreaX's 12-month MVP commitment.

4.3.1 Qualification and Experience Information

"4.3.1 Vendor should describe in its proposal how it meets the desirable qualification and experience requirements listed below."

AstreaX exceeds the production-deployment requirement and meets the prior implementation-experience requirement as described below. AstreaX brings DMV industry experience and MAX-specific experience from work in Arizona, Wyoming, Mississippi, Virginia, North Carolina, and Alberta.

WVDMV Requirement	How AstreaX Meets/Exceeds this Requirement
4.3.1.1. The Vendor's proposed driver license solution should have been implemented to a production status for at least one United States jurisdiction as of the date of proposal submission.	**AstreaX exceeds this requirement.** MAX is in production in two United States jurisdictions: Arizona (April 2020) and Wyoming (October 2025). Both of these implementations replaced mainframe systems, the same transition WVDMV is making.
4.3.1.2. The Vendor should have prior experience, preferably as the prime system integrator, with implementing the Vendor's proposed driver license solution to a production status for at least one United States jurisdiction as of the date of proposal submission.	**AstreaX meets this requirement.** AstreaX implemented the MAX driver license solution to a production status in Arizona and Wyoming and is the prime system integrator for the Mississippi MAX driver implementation, with go-live planned for December 2027.

4.3.2 Mandatory Qualification/Experience Requirements

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



AstreaX exceeds the mandatory qualification/experience requirements. Our proposed project team combines project management, functional, and technical expertise to lead WVDMV's modernization from project initiation through MVP go-live and operations and maintenance.

WVDMV Requirement	How AstreaX Meets/Exceeds this Requirement
4.3.2.1. The Vendor's proposed Project Manager must be currently certified as a Project Management Professional (PMP) by the Project Management Institute.	• **Project Manager** Rob Wilson is a PMI-certified PMP and will manage the project following PMI PMBOK standards. In addition, Rob holds a PMI Agile Certified Practitioner (PMI-ACP) certification and brings more than 15 years of project management experience to this engagement. Rob's bio is included below this table. His resume is included in Appendix C.
4.3.2.2. The Vendor's proposed Functional Lead and Technical Architect must have at least two years of experience working in similar roles on implementations of the Vendor's proposed solution.	• **Functional Lead** Marco Monreal has been working specifically on implementations with the proposed MAX solution since 2014. He has 15 years of overall experience modernizing DMV systems. Marco's bio is included below this table. His resume is included in Appendix C. • **Technical Architect** Rafael Padilla has more than 5 years dedicated to MAX implementations. He consulted on the development of the MAX architecture and has more than 25 years of experience in DMV and transportation systems. Rafael's bio is included below this table. His resume is included in Appendix C.

Key Personnel

Rob Wilson, Project Manager (Certified PMP®) [4.3.2.1]

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 is a PMI-certified PMP and Agile Certified Practitioner (PMI-ACP). A Project Manager with extensive experience since 2012 in delivering complex, high-visibility 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.

Marco Monreal, Functional Lead [4.3.2.2]

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. Since 2009, Marco has specialized in Driver Services to modernize DMV 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.

Rafael Padilla, Technical Architect [4.3.2.2]

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 has had a broad career in software engineering dating back to 1994, with a specialized focus on DMV and transportation

systems since 2002. 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 Personnel

Judi Lepper, 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 leads AstreaX's MAX training and OCM work and oversees training for the current Mississippi, North Carolina, and Virginia implementations.

Alessandro Russo, MAX Engagement Director

AstreaX's proposed Engagement Director, Alessandro Russo, oversees AstreaX scope for all MAX implementations and can provide 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 DMV modernization efforts and has played a key role in Arizona, Wyoming, Mississippi, 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.

Don Logue, 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 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.

Resumes of Key Personnel

"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."

Within our proposal, Appendix C includes two-page 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 resumes substantiate the deep experience and talent of the team. Additional background on the proposed AstreaX team can be provided upon request.

§5.3.6.2.8 Project Management Methodology

"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 modern, secure, and reliable driver licensing services. 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 Work Plan and Project Management Plan
- Risk Management Plan and Risk Register
- Issue and Action Item Tracking Logs
- Scope Management Plan
- Decision Log, including documentation of in-scope and out-of-scope decisions
- Implementation Cutover and Contingency Plan

Project Controls and Delivery Management

- Delivery Management, including tracking and formal sign-off of the deliverables associated with the REST and MVP implementations
- Program Increment tracking to identify milestones and progress
- Quality Assurance Plan
- Bi-Weekly 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 implementation approach requested by WVDMV, with the REST APIs and the driver license MVP proceeding in parallel, each meeting its own acceptance gates. 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, sprint-by-sprint validation with WVDMV, and close customer collaboration.
- Supports flexibility in prioritization within the approved baseline scope throughout the development cycle.

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
- AstreaX will provide project artifacts, logs, and defects to WVDMV project team members.

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:

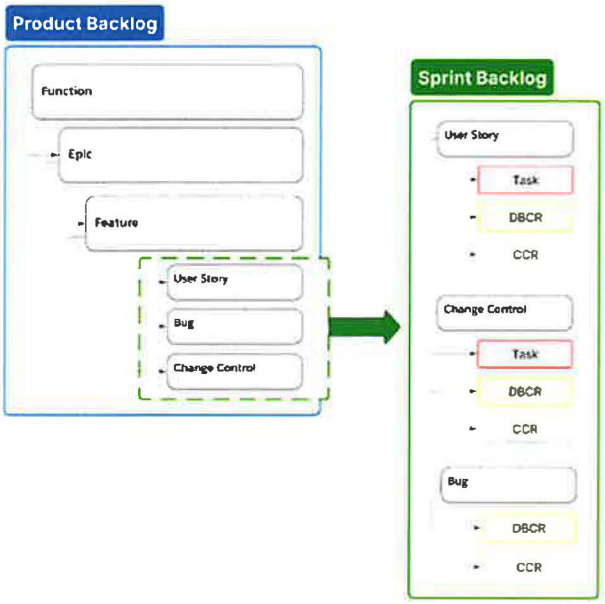
- Week 1: Requirements refinement, development kickoff, and test planning
- Week 2: Continued development, QA testing, and Pre-Production readiness
- Week 3: Customer validation, issue resolution, and Production deployment

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 REST and MVP implementation 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 at the right, all work is first organized into Areas (or "Products"), such as credential issuance and enforcement, each managed as its own workstream. 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 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 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 will 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.
- **Deliverable Reviews and Implementation Readiness Tracking.** Complete reviews of implementation deliverables within the ten business days provided for Agency review. AstreaX documents the resources, decisions, and reviews needed from WVDMV in the project work plan and reports open WVDMV items, along with AstreaX and partner readiness, in each status report.

§5.3.6.2.9 Knowledge Transfer and Technical Training Plan

"5.3.6.2.9 Describe the Vendor's proposed knowledge transfer and technical training plan during the first year of production operations 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 WVDMV project. During the first year of production operations for each of the two project implementations (REST and MVP), the plan prepares WVDOT IT staff to take over application managed services support.

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 as highlighted below and supported in depth by the description of our established training program that follows.

Connect REST Services

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 designated stakeholders throughout this process to gather and share information as needed.

Implement MVP Version of Modernized Driver License System

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.

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.

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 both for users and technical staff. Training starts before deployment. End users learn through self-paced MAX courses and hands-on practice, and technical staff learn on real project work items, so skills build while the system is delivered rather than after go-live. 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 steps followed during the user training process are shown in Figure 6.



Figure 6. 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

For WVDMV, the plan is submitted for Agency approval and also covers:

- Hands-on start-up training for up to 20 core team members
- A pilot of end-user training for each implementation
- Support for WVDMV trainers delivering end-user training to approximately 500 staff

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 four 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 the source files and SCORM files for ongoing editing by the WVDMV training team.

Figure 7 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.

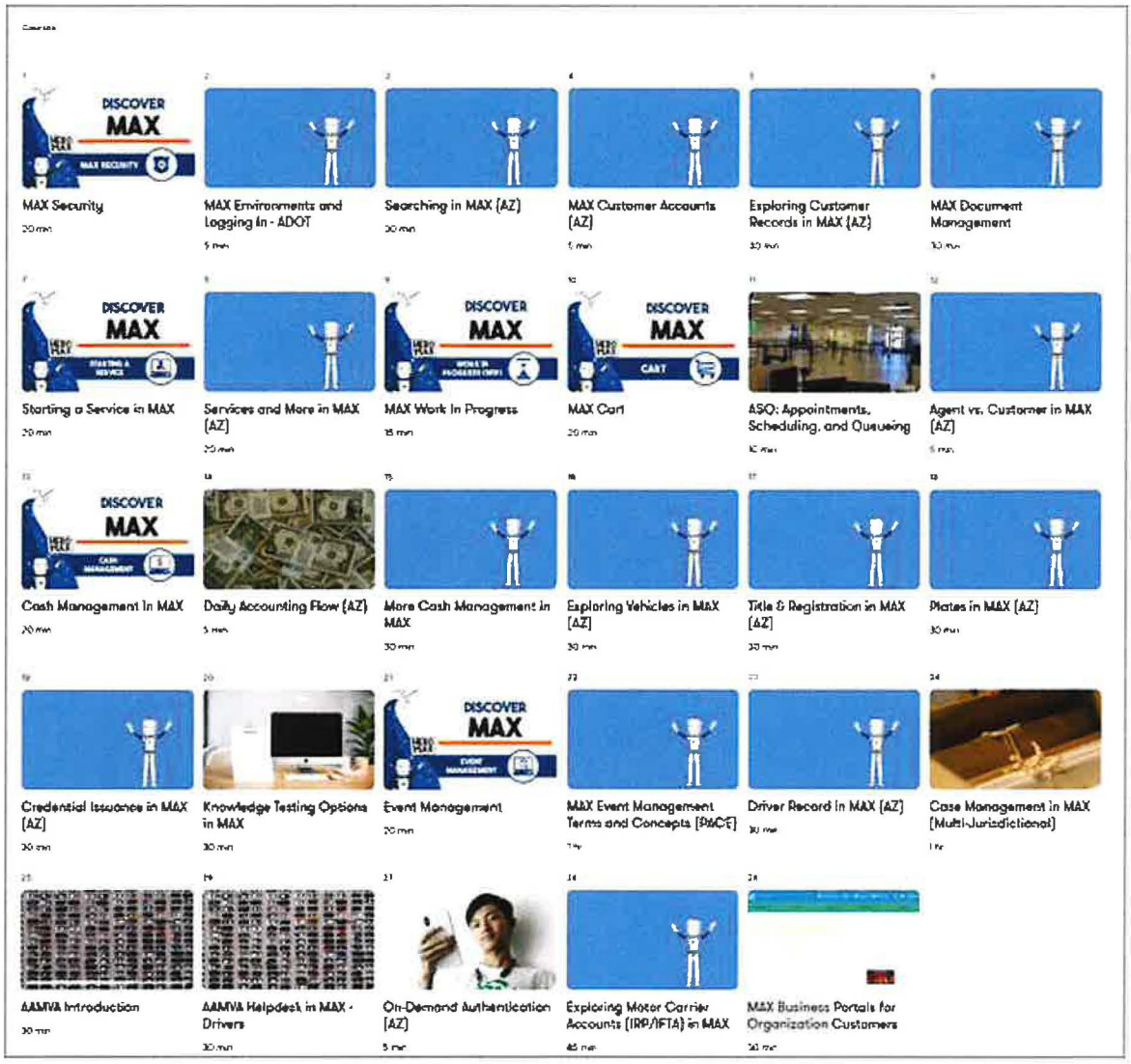


Figure 7. Sample Online Menu of MAX Self-Paced Courses

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 training environment for ongoing practice through at least 90 days after go-live, with training database refreshes as needed.

Schedule Aligned with Implementations

Training is sequenced to go-live for each implementation (REST and MVP). The pilot prepares WVDMV trainers and user acceptance testers before UAT, train-the-trainer sessions follow, and end-user training is complete before go-live.

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. Additional virtual sessions are provided between training and go-live, and as system updates are released. An online, searchable repository called One Source is available for access to step-by-step guides, screenshots, policy links, and "What's New" updates. 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. Figure 8 shows a sample high-level navigation page. Figure 9 is a sample home page for a specific topic ("Editing a Customer Record"). The WVDMV One Source tool will be adapted for your system.

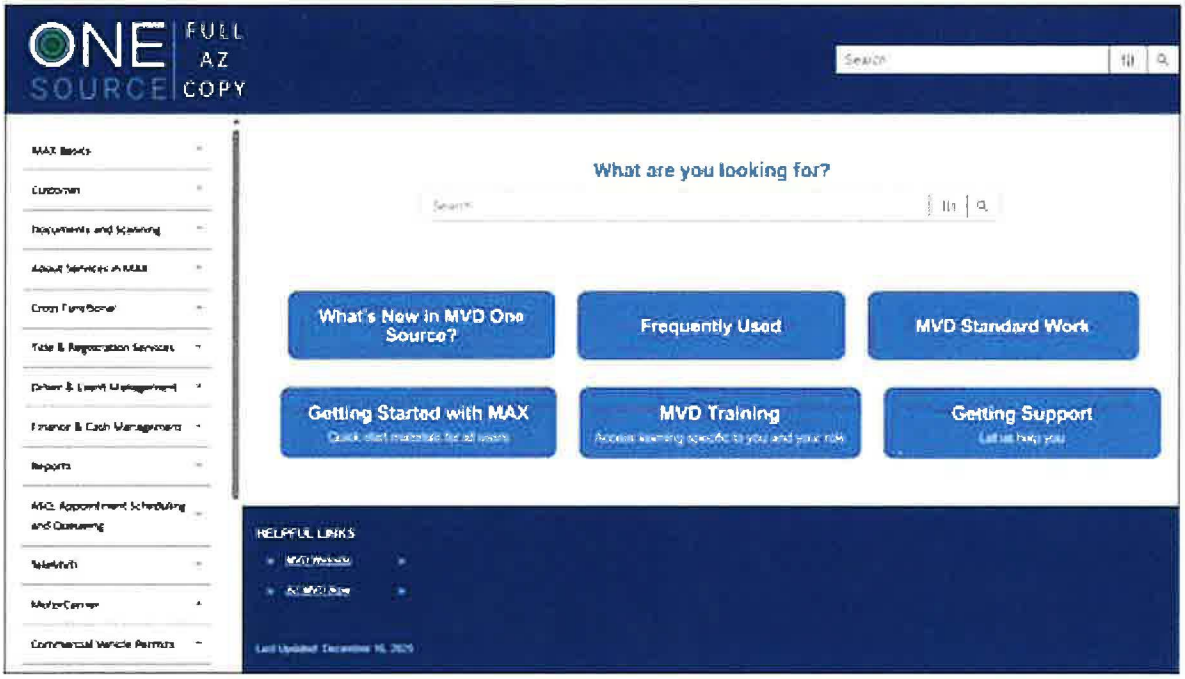


Figure 8. One Source Site – Sample Page

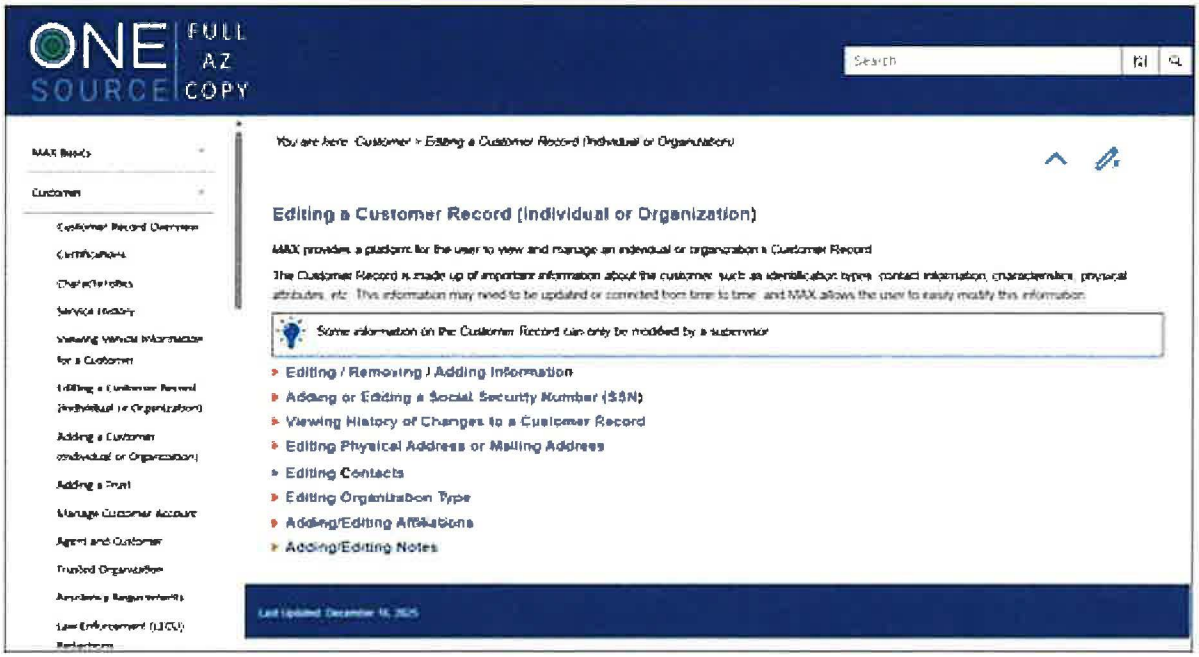


Figure 9. One Source Site – Sample Topic

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. Figure 10 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.

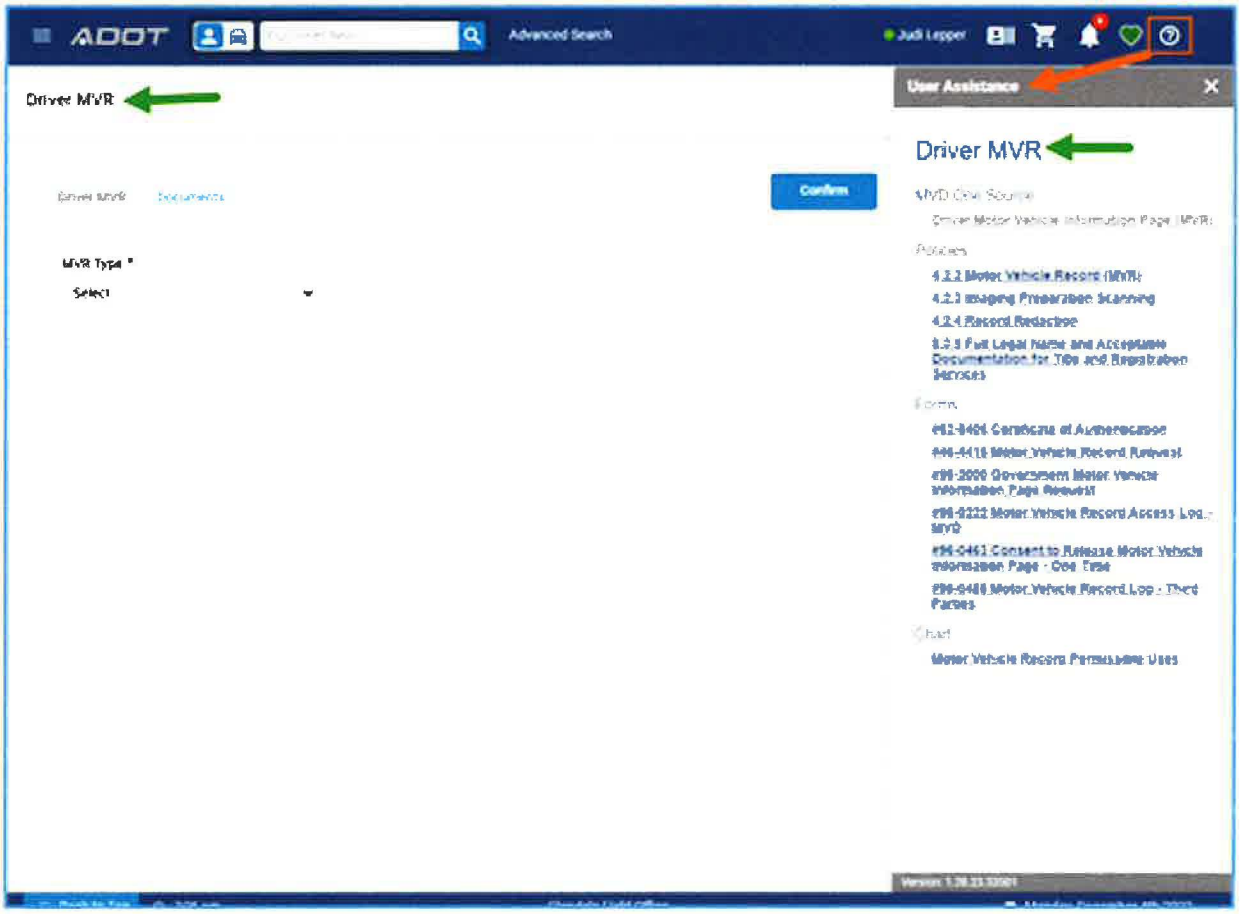


Figure 10. MAX User Assistance Panel (Sample)

Customer Instructional Videos

AstreaX creates customer-facing training videos for the online driver license services WVDMV offers, whether through WV Interactive or the MAX Customer Portal, beginning with foundational topics such as those listed below and continuing with service-specific videos as functionality becomes available with each project implementation (REST and MVP). 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 Instructional Videos is shown in Figure 11.

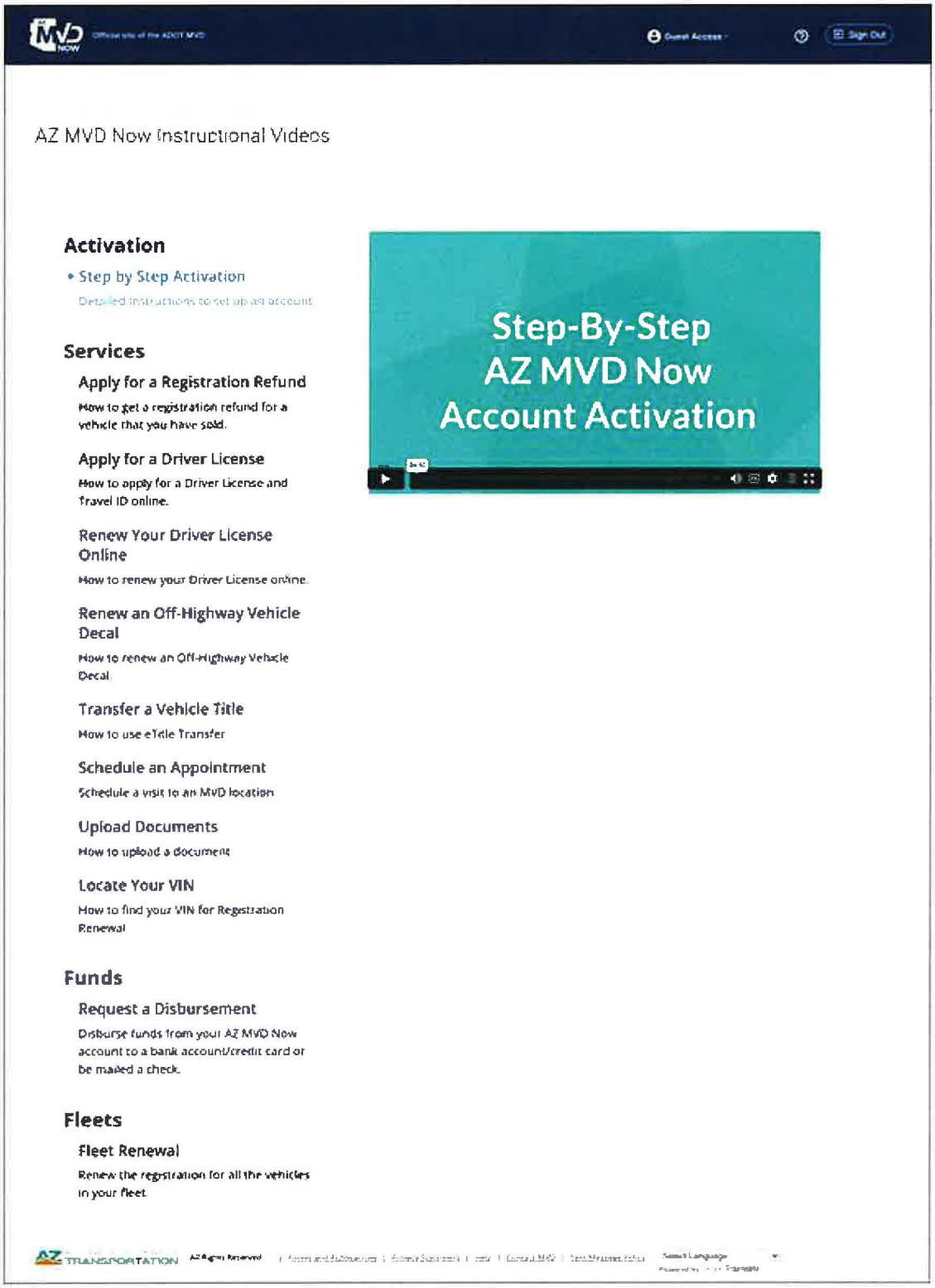


Figure 11. Customer Instructional Videos (Sample)

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 table below outlines selected 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 observation and oversight by AstreaX.
Handoffs and Support	▸ When WVDMV IT staff are comfortable taking ownership of assigned areas, AstreaX will hand off the work and provide additional assistance, as needed.

Timelines for each training deliverable and staff role will be determined in consultation with WVDMV. Additional project hands-on work will be assigned as WVDMV IT staff knowledge and skill level grows, to provide greater mastery of the knowledge and skills needed to support the MAX solution. Hands-on assignments continue into the first year of production, until IT staff are ready to take over application managed services support or share it with AstreaX in a hybrid State-vendor model.

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

Sample Role-Based Training Methods		
Group	System Functions	Knowledge Transfer Methods
▸ 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. State IT staff in Arizona and Wyoming support MAX in production today. This structured, phased approach to training minimizes risk, accelerates capability building, and ensures long-term sustainability for the MAX platform.

§5.3.6.2.10 Client References

"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. Arizona has implemented both the MAX Driver License System and the MAX Vehicle Registration System, and Wyoming has implemented the MAX Driver License System. Both replaced mainframe systems. Our third reference, Mississippi, has engaged AstreaX as the prime system integrator for its MAX Driver License System implementation, which is currently underway with go-live planned for December 2027.

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 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: Mississippi Department of Public Safety Driver Service Bureau

Project Scope	MAX Driver License System
Brief Description of Project	The Mississippi Department of Public Safety Driver Service Bureau has selected MAX Driver License System to replace its legacy driver license system. The project includes implementation of core driver license functionality, interfaces and integrations, data conversion, reporting, training, testing, cutover and post implementation transition support. When complete, this work will create an improved customer and employee experience and a common look and feel across all services provided. AstreaX is the prime system integrator and is currently executing the Analysis, Requirements, and Backlog Development phase of the implementation. Activities include requirements validation, backlog refinement, configuration data collection, variance analysis, interface definition, data conversion planning, environmental readiness, and initiation of development and testing activities. MAX is on track to go live by December 2027.
Client Contact Information	Treasure Tyson Director Driver Services ttyson@dps.ms.gov | 601.487.7092

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 (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."

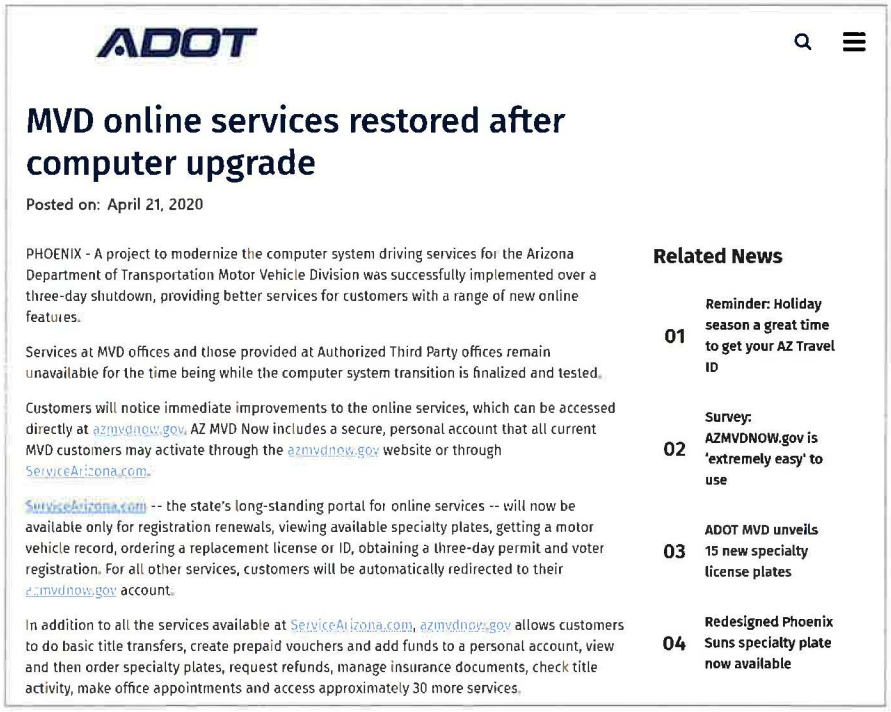
The growing level of super portal interest reflects what Jorgensen calls "a recognition of the central role that MVD plays in identity," adding, "What we're really about is citizen engagement." Knigge agrees, noting the super portal is aimed at empowering citizens to control their own privacy settings 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 customers may activate through the azmvdnow.gov website or through ServiceArizona.com.



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

...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.

Appendix A: Proposed Approach Alternatives and Contingency Planning

Our proposal meets or exceeds every WVDMV requirement in the RFP. Throughout our response, we have described our approach and methodology to provide the services and solve the problems described by meeting the goals/objectives specifically as they are written in RFP Section 4.2. In that section, WVDMV has asked that we:

- Include any information about how our proposed approach is superior or inferior to other possible approaches.
- Describe contingency plans to accommodate unforeseen project delays to ensure that WVDMV is fully operational until the final system is complete.

We appreciate WVDMV allowing us to provide feedback on these areas. The following sections address these asks by the WVDMV. Our goal is to provide suggestions based on our experience modernizing DMV systems.

Comparison of Proposed and Alternative Approaches

The Alternative Approaches provided below are alternatives we believe will provide more value to WVDMV and the driver system modernization project. We believe that these approaches reduce complexity, risk, and may result in time savings. We look forward to discussing these with WVDMV in more detail.

Requirement(s)	Currently Proposed	Alternative Approach
4.2.1.4. Interface with all other DMV systems/ partners per Attachment B. Some interfaces will initially be implemented during the project. *4.2.2.7. The Vendor shall implement all system interfaces and integrations identified in Attachment B.* *Attachment B. System Integrations.*	Our proposal builds the interfaces as specified in Attachment B.	Where Attachment B specifies an interface to a third-party product and MAX already has that built-in functionality proven in production today, we would recommend the WVDMV and AstreaX jointly evaluate using the built-in MAX functionality.
Attachment B. System Integrations: Online driver license services (DMV-12 and DMV-13)	Integration with WV Interactive middleware for online renewals and duplicates. The online portal for medical providers and other authorized users is part of the base MVP.	Leveraging the MAX Customer Portal, configured for WVDMV driver services. The MAX Customer Portal is already configured to interface with the MAX system which would eliminate the need to integrate into the existing customer portal.
4.1 Background and Current Operating Environment: Celtic Systems Cashdrawer Solution - dmvFIRST Cashiering Platform	Process integration with dmvFIRST, where dmvFIRST initiates the transaction, MAX returns references and status, and reconciliation and exception handling are defined with WVDMV. AstreaX provides no cash handling services.	Leveraging the MAX Cash Drawer and integrated Finance engine for driver license transactions. The transaction and payment are recorded in one system, with no reconciliation needed and one fewer interface to maintain.
4.2.2.4 Appointment scheduling and queuing	Integration with WVDMV's existing appointment scheduling and queuing system.	Leveraging the MAX Appointment Scheduling and Queuing (ASQ), which is already integrated into MAX and tied to the customer record. ASQ allows Regional Office staff to directly open the customer record in MAX providing a better employee

Requirement(s)	Currently Proposed	Alternative Approach
		and customer experience. Additionally, there will be no new interface to build and maintain.
Attachment B. System Integrations. Knowledge Testing (DMV-32)	Integration of learner permit test results from the existing testing system into the driver license system.	Leveraging MAX Knowledge Testing, which is in production in Arizona and Wyoming. With MAX Knowledge Testing, tests are administered and scored in MAX and post to the driver record directly, with no results interface and no physical test cards.
Attachment B. System Integrations. CDL Testing: Skills testing (DMV-11c)	Integration of field-based skills test results into the driver license system.	Leveraging MAX Skills Testing with Road Test Tablets, which let examiners record road tests without an internet connection. Arizona and Wyoming co-developed the tablets, and they are available to MAX Community members. Test results are captured on the tablet during the test and post to the driver record, with no results interface and no re-entry at the counter
Attachment B. System Integrations. Mobile ID (DMV-20)	Integration with WVDMV's existing IDEMIA Mobile ID, with the hardware security module (HSM) solution AstreaX provides.	Leveraging the MAX mDL provisioning connected to IDEMIA Mobile ID, with provisioning initiated from the driver record in MAX, and IDEMIA continuing to issue and manage the credential. With MAX mDL provisioning, the issue, renew, suspend, and revoke events originate in the driver record and flow to the credential without a separate provisioning step.
Attachment B. System Integrations. Web Enrollment (DMV-22)	Integration with WVDMV's existing peripheral hardware and enrollment software for counter photo and signature capture, passing captured biometric assets to MAX via an interface.	Leveraging native MAX photo and signature capture, which is proven in production in Arizona and Wyoming. With MAX, photo capture (utilizing built-in automated background removal and facial validation) and digital signature capture occur directly within the workflow. Assets are immediately bound to the customer record, eliminating synchronization latency, and removing an additional integration point while still passing approved credential packages to IDEMIA for card production. This feature allows photo and signature capture at each front counter workstation.

Contingency Plans to Accommodate Project Delays

As with all major enterprise projects, unforeseen delays may arise that are beyond AstreaX or Agency control. As part of our solutioning and approach development process for WVDMV, we analyzed our delivery model against unforeseen delays we have encountered and accommodated across prior mainframe modernizations (including Arizona and Wyoming). The table below outlines our contingency mechanisms to help ensure WVDMV operations remain stable, fully operational, and compliant throughout delivery. We look forward to discussing these with WVDMV in more detail.

Source of Potential Project Delay	Contingency Plan
Unanticipated changes, extended business rule edge-case clarifications, or UAT remediation cycles threaten to extend the MVP timeline beyond the planned 12-month implementation.	WVDMV's legacy mainframe driver system remains fully operational and supported as the State's authoritative system of record until the MVP satisfies all formal acceptance gates and go-live criteria. A delay in MVP deployment simply maintains current operational stability without disrupting online or Regional Office services. Take the REST and MVP implementation through separate acceptance gates, so AAMVA connectivity and retirement of the UNI connection do not wait on the MVP.
Unidentified legacy DB2 data anomalies, corrupted historical driver records, or edge-case table transformations arise during final cutover.	Continual data conversion runs to identify data issues early and work with the WVDMV to resolve Final cutover is governed by explicit Go/No-Go acceptance gates.
Customer service representatives experience initial productivity slowdowns or operational challenges while adapting to the new system during the first week of live operations.	Although we prepare staff as much as possible through early and on-going training, we will apply the cutover practice used in Arizona and Wyoming, where the Monday after go-live serves as a contingency day and soft launch, reinforced One Source usage for field staff, and the 90-day post-production stabilization period.
Scheduling constraints and testing windows with AAMVA for formal structured testing across two distinct implementations (REST and MVP) may cause delays for WV resources as well as AAMVA.	Coordinate with AAMVA leadership at project commencement to present our dual-implementation delivery model and establish a unified, structured testing strategy. Leveraging our extensive, multi-jurisdiction experience working with AAMVA, AstreaX will seek AAMVA's guidance early to reserve and align dedicated testing windows well in advance, explore opportunities to streamline or bridge test scenarios between the REST and MVP tracks.
Requirements validation, policy clarifications, or business decision turnaround exceed agreed review timeframes.	Apply time-boxed decision windows tied directly to sprint backlog refinement. Critical-path decisions exceeding agreed to timelines are immediately escalated. To maintain sprint momentum without schedule slippage, the team will proceed using documented MAX baseline functionality pending final Agency confirmation, supported by leadership-level decision sessions for unresolved critical items
Scope growth or requests for customizations threaten the critical path of the 12-month delivery window.	Apply an Out-of-the-Box (OOTB)-first decision framework leveraging MAX's proven workflows. Any requested enhancements that fall outside mandatory statutory/regulatory compliance and threaten delivery milestones are routed through formal change control. Non-essential customizations are documented and deferred to post-MVP enhancement releases unless state leadership explicitly approves an adjusted schedule.

Source of Potential Project Delay	Contingency Plan
Third-party interface partner delays or third-party testing environment unavailability.	Isolate external dependencies early by developing and testing against mock services, API stubs, and representative messages. This enables MAX development, business logic validation, and system integration testing to proceed uninterrupted. In addition, where external partner interfaces stall, WVDMV and AstreaX can evaluate activating native MAX capabilities as described above in the Comparison of Proposed and Alternative Approaches.

Appendix B: Initial Project Work Plan

"5.3.6.2.5/5.3.6.2.6 As an attachment (not counted in page limit), provide an initial project work plan."

Following is an initial project work plan that includes a timeline and tasks in response to the RFP requirements in §5.3.6.2.5/5.3.6.2.6 of this proposal. This plan identifies key activities, dependencies, milestones, and estimated implementation phases, and will be refined jointly with WVDMV during project initiation.

WV Project AAMVA REST and DL MVP

ID	Task Name	Duration	Start	Finish
1	Project Start	0 days	1/4/2027	1/4/2027
2	Project Kickoff	3 days	1/6/2027	1/8/2027
3	**Project Management Office**	**275 days**	**1/4/2027**	**1/17/2028**
4	Deliver Project Management Plan	10 days	1/4/2027	1/15/2027
5	Deliver Project RACI Chart	3 days	1/4/2027	1/6/2027
6	Deliver Risk Management Plan	5 days	1/18/2027	1/22/2027
7	Deliver QA Plan	5 days	1/25/2027	1/29/2027
8	Establish Risk Register	2 days	1/18/2027	1/19/2027
9	Establish Action Item Log	2 days	1/20/2027	1/21/2027
10	Establish Issue Log	2 days	1/22/2027	1/25/2027
11	Establish Decision Log	2 days	1/26/2027	1/27/2027
12	Develop Security Plan	10 days	1/28/2027	2/10/2027
13	Deliver Scope Management Change Plan	10 days	1/18/2027	1/29/2027
14	Develop Data Conversion Plan	10 days	1/25/2027	2/5/2027
15	Deliver Initial Master Test Plan	10 days	1/26/2027	2/8/2027
16	Develop Stakeholder Engagement Plan	5 days	2/11/2027	2/17/2027
17	Develop Interface Plan	5 days	2/18/2027	2/24/2027
18	Develop Knowledge Transfer Plan	5 days	2/25/2027	3/3/2027
19	Develop Training Plan	5 days	1/28/2027	2/3/2027
20	Deliver Monthly Status Reports	275 days	1/4/2027	1/17/2028
21				
22	**Infrastructure Set-up**	**90 days**	**1/4/2027**	**5/6/2027**
23	Set-up Azure DevOps (ADO)	5 days	1/4/2027	1/8/2027
24	Set-up Project Sharepoint Site	5 days	1/11/2027	1/15/2027
25	Set-up MAX AAMVA Dev Env - REST Impl	20 days	1/4/2027	1/29/2027
26	Set-up WV Mainframe zOS Connect	20 days	1/4/2027	1/29/2027
27	Establish AAMVA Connection from MAX - REST	10 days	2/1/2027	2/12/2027
28	Enable Connection from Mainframe to MAX (REST services)	10 days	2/1/2027	2/12/2027
29	Set-up MAX DEV Env - MVP Impl	20 days	1/11/2027	2/5/2027
30	Set-up WV MAX MVP Dev to AAMVA Connection	5 days	2/15/2027	2/19/2027

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ID	Task Name	Duration	Start	Finish
31	Set-up MAX UAT Env - REST Impl	30 days	2/1/2027	3/12/2027
32	Set-up MAX TESTQA Env - MVP Impl	20 days	2/1/2027	2/26/2027
33	Set-up MAX UAT Env - MVP Impl	20 days	3/1/2027	3/26/2027
34	Set-up MAX PROD Env - WV Subscription - REST	20 days	3/15/2027	4/8/2027
35	Set-up MAX PROD Env - WV Subscription - MVP	20 days	4/9/2027	5/6/2027
36				
37	**Implementation - Mainframe REST Services**	**231 days**	**1/4/2027**	**11/18/2027**
38	Onboard Mainframe resources	10 days	1/4/2027	1/15/2027
39	**Program Increment 1**	**61 days**	**1/11/2027**	**4/2/2027**
40	**Sprint 1.1**	**15 days**	**1/11/2027**	**1/29/2027**
41	Schedule Requirement Session(s)	10 days	1/11/2027	1/22/2027
42	Develop Epic/Feature/User stories - Load into ADO	5 days	1/25/2027	1/29/2027
43	**Sprint 1.2**	**15 days**	**2/1/2027**	**2/19/2027**
44	Conduct Requirement/Design Sessions	15 days	2/1/2027	2/19/2027
45	Create User Stories/Design Document	15 days	2/1/2027	2/19/2027
46	Code and Unit Test (MAX and MF)	15 days	2/1/2027	2/19/2027
47	**Sprint 1.3**	**15 days**	**2/22/2027**	**3/12/2027**
48	Create User Stories/Design Document	15 days	2/22/2027	3/12/2027
49	Code and Unit Test (MAX and MF)	15 days	2/22/2027	3/12/2027
50	Conduct QA informal testing with AAMVA	15 days	2/22/2027	3/12/2027
51	**Sprint 1.4**	**15 days**	**3/15/2027**	**4/1/2027**
52	Create User Stories/Design Document	15 days	3/15/2027	4/1/2027
53	Code and Unit Test (MAX and MF)	15 days	3/15/2027	4/1/2027
54	Conduct QA informal testing with AAMVA	15 days	3/15/2027	4/1/2027
55	**Review/Demo P1 Progress**	1 day	4/2/2027	4/2/2027
56	**Program Increment 2**	**61 days**	**4/2/2027**	**6/24/2027**
57	**Sprint 2.1**	**15 days**	**4/2/2027**	**4/22/2027**
58	Create User Stories/Design Document	15 days	4/2/2027	4/22/2027
59	Code and Unit Test (MAX and MF)	15 days	4/2/2027	4/22/2027
60	Perform Initial AAMVA testing	15 days	4/2/2027	4/22/2027

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ID	Task Name	Duration	Start	Finish
61	**Sprint 2.2**	**15 days**	**4/23/2027**	**5/13/2027**
62	Create User Stories/Design Document	15 days	4/23/2027	5/13/2027
63	Code and Unit Test (MAX and MF)	15 days	4/23/2027	5/13/2027
64	Perform Initial AAMVA testing	15 days	4/23/2027	5/13/2027
65	**Sprint 2.3**	**15 days**	**5/14/2027**	**6/3/2027**
66	Code and Unit Test (MAX and MF)	15 days	5/14/2027	6/3/2027
67	Perform Initial AAMVA testing	15 days	5/14/2027	6/3/2027
68	**Sprint 2.4**	**15 days**	**6/4/2027**	**6/23/2027**
69	Code and Unit Test (MAX and MF)	15 days	6/4/2027	6/23/2027
70	Perform AAMVA Casual Testing	15 days	6/4/2027	6/23/2027
71	**Review/Demo P2 Progress**	1 day	6/24/2027	6/24/2027
72	**Program Increment 3**	**61 days**	**6/24/2027**	**9/16/2027**
73	**Sprint 3.1**	**15 days**	**6/24/2027**	**7/14/2027**
74	Code and Unit Test (MAX and MF)	15 days	6/24/2027	7/14/2027
75	Perform AAMVA Casual Testing	15 days	6/24/2027	7/14/2027
76	**Sprint 3.2**	**15 days**	**7/15/2027**	**8/4/2027**
77	Code and Unit Test (MAX and MF) - bug fix only	15 days	7/15/2027	8/4/2027
78	Conduct System Test	15 days	7/15/2027	8/4/2027
79	Perform AAMVA Structure/Formal Testing	15 days	7/15/2027	8/4/2027
80	**Sprint 3.3**	**15 days**	**8/5/2027**	**8/25/2027**
81	Code and Unit Test (MAX and MF) - bug fix only	15 days	8/5/2027	8/25/2027
82	Conduct System Test	15 days	8/5/2027	8/25/2027
83	Perform AAMVA Structure/Formal Testing	15 days	8/5/2027	8/25/2027
84	**Sprint 3.4**	**15 days**	**8/26/2027**	**9/15/2027**
85	Code and Unit Test (MAX and MF) - bug fix only	15 days	8/26/2027	9/15/2027
86	Conduct System Test	15 days	8/26/2027	9/15/2027
87	Perform AAMVA Structure/Formal Testing	15 days	8/26/2027	9/15/2027
88	**Review/Demo P3 Progress**	1 day	9/16/2027	9/16/2027
89	**Program Increment 4**	**46 days**	**9/16/2027**	**11/18/2027**
90	**Sprint 4.1**	**15 days**	**9/16/2027**	**10/6/2027**

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ID	Task Name	Duration	Start	Finish
91	Code and Unit Test (MAX and MF) - - bug fix only	15 days	9/16/2027	10/6/2027
92	Conduct User Acceptance Test	15 days	9/16/2027	10/6/2027
93	Perform AAMVA Structure/Formal Testing	15 days	9/16/2027	10/6/2027
94	**Sprint 4.2**	**15 days**	**10/7/2027**	**10/27/2027**
95	Conduct User Acceptance Test	15 days	10/7/2027	10/27/2027
96	Perform AAMVA Structure/Formal Testing	15 days	10/7/2027	10/27/2027
97	**Sprint 4.3**	**15 days**	**10/28/2027**	**11/17/2027**
98	Conduct User Acceptance Test	15 days	10/28/2027	11/17/2027
99	Perform AAMVA Structure/Formal Testing	15 days	10/28/2027	11/17/2027
100	**Review/Demo P4 Progress**	1 day	11/18/2027	11/18/2027
101	**Training**	**35 days**	**9/17/2027**	**11/4/2027**
102	Prepare REST Impl Training Materials	20 days	9/17/2027	10/14/2027
103	Update MAX - REST Impl OnBase Material	20 days	9/17/2027	10/14/2027
104	Conduct Training	15 days	10/15/2027	11/4/2027
105	**REST Impl - Go Live**	**293 days**	**11/2/2026**	**12/13/2027**
106	Confirm AAMVA Cutover Date	1 day	11/2/2026	11/2/2026
107	Develop Cutover Plan	10 days	10/7/2027	10/20/2027
108	Review/Modify Cutover Plan	5 days	10/21/2027	10/27/2027
109	Contingency	32 days	10/28/2027	12/10/2027
110	Go Live Date	0 days	12/10/2027	12/10/2027
111	Verify Production Transactions	1 day	12/13/2027	12/13/2027
112	**WV AAMVA Production Access via REST Services**	0 days	12/13/2027	12/13/2027
113				
114	**Implementation - Driver License - MVP**	**264 days**	**1/1/2027**	**1/1/2028**
115	Onboard MAX resources	10 days	1/1/2027	1/14/2027
116	**Program Increment 1**	**61 days**	**1/1/2027**	**3/26/2027**
117	**Sprint 1.1**	**15 days**	**1/1/2027**	**1/21/2027**
118	Conduct Requirement Session(s)	15 days	1/1/2027	1/21/2027
119	Analyse Legacy Data for Conversion	10 days	1/8/2027	1/21/2027
120	**Sprint 1.2**	**15 days**	**1/22/2027**	**2/11/2027**

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ID	Task Name	Duration	Start	Finish
121	Conduct Requirement Session(s)	15 days	1/22/2027	2/11/2027
122	Create User Stories/Design Document	15 days	1/22/2027	2/11/2027
123	Conduct Data Mapping for Conversion	15 days	1/22/2027	2/11/2027
124	Code and Unit Test	15 days	1/22/2027	2/11/2027
125	**Sprint 1.3**	**15 days**	**2/12/2027**	**3/4/2027**
126	Conduct Requirement Session(s)	15 days	2/12/2027	3/4/2027
127	Create User Stories/Design Document	15 days	2/12/2027	3/4/2027
128	Code and Unit Test	15 days	2/12/2027	3/4/2027
129	Perform QA Testing	15 days	2/12/2027	3/4/2027
130	**Conversion**	**15 days**	**2/12/2027**	**3/4/2027**
131	Conduct Data Mapping for Conversion	15 days	2/12/2027	3/4/2027
132	Perform Data Extraction on Legacy Data	15 days	2/12/2027	3/4/2027
133	Conduct Data Analysis	15 days	2/12/2027	3/4/2027
134	Develop and Test Data Conversion Scripts	15 days	2/12/2027	3/4/2027
135	Exeucute Conversion Run	1 day	3/4/2027	3/4/2027
136	**Sprint 1.4**	**15 days**	**3/5/2027**	**3/25/2027**
137	Conduct Requirement Session(s)	15 days	3/5/2027	3/25/2027
138	Create User Stories/Design Document	15 days	3/5/2027	3/25/2027
139	Code and Unit Test	15 days	3/5/2027	3/25/2027
140	Perform QA Testing	15 days	3/5/2027	3/25/2027
141	**Conversion**	**15 days**	**3/5/2027**	**3/25/2027**
142	Conduct Data Mapping for Conversion	15 days	3/5/2027	3/25/2027
143	Perform Data Extraction on Legacy Data	15 days	3/5/2027	3/25/2027
144	Conduct Data Analysis	15 days	3/5/2027	3/25/2027
145	Develop and Test Data Conversion Scripts	15 days	3/5/2027	3/25/2027
146	Exeucute Conversion Run	1 day	3/25/2027	3/25/2027
147	**Review P1 Progress**	1 day	3/26/2027	3/26/2027
148	**Program Increment 2**	**61 days**	**3/26/2027**	**6/17/2027**
149	**Sprint 2.1**	**15 days**	**3/26/2027**	**4/14/2027**
150	Conduct Requirement Session(s)	15 days	3/26/2027	4/14/2027

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ID	Task Name	Duration	Start	Finish
151	Create User Stories/Design Document	15 days	3/26/2027	4/14/2027
152	Code and Unit Test	15 days	3/26/2027	4/14/2027
153	Perform QA Testing	15 days	3/26/2027	4/14/2027
154	**Conversion**	**15 days**	**3/26/2027**	**4/14/2027**
155	Conduct Data Mapping for Conversion	15 days	3/26/2027	4/14/2027
156	Perform Data Extraction on Legacy Data	15 days	3/26/2027	4/14/2027
157	Conduct Data Analysis	15 days	3/26/2027	4/14/2027
158	Develop and Test Data Conversion Scripts	15 days	3/26/2027	4/14/2027
159	Exeucute Conversion Run	1 day	4/14/2027	4/14/2027
160	**Sprint 2.2**	**15 days**	**4/15/2027**	**5/5/2027**
161	Conduct Requirement Session(s)	15 days	4/15/2027	5/5/2027
162	Create User Stories/Design Document	15 days	4/15/2027	5/5/2027
163	Code and Unit Test	15 days	4/15/2027	5/5/2027
164	Perform QA testing	15 days	4/15/2027	5/5/2027
165	**Conversion**	**15 days**	**4/15/2027**	**5/5/2027**
166	Conduct Data Mapping for Conversion	15 days	4/15/2027	5/5/2027
167	Perform Data Extraction on Legacy Data	15 days	4/15/2027	5/5/2027
168	Conduct Data Analysis	15 days	4/15/2027	5/5/2027
169	Develop and Test Data Conversion Scripts	15 days	4/15/2027	5/5/2027
170	Exeucute Conversion Run	1 day	5/5/2027	5/5/2027
171	**Sprint 2.3**	**15 days**	**5/6/2027**	**5/26/2027**
172	Conduct Requirement Session(s)	15 days	5/6/2027	5/26/2027
173	Create User Stories/Design Document	15 days	5/6/2027	5/26/2027
174	Code and Unit Test	15 days	5/6/2027	5/26/2027
175	Perform QA testing	15 days	5/6/2027	5/26/2027
176	**Conversion**	**15 days**	**5/6/2027**	**5/26/2027**
177	Conduct Data Mapping for Conversion	15 days	5/6/2027	5/26/2027
178	Perform Data Extraction on Legacy Data	15 days	5/6/2027	5/26/2027
179	Conduct Data Analysis	15 days	5/6/2027	5/26/2027
180	Develop and Test Data Conversion Scripts	15 days	5/6/2027	5/26/2027

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ID	Task Name	Duration	Start	Finish
181	Exeucute Conversion Run	1 day	5/26/2027	5/26/2027
182	**Sprint 2.4**	**15 days**	**5/27/2027**	**6/16/2027**
183	Conduct Requirement Session(s)	15 days	5/27/2027	6/16/2027
184	Create User Stories/Design Document	15 days	5/27/2027	6/16/2027
185	Code and Unit Test	15 days	5/27/2027	6/16/2027
186	Perform QA testing	15 days	5/27/2027	6/16/2027
187	**Conversion**	**15 days**	**5/27/2027**	**6/16/2027**
188	Conduct Data Mapping for Conversion	15 days	5/27/2027	6/16/2027
189	Perform Data Extraction on Legacy Data	15 days	5/27/2027	6/16/2027
190	Conduct Data Analysis	15 days	5/27/2027	6/16/2027
191	Develop and Test Data Conversion Scripts	15 days	5/27/2027	6/16/2027
192	Exeucute Conversion Run	1 day	6/16/2027	6/16/2027
193	Review/Demo P2 Progress	1 day	6/17/2027	6/17/2027
194	**Program Increment 3**	**61 days**	**6/17/2027**	**9/8/2027**
195	**Sprint 3.1**	**15 days**	**6/17/2027**	**7/6/2027**
196	Create User Stories/Design Document	15 days	6/17/2027	7/6/2027
197	Code and Unit Test	15 days	6/17/2027	7/6/2027
198	Perform QA testing	15 days	6/17/2027	7/6/2027
199	Initiate AAMVA casual testing	10 days	6/23/2027	7/6/2027
200	**Conversion**	**15 days**	**6/17/2027**	**7/6/2027**
201	Conduct Data Mapping for Conversion	15 days	6/17/2027	7/6/2027
202	Perform Data Extraction on Legacy Data	15 days	6/17/2027	7/6/2027
203	Conduct Data Analysis	15 days	6/17/2027	7/6/2027
204	Develop and Test Data Conversion Scripts	15 days	6/17/2027	7/6/2027
205	Exeucute Conversion Run	1 day	7/6/2027	7/6/2027
206	**Sprint 3.2**	**15 days**	**7/7/2027**	**7/27/2027**
207	Create User Stories/Design Document	15 days	7/7/2027	7/27/2027
208	Code and Unit Test	15 days	7/7/2027	7/27/2027
209	Perform QA testing	15 days	7/7/2027	7/27/2027
210	Continue AAMVA casual testing	15 days	7/7/2027	7/27/2027

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ID	Task Name	Duration	Start	Finish
211	**Conversion**	**15 days**	**7/7/2027**	**7/27/2027**
212	Conduct Data Mapping for Conversion	15 days	7/7/2027	7/27/2027
213	Perform Data Extraction on Legacy Data	15 days	7/7/2027	7/27/2027
214	Conduct Data Analysis	15 days	7/7/2027	7/27/2027
215	Develop and Test Data Conversion Scripts	15 days	7/7/2027	7/27/2027
216	Exeucute Conversion Run	1 day	7/27/2027	7/27/2027
217	**Sprint 3.3**	**15 days**	**7/28/2027**	**8/17/2027**
218	Create User Stories/Design Document	15 days	7/28/2027	8/17/2027
219	Code and Unit Test	15 days	7/28/2027	8/17/2027
220	Perform QA testing	15 days	7/28/2027	8/17/2027
221	Continue AAMVA casual testing	15 days	7/28/2027	8/17/2027
222	**Conversion**	**15 days**	**7/28/2027**	**8/17/2027**
223	Conduct Data Mapping for Conversion	15 days	7/28/2027	8/17/2027
224	Perform Data Extraction on Legacy Data	15 days	7/28/2027	8/17/2027
225	Conduct Data Analysis	15 days	7/28/2027	8/17/2027
226	Develop and Test Data Conversion Scripts	15 days	7/28/2027	8/17/2027
227	Exeucute Conversion Run	1 day	8/17/2027	8/17/2027
228	**Sprint 3.4**	**15 days**	**8/18/2027**	**9/7/2027**
229	Create User Stories/Design Document	15 days	8/18/2027	9/7/2027
230	Code and Unit Test	15 days	8/18/2027	9/7/2027
231	Perform QA testing	15 days	8/18/2027	9/7/2027
232	Initiate AAMVA Structure testing	13 days	8/20/2027	9/7/2027
233	**Conversion**	**15 days**	**8/18/2027**	**9/7/2027**
234	Conduct Data Mapping for Conversion	15 days	8/18/2027	9/7/2027
235	Perform Data Extraction on Legacy Data	15 days	8/18/2027	9/7/2027
236	Conduct Data Analysis	15 days	8/18/2027	9/7/2027
237	Develop and Test Data Conversion Scripts	15 days	8/18/2027	9/7/2027
238	Exeucute Conversion Run	1 day	9/7/2027	9/7/2027
239	Review/Demo P3 Progress	1 day	9/8/2027	9/8/2027
240	**Program Increment 4**	**61 days**	**9/8/2027**	**12/1/2027**

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ID	Task Name	Duration	Start	Finish
241	**Sprint 4.1**	**15 days**	**9/8/2027**	**9/28/2027**
242	Create User Stories/Design Document	15 days	9/8/2027	9/28/2027
243	Code and Unit Test	15 days	9/8/2027	9/28/2027
244	Perform QA testing	15 days	9/8/2027	9/28/2027
245	Continue AAMVA Structure testing	15 days	9/8/2027	9/28/2027
246	**Conversion**	**15 days**	**9/8/2027**	**9/28/2027**
247	Conduct Data Mapping for Conversion	15 days	9/8/2027	9/28/2027
248	Perform Data Extraction on Legacy Data	15 days	9/8/2027	9/28/2027
249	Conduct Data Analysis	15 days	9/8/2027	9/28/2027
250	Develop and Test Data Conversion Scripts	15 days	9/8/2027	9/28/2027
251	Exeucute Conversion Run	1 day	9/28/2027	9/28/2027
252	**Sprint 4.2**	**15 days**	**9/29/2027**	**10/19/2027**
253	Create User Stories/Design Document	15 days	9/29/2027	10/19/2027
254	Code and Unit Test	15 days	9/29/2027	10/19/2027
255	Perform QA testing	15 days	9/29/2027	10/19/2027
256	Continue AAMVA Structure testing	15 days	9/29/2027	10/19/2027
257	**Conversion**	**15 days**	**9/29/2027**	**10/19/2027**
258	Conduct Data Mapping for Conversion	15 days	9/29/2027	10/19/2027
259	Perform Data Extraction on Legacy Data	15 days	9/29/2027	10/19/2027
260	Conduct Data Analysis	15 days	9/29/2027	10/19/2027
261	Develop and Test Data Conversion Scripts	15 days	9/29/2027	10/19/2027
262	Exeucute Conversion Run	1 day	10/19/2027	10/19/2027
263	**Sprint 4.3**	**15 days**	**10/20/2027**	**11/9/2027**
264	Create User Stories/Design Document	15 days	10/20/2027	11/9/2027
265	Code and Unit Test	15 days	10/20/2027	11/9/2027
266	Perform QA testing	15 days	10/20/2027	11/9/2027
267	Complete AAMVA Structure testing	15 days	10/20/2027	11/9/2027
268	**Conversion**	**15 days**	**10/20/2027**	**11/9/2027**
269	Conduct Data Mapping for Conversion	15 days	10/20/2027	11/9/2027
270	Perform Data Extraction on Legacy Data	15 days	10/20/2027	11/9/2027

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ID	Task Name	Duration	Start	Finish
271	Conduct Data Analysis	15 days	10/20/2027	11/9/2027
272	Develop and Test Data Conversion Scripts	15 days	10/20/2027	11/9/2027
273	**Sprint 4.4**	**15 days**	**11/10/2027**	**11/30/2027**
274	Create User Stories/Design Document	15 days	11/10/2027	11/30/2027
275	Code and Unit Test	15 days	11/10/2027	11/30/2027
276	Perform QA testing	15 days	11/10/2027	11/30/2027
277	**Conversion**	**15 days**	**11/10/2027**	**11/30/2027**
278	Conduct Data Mapping for Conversion	15 days	11/10/2027	11/30/2027
279	Perform Data Extraction on Legacy Data	15 days	11/10/2027	11/30/2027
280	Conduct Data Analysis	15 days	11/10/2027	11/30/2027
281	Develop and Test Data Conversion Scripts	15 days	11/10/2027	11/30/2027
282	Review/Demo P4 Progress	1 day	12/1/2027	12/1/2027
283	**MVP Testing**	**132 days**	**6/23/2027**	**12/23/2027**
284	AAMVA Casual Test	40 days	6/23/2027	8/17/2027
285	AAMVA Structure Test - MVP	60 days	8/20/2027	11/11/2027
286	AAMVA Performance Test	2 days	10/15/2027	10/18/2027
287	MAX System Test	15 days	10/20/2027	11/9/2027
288	MAX User Acceptance Test	40 days	10/29/2027	12/23/2027
289	MAX Performance Test	3 days	12/17/2027	12/21/2027
290	MAX Penetration Test	3 days	12/17/2027	12/21/2027
291	**Training**	**50 days**	**9/29/2027**	**12/7/2027**
292	Prepare Training Materials	30 days	9/29/2027	11/9/2027
293	Update MAX - MVP OnBase Material	30 days	9/29/2027	11/9/2027
294	Conduct Training	20 days	11/10/2027	12/7/2027
295	**MVP - Go Live**	**59 days**	**10/13/2027**	**1/1/2028**
296	XMAS Break	5 days	12/22/2027	12/28/2027
297	Confirm AAMVA Cutover Date	1 day	11/12/2027	11/12/2027
298	Develop Cutover Plan	20 days	10/13/2027	11/9/2027
299	Review/Modify Cutover Plan	5 days	11/10/2027	11/16/2027
300	Execute MAX Deployment	3 days	12/29/2027	12/31/2027

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WV Project AAMVA REST and DL MVP

ID	Task Name	Duration	Start	Finish
301	Go Live Date	1 day	1/1/2028	1/1/2028
302	Verify Production Transactions	1 day	1/1/2028	1/1/2028
303	**WV MVP - Go Live**	0 days	1/1/2028	1/1/2028
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Appendix C: Resumes

"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 the pages that follow and in accordance with this solicitation's requirements, AstreaX has provided resumes for the individuals listed below, outlining their relevant experience for their proposed roles.

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

Two-page resumes are included for each of the senior AstreaX team members listed above. These staff have 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 domain. These resumes substantiate the deep experience and talent of the team. Additional background on the proposed AstreaX team can be provided upon request.

Rob Wilson

Project Manager

Professional Summary

Project Manager with extensive experience since 2012 in 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



Project Management Institute.

THIS IS TO CERTIFY THAT

Robert A. Wilson II

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

Project Management Professional (PMP)®

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

Ike Nwankwo, PMP | Chair, Board of Directors

Johannes Hemlein | Interim President & CEO

Certification Number: 1663846

Original Grant Date: 04 October 2013

Expiration Date: 04 October 2028



Project Management Institute.

THIS IS TO CERTIFY THAT

Robert Alan Wilson II

HAS BEEN FORMALLY EVALUATED FOR EXPERIENCE, KNOWLEDGE AND SKILLS IN THE SPECIALIZED AREA OF AGILE PRINCIPLES, PRACTICES, TOOLS AND TECHNIQUES AND IS HEREBY BESTOWED THE GLOBAL PROFESSIONAL CERTIFICATION

PMI Agile Certified Practitioner (PMI-ACP)®

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

Ike Nwankwo, PMP | Chair, Board of Directors

Johannes Hemlein | Interim President & CEO

Certification Number: 2269348

Original Grant Date: 18 October 2016

Expiration Date: 18 October 2027

Marco Monreal

Functional Lead

Professional Summary

Solutions Architect with wide-ranging experience since 2009 in Motor Vehicle systems modernization, specializing in 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 a comprehensive career in software engineering since 1994, complemented by specialized expertise in motor vehicle and transportation systems since 2002. 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**

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

Serves as technical architect responsible for establishing and guiding application architecture, technical standards, and design patterns across the MAX platform.

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)

Appendix D: Assumptions

- Our proposal 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.
- WVDMV will provide timely access to individuals requested by AstreaX.
- WVDMV will be responsible for conducting the AAMVA formal structured tests 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. These user stories will serve as detailed requirements for the project.
- The cost associated with Homeland Security Certification will depend on the auditor selected by WVDMV. The audit and certification contracting and costs will be the responsibility of WVDMV.
- WVDMV will ensure that z/OS Connect and any other required software is available at project initiation to support the project schedule and enable the planned December 2027 Go-Live for the REST implementation.
- WVDMV approves the Master Test Plan and each formal test plan before execution, and AstreaX submits a test report after each formal test stage defined in the Master Test Plan and maintains a test log in Azure DevOps for every testing deliverable.
- The work plan assumes WVDMV reviews and approves each formal test report within the same ten-business-day review period, so corrective actions and re-tests proceed inside the testing window for each deliverable.