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
Doc Description:	RFP to Modernize the DMV Driver System
Proc Type:	Central Master Agreement
Reason for Modification:	

Date Issued	Solicitation Closes	Solicitation No	Version
2026-09-18	2026-10-20 13:30	CRFP 0802 DMV2700000001	1

BID RECEIVING LOCATION

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DEPARTMENT OF ADMINISTRATION
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CHARLESTON WV 25305
US

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2026 OCT 20 PM 0:12

VENDOR

Vendor Customer Code: VS0000005239
Vendor Name : i3 Verticals, LLC
Address : 40 Burton Hills Blvd., Suite 415
Street :
City : Nashville
State : Tennessee **Country :** USA **Zip :** 37215-6186
Principal Contact : Stoney M. Hale
Vendor Contact Phone: Cell: (423) 773-2566 **Extension:**

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

Vendor Signature X Paul Maple **FEIN#** 46-0933951 **DATE** October 20, 2026

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

ADDITIONAL INFORMATION

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

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

ONLINE RESPONSES FOR THIS SOLICITATION ARE PROHIBITED

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

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

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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

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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

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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

ADDITIONAL TERMS AND CONDITIONS

See attached document(s) for additional Terms and Conditions

Included with our response in Exhibit L - please find our request for revisions to the terms and conditions.
Technical & Cost Proposals packaged separately.

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Charleston, WV 25305-0130

State of West Virginia
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Proc Type: Central Master Agreement			
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2026-10-09	2026-10-20 13:30	CRFP 0802 DMV2700000001	2

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Vendor Signature X Paul Maple **FEIN#** 46-0933951 **DATE** October 20, 2026

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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.

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Line	Comm Ln Desc	Qty	Unit of Measure	Unit Price	Total Price
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43231500			

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

Comm Code	Manufacturer	Specification	Model #
43230000	i3 TRANSPORT 360	Please reference Technical Proposal	

Extended Description:
DMV Modernization System Cost Workbook Attachment A

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Comm Code	Manufacturer	Specification	Model #
43210000			

Extended Description:
DMV Modernization System Cost Workbook Attachment A Please reference the i3 Verticals COST Proposal

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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

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See attached document(s) for additional Terms and Conditions

Requested revisions to terms and conditions included in our Technical Proposal Exhibit L.

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Section 1 - Cover Letter

October 20, 2026

Mr. John W. Estep, Purchasing Agent
Division of Motor Vehicles
5707 MacCorkle Ave. S.E., Suite 50
Charleston, WV 25304

Dear Mr. Estep and the Esteemed Members of the Evaluation Committee,

On behalf of i3 Verticals, LLC, we are pleased to submit our proposal to the State of West Virginia - Division of Motor Vehicles ("WVDMV") best-solution for a modernized environment.

For West Virginia, this modernization does not have to begin with a new vendor learning the State, its environment, its operations, or its expectations. i3 Verticals is already a trusted WVDMV technology partner, supporting critical Division operations today through DMVFirst and the State's IRP solution. Our existing relationship gives i3 Verticals firsthand knowledge of WVDMV's operating environment and provides a strong foundation upon which to deliver the State's next generation of driver services.

That is the foundation of our proposal: modernization without starting over.

With Transportation360, i3 Verticals proposes a modern, integrated Driver Licensing platform designed to transform the experience for WVDMV employees, citizens, and stakeholders while building upon the knowledge and trust already established between our organizations. More importantly, i3 Verticals will serve as the prime vendor with no partnerships or joint ventures for the core solution, providing WVDMV with one company responsible for the system, its implementation, its integrations, and its long-term support.

One partner. One platform. One accountable team.

i3 Verticals understands that WVDMV is not simply purchasing software. The State is selecting a long-term modernization partner and entrusting that partner with mission-critical services that must operate reliably while adapting to changing technology, regulations, customer expectations, and business needs. Success therefore requires more than meeting a list of functional requirements. It requires transportation expertise, disciplined implementation, strong governance, effective integration, long-term accountability, and an organization committed to the State's success.

That is where i3 Verticals brings a meaningful advantage. Our transportation solutions support more than 36 jurisdictions throughout the United States and Canada, providing i3 Verticals with decades of transportation-industry experience and insight that can be brought directly to West Virginia. Our experience encompasses complex integrations, modernization programs, jurisdiction-specific requirements, and mission-critical government transportation environments.

Our proposal has also been structured specifically around WVDMV's requirements. Transportation360 will meet 100 percent of the mandatory requirements and more than 95 percent of the desirable requirements, as detailed in the compliance matrix included within our proposal. Beyond compliance, however, our

objective is to give West Virginia a platform that can continue to evolve as the needs of WVDMV and the citizens it serves evolve.

We also believe accountability matters. WVDMV should not have to determine which company is responsible when an application, integration, implementation activity, or production issue crosses organizational boundaries. With i3 Verticals, responsibility remains with us. We will be accountable for delivering the proposed solution and for successfully integrating it into the broader WVDMV technology environment.

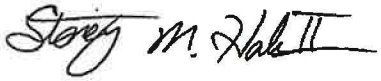
Most importantly, West Virginia will not be starting this journey with a company it does not know. WVDMV knows i3 Verticals. We understand the responsibility that comes with supporting the Division, and we are already invested in its success. The State's existing use of i3 Verticals' IRP and DMVFirst solutions gives our organizations a foundation from which to move forward together.

We welcome the opportunity to demonstrate Transportation360 and show the Evaluation Committee not simply what the platform can do, but why i3 Verticals is the right partner to deliver it for West Virginia.

Modern technology. Proven transportation experience. Existing West Virginia partnership. One accountable team.

We look forward to building upon our relationship with WVDMV and delivering the next generation of driver services for the citizens of West Virginia.

Sincerely,



Stoney M. Hale, III
Executive Vice President
Public Sector - Transportation
i3 Verticals, LLC



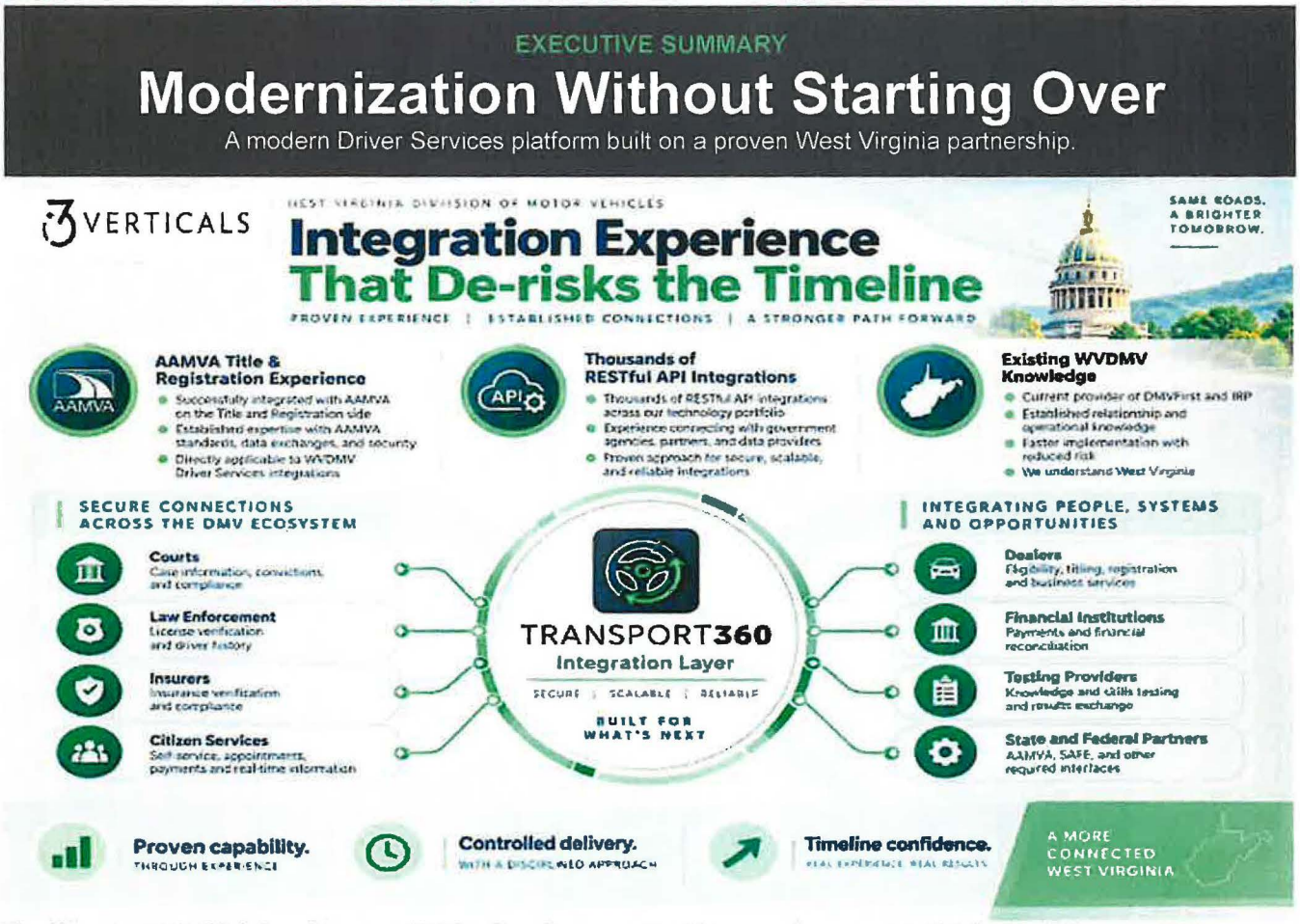
Kome Mofe-Damijo
Product Owner
Public Sector- Transportation
i3 Verticals, LLC



Cory Sanders
Account Executive
Public Sector - Transportation
i3 Verticals, LLC

Section 2 - Executive Summary

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



The West Virginia Division of Motor Vehicles is selecting more than a replacement for its legacy Driver System. WVDMV is selecting the technology foundation and accountable partner that will support employees, citizens, businesses, and the broader transportation ecosystem for years to come.

With i3 Verticals, that transformation does not begin with a vendor learning West Virginia. i3 Verticals already supports critical WVDMV operations through DMVFirst and the State's IRP solution. That existing relationship provides a practical foundation of agency knowledge, operational familiarity, and shared accountability.

Confidence Grounded In Experience

Our confidence in meeting WVDMV's required timeline is not based on aspiration. It is grounded in capabilities i3 Verticals already possesses existing WVDMV knowledge, prior AAMVA experience, thousands of RESTful API integrations, public-sector mainframe modernization, transportation subject-matter expertise, and disciplined implementation governance.



WVDMV's modernization requires more than recreating legacy functions on newer technology. It requires the controlled transition of critical data, interfaces, business rules, financial controls, security requirements, workflows, and institutional knowledge without disrupting essential public services.

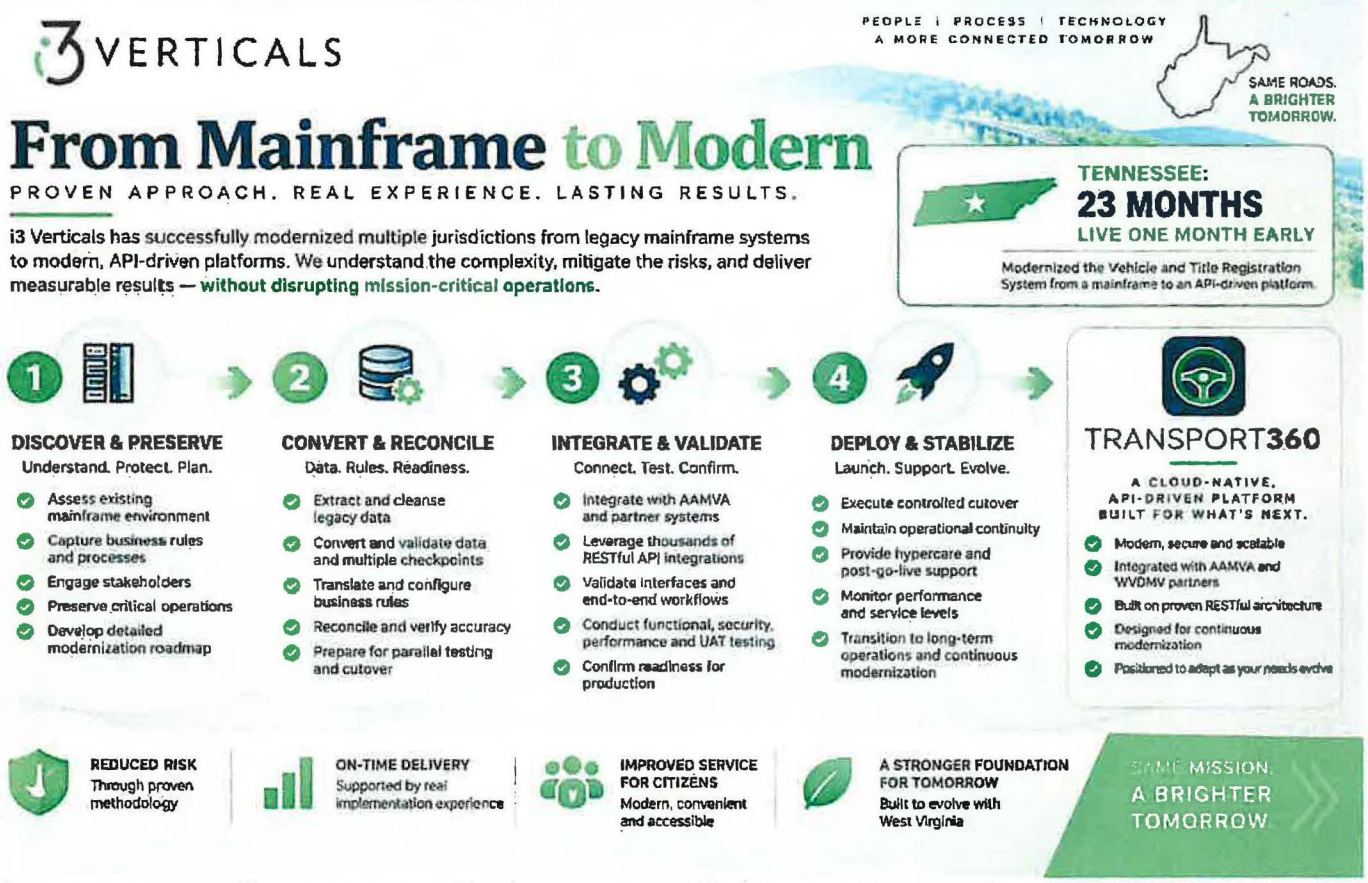
Relevant, Measurable Experience

In Tennessee, i3 Verticals modernized the State's Vehicle and Title Registration System from a mainframe platform to an API-driven system in 23 months, one month ahead of the proposed go-live date.

Modernization without operational compromise

i3 Verticals will treat operational continuity as a design and delivery requirement. Legacy knowledge must be captured, data must be reconciled, integrations must be validated, users must be prepared, and cutover must be controlled before the legacy environment is retired.

Integration Experience that De-Risks the Timeline



Integration is among the most significant technical and schedule risks in a DMV modernization. For i3 Verticals, integration is an established organizational competency.

Experience Designed to Reduce Modernization Risk

i3 Verticals believes WVDMV deserves a clear and transparent understanding of our experience. While i3 Verticals has not yet implemented the complete proposed i3 TRANSPORT360 Driver Services solution as an end-to-end production Driver System for a U.S. jurisdiction, that fact should not be confused with a lack of DMV, AAMVA, mainframe modernization, integration, data conversion, or public-sector implementation experience.

A Disciplined Risk Posture

Our approach places governance, requirements traceability, data reconciliation, integration management, progressive testing, training, deployment readiness, and production stabilization around capabilities i3 Verticals already possesses.

Implementation Approach and Timeline Confidence

i3 Verticals has no doubt in our ability to meet WVDMV's required implementation timeline. That confidence is grounded in relevant execution experience and a controlled delivery model.

Schedule Evidence, Not Schedule Rhetoric

The Tennessee mainframe modernization reached production in 23 months, one month ahead of the proposed go-live date. Combined with WVDMV familiarity, AAMVA experience, and RESTful integration at scale, that result provides a credible basis for confidence in West Virginia's timeline.

- Defined executive governance and escalation.
- Requirements traceability through configuration, testing, and acceptance.
- Dedicated interface, conversion, quality, training, and deployment workstreams.
- Controlled cutover, contingency planning, production validation, and stabilization.

One Accountable Prime Vendor

For a modernization of this importance, accountability should never be complicated. WVDMV should not have to determine which organization owns an issue when an application, integration, interface, implementation activity, or production incident crosses organizational boundaries.

Clear responsibility

i3 Verticals will serve as the prime contractor and accountable technology partner for i3 TRANSPORT360, responsible for aligning every principal workstream around one outcome: successful modernization.

Executive Sponsorship – Stoney M. Hale II
Strategic oversight, executive coordination, decision support, and escalation.

Program & Project Management – Mahip Sharma
Scope, schedule, budget, risk, issues, resources, dependencies, and communications.

Engagement Manager – Rob Mello
Translation of WVDMV policy, business rules, workflows, and requirements into the solution.

Technical & Integration Leadership – Iain Anderson
Architecture, security, environments, AAMVA, external interfaces, performance, and technical delivery.

Data Migration & Quality – Ken Gilford
Conversion, reconciliation, requirements traceability, testing, defects, and acceptance readiness.

Training & Readiness – Emily Reinhold
User preparation, knowledge transfer, cutover readiness, deployment, and stabilization.

Functional Leadership – Andrew Black
Translation of WVDMV policy, business rules, workflows, and requirements into the solution.

Technical & Integration Leadership – Alok Shah
Architecture, security, environments, AAMVA, external interfaces, performance, and technical delivery.

Required and Desirable Experience

i3 Verticals has organized its response so evaluators can readily connect our qualifications to WVDMV's required and desirable experience criteria.

EXPERIENCE AREA	i3 VERTICALS POSITION
West Virginia	Current provider of DMVFirst and IRP, creating an established operational relationship.
AAMVA	Successfully integrated with AAMVA on the Title and Registration side.
RESTful APIs	Thousands of RESTful API integrations across the i3 Verticals technology portfolio.
Mainframe Modernization	Experience transitioning legacy public-sector and motor vehicle environments to modern, API-driven platforms.
Tennessee Proof Point	Vehicle and Title Registration System modernized from mainframe to API-driven in 23 months; live one month early.
Transportation	Solutions supporting more than 36 jurisdictions throughout the United States and Canada.
Driver Services	Relevant Driver Services technology components installed and integrated in complex environments.
Prime Accountability	One accountable prime vendor for implementation, integration, deployment, and support.

Compliance Matrix

Included with this response as a separate document is Appendix A – Compliance Matrix for each requirement listed in the RFP.

A Transportation Footprint Built Through Experience

i3 Verticals supports transportation programs across a broad North American footprint. The map below visually demonstrates the geographic reach behind our motor vehicle and motor carrier experience, spanning jurisdictions throughout the United States and Canada.

i3 Verticals Transportation Footprint

Jurisdictions served are highlighted in green.



Experience Across Jurisdictions

Our footprint represents practical experience supporting diverse transportation operating models, regulatory environments, integrations, and agency needs. WVDMV benefits from lessons learned across this broader transportation portfolio while receiving a solution configured for West Virginia.

i3 Verticals' Motor Vehicle System Implementation Experience

i3 Verticals brings more than two decades of transportation technology experience supporting mission-critical motor vehicle and motor carrier operations across the United States and Canada. Today, i3 Verticals implements and supports transportation solutions in more than 36 jurisdictions, providing extensive experience in complex government system implementations, integrations, data conversion, modernization, production operations, and long-term customer support.

For WVDMV, that experience is strengthened by something directly relevant to this modernization: i3 Verticals is already a WVDMV technology provider. i3 Verticals currently supports WVDMV through DMVFirst and its Motor Carrier IRP solution. This existing relationship gives our team operational knowledge and an established foundation upon which to modernize the Driver System.

Proven Large-Scale Motor Vehicle Modernization

i3 Verticals has demonstrated the ability to modernize mission-critical motor vehicle environments and serve as the Prime System Integrator for major jurisdictional implementations. In Tennessee, i3 Verticals served as Prime System Integrator for the modernization of the State's Vehicle Title and Registration System. i3 Verticals delivered the complete system in 23 months, ahead of its 24-month contractual commitment, and documented a 5-to-1 improvement in operational efficiency.

This experience is relevant to West Virginia because successful modernization requires more than software development. It requires disciplined management of legacy data, business rules, interfaces, stakeholder requirements, testing, training, conversion, deployment, and production operations.

Experience Modernizing Legacy and Mainframe Environments

i3 Verticals has experience transitioning transportation agencies away from legacy technology and toward modern, API-driven platforms. The Tennessee Vehicle and Title Registration modernization is a directly relevant example of moving a mission-critical statewide motor vehicle operation to a modern system while meeting an aggressive implementation schedule.

i3 Verticals' data-conversion approach incorporates extraction, profiling, cleansing, mapping, transformation, validation, trial conversions, reconciliation, error handling, and resolution of conversion exceptions before final migration. This experience applies directly to WVDMV's objective of retiring its legacy Driver System while protecting data integrity and continuity of operations.

Integration, Driver Services, and Team Experience

AAMVA and Complex Integration Experience

i3 Verticals is not beginning this engagement by learning the AAMVA environment. Our team has experience implementing AAMVA interfaces in other jurisdictions and understands AAMVA testing requirements, processes, procedures, and timelines. Our transportation integration framework uses REST APIs to support secure exchanges with external systems and agencies.

For this proposal, i3 Verticals brings additional experience from Title and Registration operations, including AAMVA integration experience, together with extensive RESTful API integration experience across the broader i3 Verticals technology portfolio. These are established integration competencies that can be applied directly to WVDMV's transition from legacy interfaces to modern RESTful services.

Driver Services Experience

i3 Verticals approaches Driver Services experience transparently. TRANSPORT360 has not yet been implemented as a complete, end-to-end production Driver System in a U.S. jurisdiction. However, i3 Verticals has installed and integrated key Driver License system components in two jurisdictions, demonstrating experience deploying proprietary licensing technology into complex production environments and integrating that technology with existing jurisdictional systems.

An Experienced Team, Not Just an Experienced Company

WVDMV will benefit from a proposed project team with experience across motor vehicle and motor carrier systems, Driver Licensing, Title and Registration, systems architecture, data conversion, project management, product design, and jurisdictional modernization.

The proposed team includes senior leaders and specialists with documented experience in engagement management, statewide motor vehicle projects, transportation architecture, interface development, Title and Registration, Driver Services, and transportation data conversion. This depth matters because WVDMV is evaluating not only software, but also the organization and people responsible for implementing it.

MODERNIZATION WITHOUT STARTING OVER.

Together, these qualifications provide WVDMV with a fundamentally different risk profile than simply considering whether the complete proposed Driver System has previously been deployed under the TRANSPORT360 name. West Virginia receives an experienced transportation technology organization, an existing WVDMV partner, proven statewide modernization experience, established integration and data-conversion capabilities, and a team accustomed to supporting mission-critical government transportation systems.

Section 3 - Solution Narrative & Project Approach

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

The i3 TRANSPORT360 Vision

One Customer. One View. One Experience.

TRANSPORT360 establishes a customer-centric foundation connecting people, credentials, transactions, services, documents, and authorized partners through a unified Driver Services experience.

Core Driver Services

- Customer identity and credential issuance, including REAL ID and commercial and non-commercial licensing.
- Learner permits, knowledge and skills testing, endorsements, restrictions, and driver history.
- Medical review, driver improvement, convictions, compliance, suspensions, revocations, and reinstatements.
- Correspondence, document management, inventory, financial processing, audit history, reporting, and analytics.

Designed For Continuing Modernization From Mainframe to Modern

The proposed platform is modular, web-based, API-driven, secure, and scalable. Configurable rules and workflows will apply WVDMV-defined requirements consistently while reducing unnecessary manual processing and redundant data entry.

History, Current State, Technical Stack, and Future Roadmap

i3 Verticals' i3 TRANSPORT360 solution is a mature, enterprise-grade platform that has evolved through decades of transportation agency modernization initiatives across North America.

Solution History

The i3 Verticals Transportation division delivers a comprehensive suite of motor vehicle and transportation solutions supporting driver licensing, vehicle registration, titling, motor carrier operations, insurance verification, inventory management, and permitting. Our transportation portfolio supports state and provincial transportation agencies throughout the United States and Canada and provides integrated solutions for driver licensing, vehicle title and registration, and motor carrier compliance.

The platform reflects a transition from traditional WVDMV mainframe environments toward cloud-native, web-based, service-oriented solutions. Our objective for this project modernization is a revitalized version of our Driver License solution, incorporating all modules into an all-in-one Driver System, called "i3 TRANSPORT360" or simply "TRANSPORT360" replacing WVDMV antiquated driver licensing technologies and limited legacy support resources with a lower-risk, future-ready architecture and entirely modernized driver license ecosystem.

Core Driver Licensing Capabilities

The current Driver Licensing & Permitting solution is a comprehensive, end-to-end platform that supports:

- ✓ Driver License Issuance and Renewal
- ✓ Lerner Permits
- ✓ Commercial Driver License (CDL) Administration
- ✓ Driver Improvement and Sanctions
- ✓ Medical Review Management
- ✓ Voter Registration Programs
- ✓ Graduated Driver Licensing
- ✓ REAL ID Credential Management
- ✓ Suspensions, Revocations, and Reinstatements
- ✓ Identity Verification And Document Validation
- ✓ Appointment Scheduling
- ✓ Customer Self-Service Portal
- ✓ Mobile Driver License And Digital Credential Initiatives
- ✓ Driver Testing and Examination Management

Customer-Centric Design

Our experience has found that a system based around a "Common Customer" approach, in which driver licensing functions operate as part of a broader transportation ecosystem, automations then are refined and the system integrates well. Rather than duplicating vehicle records, the driver licensing platform integrates through APIs with vehicle title and registration systems while maintaining a unified customer profile.

Web-Based Service Delivery

The solution is fully web-based and built to support:

- ✓ DMV staff operations
- ✓ Public customer self-service
- ✓ Law enforcement access
- ✓ External agency integration
- ✓ Business partner portals
- ✓ Mobile-responsive interfaces

Portal capabilities include:

- ✓ Online renewals
- ✓ Appointment scheduling
- ✓ Secure payments
- ✓ Document uploads
- ✓ License status inquiries
- ✓ Notifications and correspondence

Integration Layer

A cornerstone of the transportation architecture is the Universal Interface Controller (UIC), which provides:

- ✓ REST API integration
- ✓ SFTP support
- ✓ Real-time data exchange
- ✓ Authentication and security controls
- ✓ SOAP integration
- ✓ Batch processing
- ✓ API versioning
- ✓

Supported integration targets include:

- ✓ AAMVA services
- ✓ SPEXS
- ✓ SAVE
- ✓ Court systems
- ✓ Financial and payment processors
- ✓ CDLIS
- ✓ SSOLV
- ✓ Insurance verification systems
- ✓ Law enforcement systems
- ✓ Motor vehicle systems

Data Platform

Current Legacy Environment

- ✓ State-Run, In-House System- including driver registration, license issuance/renewal, driving record queries, and commercial driver license (CDL) management.

Target environment

- ✓ Microsoft SQL Server

Data conversion tools include:

- ✓ Actian Data Integrator
- ✓ Microsoft SQL Server Integration Services (SSIS)
- ✓ Custom SQL transformation processes

Security Framework

The solution incorporates:

- ✓ Role-Based Access Control (RBAC)
- ✓ Encryption at rest and in transit
- ✓ Audit logging
- ✓ Disaster recovery services
- ✓ Multi-layer authorization
- ✓ PII protection controls
- ✓ Security monitoring
- ✓ Automated backup solutions

Our System Supports:

- ✓ Azure Active Directory
- ✓ OAuth
- ✓ SAML
- ✓ Single Sign-On (SSO)

Data Modernization and Conversion Framework

A critical feature of the driver licensing platform is its legacy migration methodology. This includes:

- ✓ Iterative conversion cycles
- ✓ Data cleanup reporting
- ✓ Trial conversions
- ✓ Sandbox testing
- ✓ Production cutover execution
- ✓ Data profiling
- ✓ Two-way mapping validation
- ✓ Reconciliation reporting
- ✓ User Acceptance Testing validation
- ✓

The conversion framework supports migration of:

- ✓ Driver records
- ✓ Medical review data
- ✓ CDL certifications
- ✓ Identity documentation
- ✓ Handicapped placard records
- ✓ Driver improvement records
- ✓ License history
- ✓ Photos and signatures
- ✓ Sanction and reinstatement information
- ✓

This conversion methodology reflects the maturity of the platform and its experience migrating agencies from legacy mainframe environments.

Artificial Intelligence and Automation

The latest generation of the platform introduces AI-assisted capabilities including:

- ✓ User assistance
- ✓ Reporting automation
- ✓ Automated transaction processing
- ✓ Process guidance
- ✓ Intelligent workflow support
- ✓ Automated sanction processing

The business rules engine and sanction engine enable real-time driver compliance actions without extensive manual intervention.

Future Roadmap and Strategic Direction

i3 Verticals' future plans for the Driver License system focus on five major areas:

1. Continued Cloud Modernization

2. Expanded AI Capabilities

Future investments include:

- ✓ AI-assisted customer support
- ✓ Automated reporting
- ✓ Process automation
- ✓ Intelligent document processing
- ✓ Enhanced fraud detection
- ✓

3. Digital Identity and Mobile Credentials

The transportation portfolio includes ongoing investment in:

- ✓ Mobile driver's licenses (mDL)
- ✓ Mobile citizen services
- ✓ Digital credentialing
- ✓ Enhanced digital identity verification

4. Regulatory Adaptability

Financial Enterprise Activities

i3 TRANSPORT360 features an enterprise financial framework which can be leveraged to support fee calculation, invoicing, payment processing, reconciliation, financial reporting, and audit activities. This approach minimizes the need to introduce separate financial processing components while promoting a consistent customer and staff experience across all transportation systems.

This approach reduces duplication, improves data quality, supports a single customer view across each transportation product and/or service, minimizes implementation risk, accelerates Driver Licensing modernization, and maximizes the value of WVDMV's existing investment.

Customer-Centric Architecture

i3 TRANSPORT360 utilizes a single customer record as the foundation for customer interactions and business processes.

Driver Licensing, Motor Vehicle, Motor Carrier, compliance, financial, correspondence, and document information can be accessed through a unified customer dashboard that provides a complete view of customer activity and interactions.

This customer-centric approach supports WVDMV's objective of providing modern, flexible, accessible, and digital-first services while improving data quality, reducing manual processes, enhancing customer service, supporting informed decision-making, and establishing a single source of truth for customer information.

The unified customer dashboard may provide visibility into:

- ✓ Customer Information
- ✓ Driver History
- ✓ Convictions
- ✓ Driver Risk Premium Information
- ✓ Prohibitions
- ✓ Medical Reviews
- ✓ Commercial Driver Status
- ✓ Documents
- ✓ Pending Transactions
- ✓ Driver License Information
- ✓ Graduated Licensing Status
- ✓ Demerit Assessments
- ✓ Suspensions
- ✓ Sanctions
- ✓ Compliance Activities
- ✓ Correspondence History
- ✓ Financial Activity

Digital-First Customer Experience

The proposed platform includes a modern customer-facing portal that allows WVDMV customers to securely access services through desktop, tablet, and mobile devices.

Driver Licensing Capabilities

The proposed platform provides comprehensive support for Driver Licensing and driver lifecycle management.
Capabilities include:

- ✓ Graduated Licensing Programs (GLP)
- ✓ Novice Licensing
- ✓ Commercial Driver Licensing
- ✓ Licensing Progression
- ✓ Endorsement Management
- ✓ Road Testing
- ✓ License Renewals
- ✓ Duplicate Credentials
- ✓ Learner Licensing
- ✓ Standard Driver Licensing
- ✓ Non-Driver Identification Cards
- ✓ Restriction Management
- ✓ Knowledge Testing
- ✓ Eligibility Determination
- ✓ License Amendments
- ✓ Reinstatement Processing

Configurable workflows and business rules allow licensing requirements, waiting periods, testing criteria, progression rules, and operational processes to be adapted to current and future WVDMV requirements.

Graduated Licensing Program Support

The proposed platform can support WVDMV's Graduated Licensing Program through configurable workflows and rules that manage the full progression of a driver from learner status through novice licensing and full licensing.
Capabilities include:

- ✓ Learner License Issuance
- ✓ Stage-Based Eligibility Rules
- ✓ Restriction Management
- ✓ Road Test Tracking
- ✓ Compliance with Program Restrictions
- ✓ Novice License Issuance
- ✓ Waiting Period Management
- ✓ Knowledge Test Tracking
- ✓ Progression Eligibility
- ✓ Automated Notifications and Correspondence

This provides WVDMV with the flexibility to administer current Graduated Licensing requirements while adapting to future program changes and policy enhancements.

Driver Compliance and Enforcement

A significant strength of the proposed platform is its integrated Driver Compliance and Enforcement Framework.
The platform supports:

- ✓ Conviction Management
- ✓ Driver Risk Premium Programs
- ✓ Prohibitions
- ✓ Medical Reviews
- ✓ Driver Improvement Programs
- ✓ Reinstatement Processing
- ✓ Demerit Assessments
- ✓ Suspensions
- ✓ Administrative Sanctions
- ✓ Ignition Interlock Programs
- ✓ Compliance Monitoring

Configurable business rules automatically evaluate driver records, assess compliance requirements, generate notifications, apply sanctions, and support progressive enforcement actions based upon violation history, license class, driver status, and jurisdiction-specific legislation.
A centralized driver record provides complete visibility into driver fitness, sanctions, compliance activities, medical certifications, correspondence, and licensing history while maintaining complete auditability of all actions and decisions.

Public Safety and Driver Fitness

The proposed platform supports WVDMV's public safety objectives by providing tools to manage driver fitness, medical review processes, prohibitions, sanctions, and compliance requirements.

Capabilities include:

- ✓ Medical Review Case Tracking
- ✓ Compliance Condition Tracking
- ✓ Reinstatement Requirement Validation
- ✓ Audit History of Compliance Decisions
- ✓ Medical Certification Monitoring
- ✓ Driver Improvement Activities
- ✓ Notifications and Correspondence

Commercial Driver and National Safety Code Support

Capabilities include:

- ✓ Commercial Driver Qualification Management
- ✓ Commercial Driver Disqualification Processing
- ✓ Carrier Safety Initiatives
- ✓ Medical Certification Tracking
- ✓ Driver Fitness Programs
- ✓ Compliance Monitoring

- ✓ Commercial Driver Enforcement Activities
- ✓ National Safety Code (NSC) Compliance Processes

Commercial driver information is maintained within the same customer-centric framework utilized throughout the platform.

Document Management and Correspondence

i3 TRANSPORT360 includes a full Document Management System (DMS) providing the retrieval, storage and indexing of documents based on specific WVDMV criteria. The DMS can store documents in a local image repository or an existing central (external) repository, enabling the retrieval and routing of images stored in a specified repository. i3 TRANSPORT360 can incorporate any necessary forms, correspondence, credentials, or other required templates.

The i3 Verticals Document Management System (DMS) is fully integrated document management system within i3 TRANSPORT360 with both internal and external user functionality. The DMS provides secure, automated document intake and classification, workflow routing, storage, automated OCR-enabled indexing (providing searchable, editable text, including metadata), retrieval, and lifecycle management for all authorized users in accordance with permissions relating to roles. The system supports inline scanning and uploads, batch processing, automated indexing, document numbering, comments and annotations, and rapid search and retrieval using configurable metadata.

Proven Transportation Platform Experience

i3 Verticals leverages transportation platform capabilities supporting:

- ✓ Driver Licensing
- ✓ Motor Vehicle Titling
- ✓ International Registration Plan (IRP)
- ✓ Customer Management
- ✓ Payment Processing
- ✓ Document Management Systems (DMS)
- ✓ Reporting and Analytics
- ✓ Workflow Management
- ✓ Motor Vehicle Registration
- ✓ Motor Carrier Operations
- ✓ International Fuel Tax Agreement (IFTA)
- ✓ Financial Management
- ✓ Inventory Management
- ✓ Correspondence Management
- ✓ Compliance and Enforcement
- ✓ Enterprise Integration Services

Organ Donor Program and Voter Registration System Integration

Through i3 Verticals' API-driven integration architecture and Universal Interface Controller (UIC), the Driver Licensing Solution can integrate directly with the State's voter registration and election management systems and organ donor programs. During both DL/ID transactions and stand-alone voter registration activities, voter registration data can be securely transmitted using real-time APIs, web services, message-based integrations, or scheduled batch interfaces based on WVDMV and election authority and organ donor system requirements. Our team's preference will be to integrate utilizing an API framework providing a seamless experience for WVDMV customers and staff.

The integration framework supports the secure exchange of voter registration transactions, including new voter registrations, updates to voter demographic information, address changes, voter registration status updates, cancellations, and other election-related activities. Configurable validation rules, exception handling processes, acknowledgements, and transaction tracking help ensure accurate and timely processing of voter registration information between the i3 TRANSPORT360 and the State's voter registration system.

The platform's neutral integration framework enables WVDMV to leverage existing voter registration investments while supporting future modernization initiatives. Standard REST APIs, secure web services, file-based exchanges, and other configurable integration methods are supported, allowing the i3 TRANSPORT360 to seamlessly communicate with the State's voter registration system without requiring duplicate data entry or manual intervention. The solution maintains a complete audit trail of all voter registration transactions exchanged with external systems and provides monitoring and reporting capabilities to support operational oversight and compliance requirements.

Financial Management and Payment Processing

i3 TRANSPORT360 includes financial and real time integrations for payment processing foundation already familiar within the WVDMV environment. Rather than introducing a separate payment architecture for Driver Licensing services, WVDMV can utilize established platform capabilities for invoicing, fee calculation, payment processing, reconciliation, reporting, auditing, and financial management.

Revenue Management

i3 TRANSPORT360 provides a comprehensive Revenue Management framework that supports the complete lifecycle of revenue collection, allocation, distribution, reconciliation, accounting, and financial reporting. The solution is designed to manage high-volume DMV revenue streams while ensuring compliance with statutory funding requirements, strong financial controls, auditability, and integration with enterprise financial systems.

Fund Allocation

i3 TRANSPORT360 automatically allocates collected revenue based on configurable business rules, fee schedules, chart-of-account structures, and legislative requirements. The solution supports complex fee structures in which a single customer transaction may contain multiple fee components, each of which can be allocated to different funds, accounts, programs, or jurisdictions. Revenue allocation rules are configurable and can be maintained through administrative configuration rather than custom development.

The system maintains detailed information regarding fees, fines, surcharges, taxes, distribution percentages, account numbers, remittance requirements, and effective dates. Revenue distribution formulas and allocation percentages can be managed through table-driven configuration, allowing authorized accounting personnel to modify funding rules as legislative requirements change.

Revenue Distribution

i3 TRANSPORT360 includes a configurable revenue distribution engine capable of distributing revenue across multiple funds, agencies, accounts, and jurisdictions. Distribution logic supports destination accounts, percentage-based allocations, fixed distributions, revenue categories, and other fund-management requirements. The system can allocate portions of collected fees that are owed to other state agencies, local governments, or designated programs in accordance with statutory requirements.

The solution supports transmission of allocation and disbursement information to external financial systems, enabling downstream fund transfers, accounting processes, and treasury operations. Revenue distribution rules can be adjusted and maintained by authorized accounting personnel through configurable administrative tools.

Revenue Reconciliation

i3 TRANSPORT360 provides robust reconciliation capabilities that support balancing deposits, payments, allocations, distributions, and financial transactions. The system tracks collections from all channels, including branch offices, online services, kiosks, and business partners, and provides detailed reconciliation reporting to ensure that funds collected match deposits received, and accounting records maintained.

Comprehensive financial reports provide visibility into payment transactions, deposits, fee distributions, credits, refunds, escrow activity, allocation results, and ledger balances. Daily ledger and reconciliation reports support operational oversight and financial auditing by providing detailed transaction-level and summary-level views of revenue activity. Reports may be generated by date range, deposit date, payment date, office location, or other configurable criteria.

The solution maintains complete audit trails for all financial transactions and supports real-time visibility into collected revenue, allocations, and payment activity. Financial transactions are available immediately for inquiry, reconciliation, and reporting.

Journal Entry Adjustments and Accounting Controls

i3 TRANSPORT360 supports integration with enterprise accounting and general ledger systems and maintains detailed accounting information associated with revenue transactions, distributions, adjustments, credits, and refunds. Financial data can be tracked by general ledger code, account, fund, revenue category, and allocation rule, providing agencies with the information required to support accounting operations and financial reporting.

The platform supports adjustments to fund distributions and allocations, including previously completed distributions when permitted by agency business rules. Revenue allocations, destination accounts, and distribution percentages are maintained through configurable revenue management tables, providing flexibility to accommodate policy changes, accounting corrections, and statutory updates.

In addition, the solution supports financial controls, audit tracking, revenue reporting, and accounting oversight necessary to support journal-entry-based accounting processes and reconciliation activities. Financial transactions, credits, refunds, adjustments, and distributions remain traceable throughout the revenue lifecycle to support internal controls and audit requirements.

Scheduling & Queueing

i3 TRANSPORT360's integrated Scheduling Module gives WVDMV a configurable solution for appointments, knowledge and skills tests, resources, and customer self-service across Driver Licensing, Learner's Permit, Commercial Driver License (CDL), Motorcycle, and Identification Card programs. Integrated with the Driver Licensing Solution, it streamlines customer interactions, improves staff utilization, reduces wait times, and supports service delivery throughout the licensing process.

Integrated Scheduling supports all credential-related transactions, including initial issuance, renewals, out-of-state transfers, permits, identification cards, reinstatements, document reviews, and other agency-defined services. WVDMV

can configure walk-in, appointment-only, or hybrid operating models, while authorized users can view service types, office locations, calendars, and appointment availability.

Through secure web portals, customers can schedule, view, modify, cancel, or reschedule appointments without staff assistance. Configurable confirmations, reminders, and notifications help reduce missed appointments. Because scheduling uses the platform's customer-centric framework, each appointment links directly to the customer record and related licensing transaction.

For knowledge test scheduling, customers and staff can reserve testing appointments based on service type, location, examiner availability, and facility constraints. Non-commercial learner permit examinations, motorcycle knowledge examinations, Commercial Learner's Permit (CLP) knowledge examinations, endorsement examinations, and other agency-defined testing requirements scheduling is supported. Testing appointments are associated with customer records, allowing staff to view scheduled examinations, eligibility information, prior testing history, and examination outcomes from the dashboard. All examination history, including pass/fail examinations are maintained, providing a complete record of customer testing activity throughout the credential lifecycle.

Support for skills test scheduling, including road tests, motorcycle skills tests, CDL skills examinations, and other practical evaluations required by WVDMV is included. WVDMV can configure scheduling rules to enforce prerequisites such as minimum permit holding periods, successful completion of knowledge examinations, medical certification requirements, instructor approvals, or other agency-defined eligibility criteria. Assignment of examiners, vehicles, testing locations, and testing resources are all supported while preventing scheduling conflicts and maximizing resource utilization.

Scheduling includes configurable calendar and resource management capabilities, allowing WVDMV to manage office capacity, examiner availability, testing lanes, classrooms, vehicles, and other operational resources. Authorized administrators can define appointment durations, scheduling windows, blackout periods, holidays, office-specific service offerings, and capacity limits. These configurable business rules enable WVDMV to adapt scheduling processes without requiring software customization.

Photo Capture and Facial Recognition

i3 TRANSPORT360 provides fully integrated Photo Management that supports photo capture, image management, facial recognition, identity verification, and automated duplicate detection across driver licensing, learner permit, and identification card programs. The solution incorporates photo processing directly into credential issuance workflows while supporting both central issuance and instant issuance operating models. The platform maintains photographs, signatures, and associated identity documents as part of a unified customer record, providing authorized users with immediate access during issuance, renewal, replacement, and verification transactions.

Photo Capture Capabilities

The solution supports real-time photo capture during credential transactions and offers multiple methods for acquiring images and signatures, including:

- ✓ Direct webcam capture
- ✓ Dedicated photo capture devices
- ✓ Upload of approved digital photographs when permitted by business rules
- ✓ Image capture workstations
- ✓ Signature pads and electronic signature devices
- ✓ Import of images from external capture applications and systems

Photos and signatures are securely stored within the customer profile and automatically associated with the corresponding credential transaction. The platform supports "Photo First" business processes, allowing photographs and signatures to be captured prior to the licensing transaction and later retrieved during credential issuance.

Integration with External Photo Equipment

i3 TRANSPORT360 is designed to integrate with a wide range of third-party photo capture, signature capture, document imaging, and credential issuance technologies. The platform supports direct integration with photo capture workstations, cameras, signature pads, image management repositories, and third-party credential vendors through configurable interfaces and APIs.

i3 Verticals has experience interfacing with external photo capture devices and image management systems and can integrate with agency-selected equipment and vendors without requiring changes to core licensing functionality. The platform can retrieve, store, and manage captured photographs, signatures, and related credential images from external systems as part of the credential issuance process.

The solution also supports integration with external image exchange services such as AAMVA Digital Image Access and Exchange (DIAE) for interstate image verification and identity validation initiatives.

Facial Recognition and Identity Verification

The platform includes facial recognition capabilities to support identity verification and fraud prevention. During credential issuance, newly captured images can be presented alongside previously stored images to support visual identity comparison and verification by licensing personnel. The system supports one-to-one facial comparison processes that assist staff in validating customer identity and detecting potential discrepancies.

Additionally, the solution supports integration with third-party facial recognition platforms capable of performing one-to-many biometric comparisons across image repositories, helping agencies identify potentially fraudulent identities and duplicate customer records. These integrations provide enhanced identity assurance while allowing agencies to leverage existing or preferred biometric technology providers.

Automated Duplicate Detection

i3 TRANSPORT360 includes automated duplicate detection capabilities designed to identify potential duplicate individuals across the licensing population. When integrated with facial recognition technologies, the system can compare newly captured images against existing photo repositories to identify potential duplicate records, identity fraud attempts, or multiple credential issuances associated with the same individual. Potential matches can be flagged for further review by authorized personnel before credential issuance is completed.

Image Management and Security

The platform maintains a secure image repository that stores:

- ✓ Credential photographs
- ✓ Identity documents
- ✓ Temporary credential images
- ✓ Signature images
- ✓ Historical photos
- ✓ Credential production assets

All images are linked to the customer record and protected through role-based security, audit logging, and controlled access mechanisms. i3 TRANSPORT360 supports image retention policies, compliance requirements, and integration with central issuance and credential production vendors.

System Warranty

i3 Verticals will warrant the i3 TRANSPORT360 twelve (12) months following WVDMV approval of the system.

Integration Framework

i3 Verticals' Universal Interface Controller (UIC) provides a configurable integration framework supporting communication with internal and external systems through industry-standard integration approaches. i3 Verticals UIC is a proprietary integration within each of our transportation systems providing third-party information incorporated for a real time, seamless experience. For example, i3 TRANSPORT360 will integrate with the State of West Virginia's payment processing provider. The incoming information from the financial institution is consumed and processed and directed to the Financial portion of i3 TRANSPORT360.

What this means to WVDMV and their customers is no differentiation in processing payments, utilizing the cash drawer, or finalizing a daily deposit. WVDMV customers adding products to their cart for payment are not routed to another system, instead when they are ready to pay, they are able to access their wallet through i3 TRANSPORT360, choose the desired payment, and apply funds. The payment for the products, the inventory reduction, the receipt for the product purchase, as well as the background financials are all processed and automated behind the scenes.

Existing transportation integration capabilities currently developed include integrations with transportation, regulatory, public safety, financial, payment, justice, law enforcement, inventory, and document management systems, including services such as AAMVA, CDLIS, PDPS, NMVTIS.

For U.S. jurisdictions, the system will be configured for real time inclusion of data from:

- ✓ Active Directory
- ✓ CDLIS
- ✓ Court Ordered Suspensions
- ✓ DMV Electronic Image Warehouse (AppEnhancer)
- ✓ eCitation (ReportBeam/Replacement Vendor)
- ✓ Medical Review (WVDOT)
- ✓ National Driver Register
- ✓ National Registry for Certified Medical Examiners (NRCME)
- ✓ Vintelligence or Equivalent (RL Polk)
- ✓ WV Financial Systems (wvOasis)
- ✓ AAMVA Net
- ✓ CJIS
- ✓ Commercial Driver's License Third Party Testing Anti-Fraud Software and/or State 2 State
- ✓ Crash Reporting & eCitation (ReportBeam/Replacement Vendor)
- ✓ Driver History Record (DHR) - SPEXS 6.2
- ✓ International Registration Plan
- ✓ i3 Mobile ID
- ✓ National Motor Vehicle Title Information System
- ✓ Passport Verification (Idemia)
- ✓ WVOT

- ✓ CDL Testing: Commercial Skills Test Info Mgmt System (CSTIMS), ITI Permit Testing, MDCL-Interface through tablets skills testing

The system will be configured in accordance with the Code of Federal Regulations.

For Canadian jurisdictions, the platform can be configured to interface with:

- ✓ National Safety Code (NSC) Processes
- ✓ Provincial Justice Systems
- ✓ Driver History Repositories
- ✓ Commercial Driver Programs
- ✓ CCMTA-aligned services
- ✓ Law Enforcement Agencies
- ✓ Medical Review Programs
- ✓ Other jurisdiction-specific services and regulatory partners

Inter-Jurisdictional Driver Processing

Capabilities include:

- ✓ Out-of-State Convictions
- ✓ Driver History Exchanges
- ✓ Prohibitions
- ✓ Licensing Status Information
- ✓ Out-of-State Suspensions
- ✓ Commercial Driver Compliance Information
- ✓ Sanctions
- ✓ Other Driver Record Updates Required by WVDMV Business Processes

How i3 Verticals Provides Value

i3 Verticals delivers value through operational efficiencies, reduced implementation risk, and maximized reuse of existing investments. The existing platform foundation, customer-centric architecture, customer numbering structure, financial and payment infrastructure, integration framework, reporting capabilities, and operational experience already familiar within the WVDMV environment can be leveraged and expanded to support Driver Licensing modernization.

This approach enables WVDMV to:

- ✓ Maximize the value of existing investments.
- ✓ Reduce implementation risk.
- ✓ Strengthen data quality.
- ✓ Leverage existing financial and payment infrastructure.
- ✓ Support a unified transportation services strategy.
- ✓ Accelerate modernization initiatives.
- ✓ Improve customer service.
- ✓ Reduce duplicate customer records.
- ✓ Increase operational efficiency.
- ✓ Establish a future-ready platform supporting ongoing innovation.

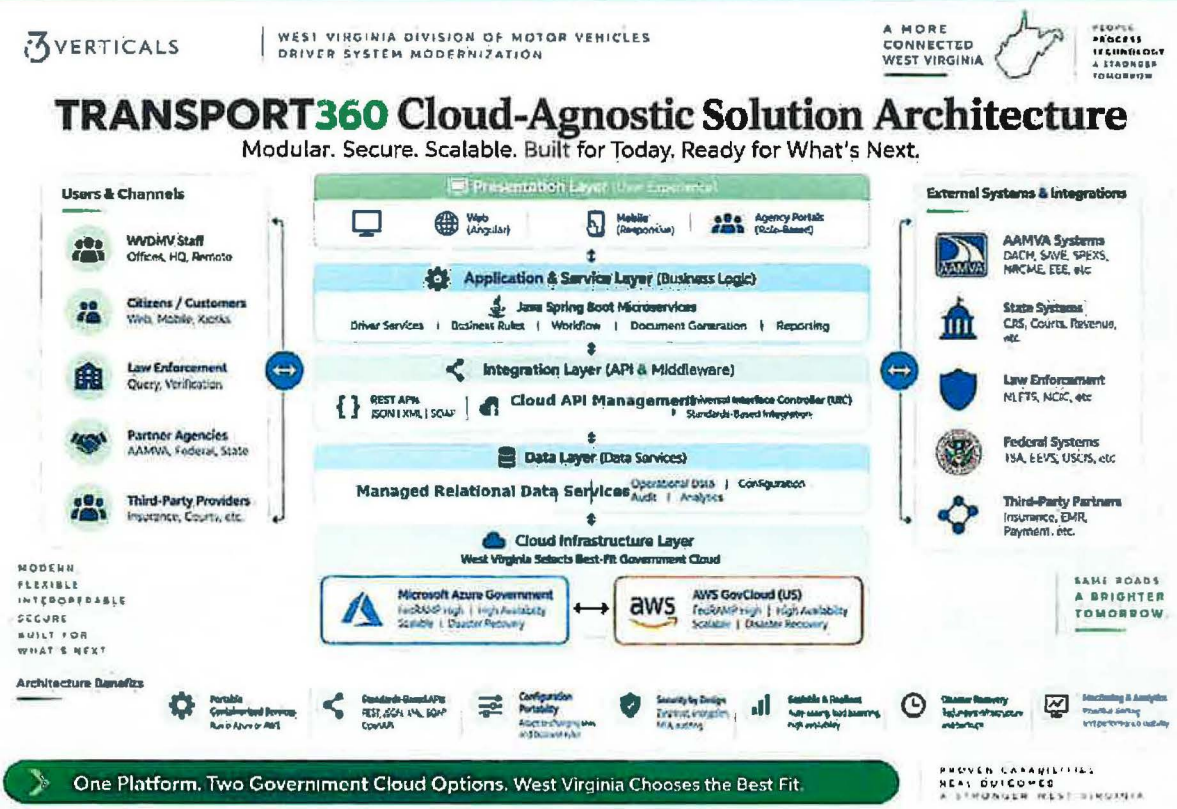
i3 Verticals values client relationships as long-term partnerships built on trust, collaboration, and shared success. Our objective is not simply to deliver technology, but to serve as a strategic partner that helps WVDMV modernize Driver Licensing services, improve customer experiences, strengthen public safety programs, reduce operational complexity, and create lasting value for all West Virginia constituents.

Proposed Solution Architecture



A modern Driver System cannot be architected only for West Virginia's requirements today. It must be designed for the legislation, federal mandates, AAMVA standards, transaction volumes, security requirements, customer expectations, integrations, and business processes that will change throughout the life of the system.

TRANSPORT360 is designed around that reality. i3 Verticals proposes a modular, cloud-native, service-oriented, API-driven architecture that allows individual capabilities, services, interfaces, and business rules to evolve without requiring WVDMV to repeatedly replace or significantly redesign the entire platform.



a) Separation of Responsibilities Across Architectural Layers

TRANSPORT360 uses a layered architecture in which the user experience, application and business services, integration services, data services, and cloud infrastructure have clearly defined responsibilities. This separation reduces interdependencies and creates a platform that is easier to enhance, integrate, scale, test, secure, and maintain.

Presentation Layer

The presentation layer provides user experience for WVDMV employees, citizens, businesses, and authorized partners. Angular supports a component-based, responsive browser experience. The presentation layer is separated from underlying business logic, so user-interface enhancements do not require redesigning core transaction processing services including:

- ✓ Browser based WVDMV employee experiences.
- ✓ Responsive web and mobile friendly interfaces.
- ✓ Customer facing digital services and agency portals.
- ✓ Reusable components and role appropriate experiences.

Application and Business Services Layer

TRANSPORT360 backend business services use Java Spring Boot and service-oriented architectural principles. Business capabilities are separated into services responsible for Driver Services, workflows, business rules, document generation, reporting, and other transaction processing.

Integration Layer

Integration is treated as its own architectural responsibility. i3 Verticals' Universal Interface Controller provides a standardized framework for integration and supports RESTful APIs, SOAP, JSON, XML, and OpenAPI formats. cloud API management provides a managed entry point for APIs and access control.

Data and Cloud Infrastructure Layers

The data layer is separated from presentation and integration responsibilities, so data services can be secured, scaled, backed up, and maintained independently. TRANSPORT360 is proposed within the government cloud environment selected by West Virginia, using private networking, secure HTTPS access, identity integration, containerized services, managed data services, monitoring, autoscaling, backup, and continuity capabilities.

b) API Definition, Integration, and Evolution

API-First by Design

TRANSPORT360 is designed for a DMV environment in which real-time information must move securely among numerous internal and external systems. RESTful APIs provide standardized communication between platform services and external systems. The architecture also supports SOAP, JSON, XML, and OpenAPI formats when required by the systems being integrated.

Managed Integration Architecture

Universal Interface Controller Provides a common integration framework supporting interoperability, security, and auditing requirements.	**Cloud API Management** Provides a unified entry point for APIs and supports managed access to internal and external services.
Internal and External Separation Separates internal service communication from externally exposed interfaces.	**Standards-Based Exchange** Supports REST, SOAP, JSON, XML, and OpenAPI to meet diverse partner requirements.

API Evolution

API evolution will be controlled through defined interface contracts, versioning, documentation, testing, and stakeholder review. The objective is to extend interfaces and introduce new capabilities while preserving backward compatibility where required and avoiding unnecessary disruption to existing consumers.

AAMVA and WVDMV Ecosystem Integration

i3 Verticals has experience implementing AAMVA interfaces and understands AAMVA testing requirements, processes, procedures, and timelines. TRANSPORT360 provides a managed integration layer designed for the complex network of AAMVA programs, State systems, federal systems, law enforcement, courts, insurers, financial institutions, card-production providers, and other partners surrounding a modern DMV.

c) Scalability, Availability, Reliability, Maintainability, and Change

Scalability

The proposed architecture uses microservices and containerized cloud deployment, so individual services can scale according to demand. Containerized microservices can scale horizontally by adding instances, with workload-based autoscaling and cloud-native ingress services distributing traffic across APIs and workers in the selected environment.

Availability and Reliability

The proposed the selected government cloud environment architecture incorporates redundancy, load distribution, backup, restoration, monitoring, and recovery capabilities intended to protect data and maintain system availability. Architecture patterns include point-in-time database restoration and cross-region recovery options.

Maintainability

Maintainability begins with architecture. Layering, modular services, standardized APIs, configuration, and separation of concerns reduce the number of components affected when changes are introduced. Containerized deployment and controlled release patterns support incremental updates with lower operational impact.

Regulatory and Business Change

WVDMV cannot control when legislation, federal mandates, AAMVA requirements, fees, policies, or operating procedures change. TRANSPORT360 separates many business decisions from the underlying application architecture. Configurable business rules and workflows enable authorized changes without requiring code modifications for every policy update.

Monitoring and Operational Visibility

Centralized logging, diagnostics, performance monitoring, and alerting are incorporated into the proposed architecture. Monitoring is designed as part of the operating model rather than an afterthought, supporting proactive response and continuous performance optimization.

Cloud-Agnostic Architecture and Hosting Options

Cloud-Agnostic Containerized services and standards-based interfaces support deployment in Azure Government or AWS GovCloud.	**Service-Oriented** Business capabilities, organized into independently managed services.

API-Driven
Standardized, governed connectivity with WVDMV and partner systems.

Modular and Configurable
Capabilities and rules can evolve with reduced impact on the platform.

Containerized
Supports controlled deployment and independent scaling of services.

Secure by Design
Identity, encryption, private networking, monitoring, and auditing built into the architecture.

Government Cloud Environment Selected By West Virginia

i3 Verticals proposes the government cloud environment selected by West Virginia as the hosting environment for cloud-native TRANSPORT360. The proposed architecture includes private networking, secured access, Azure Container Apps, managed data services, API Management, load balancing, autoscaling, centralized monitoring, backup, and disaster-recovery capabilities.

- ✓ West Virginia selects between Microsoft Azure Government and AWS GovCloud (US) following architecture and security evaluation.
- ✓ Government cloud infrastructure supporting applicable compliance requirements.
- ✓ High availability and elastic scaling.
- ✓ Government-grade security controls and identity integration.
- ✓ Continuous monitoring, managed operations, backup, and recovery.
- ✓ Ongoing platform maintenance and operational oversight by i3 Verticals.

Architecture That Creates Business Value

Change Faster
Modular architecture and configurable rules reduce the impact of regulatory and operational change.

Integrate More Efficiently
UIC, API Management, and standards-based interfaces provide a common integration approach.

Scale Where Demand Occurs
Independently scalable services allow targeted response to workload demand.

Reduce Technology Debt
Separation of concerns allows layers to evolve with fewer dependencies.

Protect WVDMV's Investment
The platform is designed to evolve rather than force another wholesale replacement.

Improve Customer Experience
Responsive, consistent experiences serve WVDMV staff, citizens, and partners across channels.

Built for Continuous Modernization

WVDMV is not simply replacing a mainframe. The State is establishing the architecture upon which Driver Services will operate for the future. That architecture must accommodate changing laws, evolving AAMVA standards, new customer channels, increasing integration requirements, security threats, data growth, and technologies that do not yet exist.

TRANSPORT360 addresses the challenge through layers instead of dependencies, services instead of monoliths, APIs instead of point-to-point complexity, configuration instead of unnecessary code, and elastic cloud infrastructure instead of fixed capacity.

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.



TRANSPORT360 is cloud-native designed as a cloud-agnostic, modular, containerized platform that can be deployed in either Microsoft Azure Government or AWS GovCloud (US). i3 Verticals will not require West Virginia to accept a cloud provider selected in advance. During detailed design, i3 Verticals will work with WVDMV and the State's technology and security stakeholders to evaluate both environments and select the option that best aligns with West Virginia's architecture standards, security and compliance requirements, identity environment, connectivity, service availability, operational preferences, disaster-recovery strategy, and total cost of ownership.

TRANSPORT360's business architecture remains consistent regardless of the selected provider. Presentation services, Java Spring Boot microservices, integration services, data responsibilities, security controls, monitoring, deployment, backup, and recovery objectives remain the same. Provider-native services are mapped underneath those architectural responsibilities after West Virginia selects the hosting environment.

Cloud-Agnostic Service Mapping

The table below shows how the same TRANSPORT360 architectural capabilities can be implemented through the equivalent government-cloud service family. The final service selections, tiers, quantities, and commercial ownership will be documented in the approved System Detailed Design Document and licensing schedule.

Architecture Capability	Azure Government Option	AWS GovCloud Option	West Virginia Outcome
Containerized application services	Azure container/application services	AWS container/application services	Portable workloads; provider implementation selected after detailed design.
Managed relational data	Azure SQL or approved managed relational service	Amazon RDS/Aurora or approved managed relational service	Encrypted, highly available, privately connected.
API management and ingress	Azure API Management / approved gateway and load-balancing services	Amazon API Gateway / approved ingress and load-balancing services	Standardized API governance, access, monitoring, and routing.
Object and file storage	Azure Storage / Azure Files	Amazon S3 / EFS or approved equivalent	Encryption, lifecycle policies, retention, backup, and recovery.
Secrets and key management	Azure Key Vault	AWS KMS / Secrets Manager	No secrets embedded in code; controlled workload access.
Container registry and delivery	Azure Container Registry / approved CI/CD	Amazon ECR / approved CI/CD	Versioned artifacts, scanning, approvals, promotion, and rollback.
Monitoring and telemetry	Azure Monitor / Log Analytics / Application Insights	Amazon CloudWatch / CloudTrail and approved services	Centralized logs, metrics, traces, events, and alerting.
Security monitoring	Microsoft Defender for Cloud / approved controls	AWS Security Hub / GuardDuty and approved controls	Mapped to the same State-approved control objectives.
Private connectivity	VPN / ExpressRoute	Site-to-Site VPN / Direct Connect	State-approved encrypted or dedicated connectivity.
Backup and recovery	Azure Backup / service-native recovery capabilities	AWS Backup / Elastic Disaster Recovery / service-native capabilities	Retention and recovery objectives approved during detailed design.

Network, Security, and Environment Design

Environment Segmentation

Separate development, system/integration testing, user acceptance, training, production, and recovery environments will be established as approved by West Virginia. Each environment will operate within an isolated cloud virtual network using provider-native segmentation, private endpoints, controlled routing, security policies, and environment-specific access controls.

Inbound and Administrative Access

- ✓ Public-facing services use controlled HTTPS ingress protected by approved web application firewall, certificate, and traffic-management controls.
- ✓ Administrative and private services are restricted through approved State and i3 Verticals connectivity, identity, authorization, and network controls.
- ✓ Databases, storage, key management, internal APIs, and administrative endpoints are not exposed unnecessarily to the public internet.
- ✓ No routine inbound RDP or SSH access is required for managed application operations.

Outbound and Integration Connectivity

- ✓ Outbound communication is limited to authorized destinations required for AAMVA, State systems, payment services, notifications, law enforcement, and approved third parties.
- ✓ RESTful and standards-based integrations are governed through cloud API management and the Universal Interface Controller.
- ✓ Provider-native private connectivity, service endpoints, routing, firewall controls, and name resolution are configured according to the approved design.

Security Controls

- ✓ TLS-protected communications, encryption at rest, federated identity, MFA, least privilege, role-based access, workload identities, centralized audit logging, vulnerability management, and security monitoring.
- ✓ Provider-specific security services map to the same approved security objectives so the protection model remains consistent across Azure Government and AWS GovCloud.

Scalability, Performance, and Deployment

Elastic Application Scaling

- ✓ TRANSPORT360 uses stateless application patterns, independently scalable services, containerized deployment, managed data services, load distribution, and workload-based autoscaling. High-volume services can scale independently without forcing the entire platform to scale at the same rate.
- ✓ Application and integration workloads scale horizontally by increasing container instances or replicas.
- ✓ Provider-native ingress and load-balancing services distribute requests across healthy application instances.
- ✓ Citizen traffic, WVDMV processing, integrations, documents, and scheduled workloads can be scaled according to their individual demand profiles.

Data and Caching

Managed relational data services will be sized and configured according to transaction volume, concurrency, availability, reporting, and recovery requirements. Caching and content-delivery patterns may be used for appropriate read-heavy or static workloads, subject to State data classification, freshness, privacy, and security requirements.

Performance Management

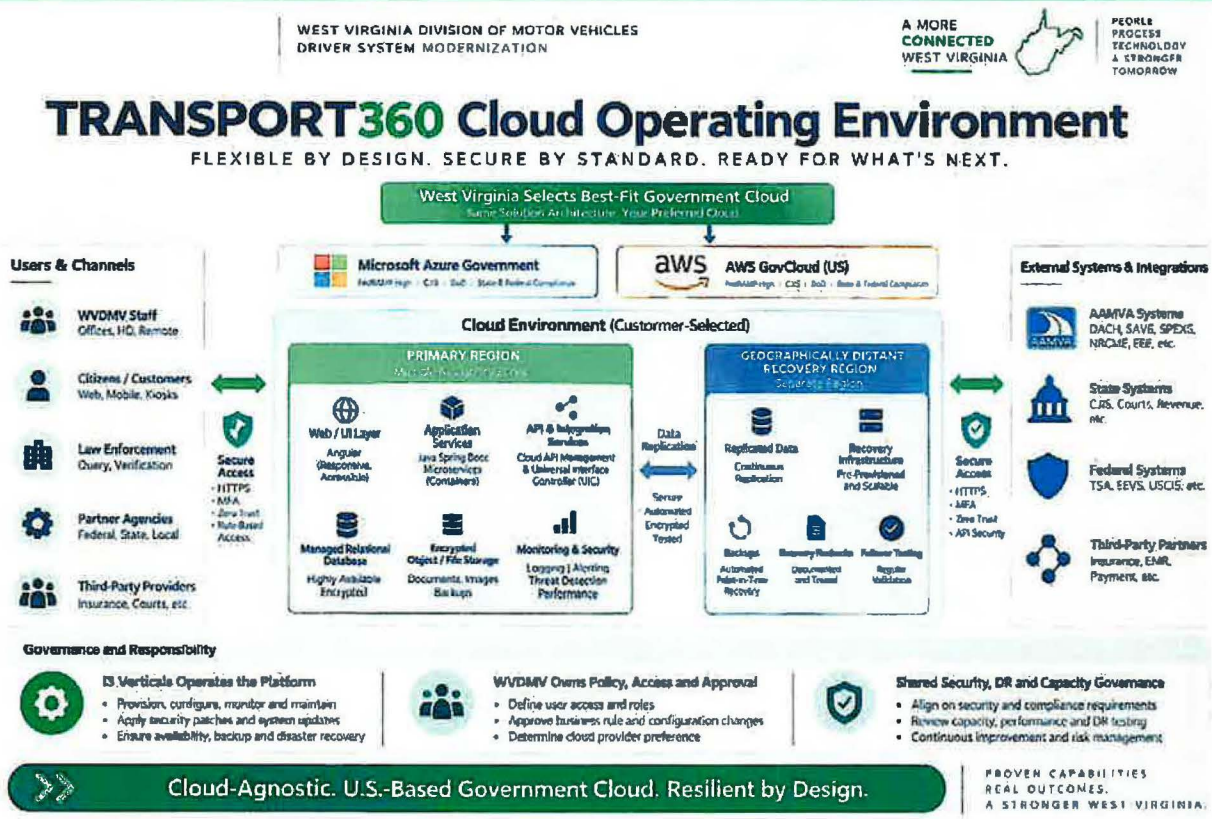
Application telemetry, database performance, infrastructure metrics, integration timing, security events, network behavior, and transaction measures will be monitored through the selected cloud's approved observability services. Capacity and performance trends will be reviewed before they become constraints.

Controlled Deployment and Rollback

- ✓ Versioned application and container artifacts.
- ✓ Automated and manual testing, security checks, and approval gates.
- ✓ Controlled promotion between environments.
- ✓ Blue-green, canary, rolling, or equivalent deployment patterns selected according to service and risk.
- ✓ Health validation and rollback to an approved prior version when required.
- ✓ Complete deployment and change auditability.

Business Continuity and Disaster Recovery

TRANSPORT360 will be architected for both high availability within the primary government-cloud region and disaster recovery to a geographically distant government-cloud region. High availability protects against localized infrastructure failures. Disaster recovery protects West Virginia against a regional disruption.



Primary Region

- ✓ Operates production across multiple availability or failure domains where supported by the selected services and region.
- ✓ Hosts web, application, integration, database, storage, monitoring, security, and operational services.
- ✓ Uses automated health monitoring, load distribution, restart, and service recovery capabilities.

Geographically Distant Recovery Region

- ✓ Maintains protected backups, replicated or recoverable data, application configuration, recovery infrastructure, private-connectivity design, and region-specific name resolution as approved.
- ✓ Uses documented activation, validation, return-to-primary, and communications procedures.
- ✓ Recovery exercises validate technical recovery, data consistency, integrations, security, and business readiness.

Recovery, Retention, and Proposal Commitments

Backup and Recovery

Backup frequency, point-in-time recovery periods, long-term retention, replication strategy, recovery-point objectives, and recovery-time objectives will be finalized with West Virginia based on data criticality, State retention policy, contractual continuity requirements, and the selected services. This avoids locking West Virginia into Azure-specific defaults before the State selects its cloud.

Recovery Runbooks and Testing

1. Application, database, document, storage, integration, identity, networking, and external-service recovery procedures.
2. Contact trees, escalation paths, decision authorities, prerequisites, dependencies, and validation steps.
3. Scheduled exercise cadence, findings, corrective actions, and WVDMV visibility.
4. Controlled failover, business validation, customer communications, and return-to-primary procedures.

Architecture and Operations Deliverables

- ✓ State-approved cloud-provider and region selection.
- ✓ System Detailed Design Document, network/security architecture, and environment inventory.

- ✓ Capacity, performance, backup, retention, recovery, monitoring, and logging designs.
- ✓ Infrastructure build documentation, operating runbooks, change controls, and deployment model.
- ✓ Approved RACI, licensing schedule, cost model, and disaster-recovery plan.

The result is not an Azure application with an AWS alternative. It is one TRANSPORT360 architecture designed to operate securely, reliably, and efficiently in the government cloud environment best suited as West Virginia's best fit.

ONE ARCHITECTURE. TWO GOVERNMENT-CLOUD OPTIONS. WEST VIRGINIA CHOOSES THE BEST FIT.

i3 Verticals proposes a cloud-agnostic operating model for TRANSPORT360. Rather than requiring West Virginia to adopt a predetermined cloud provider, i3 Verticals will work with WVDMV, WVDOT, and WVOT during detailed design to evaluate Microsoft Azure Government and AWS GovCloud (US) and select the environment that provides the best overall fit for West Virginia's architecture standards, security and compliance obligations, connectivity, identity model, service availability, operating preferences, and total cost of ownership.

If West Virginia elects Vendor-provided hosting, i3 Verticals will provision, secure, operate, monitor, maintain, back up, and support the selected government-cloud environment throughout implementation and for the contract term. If West Virginia elects to contract directly with the cloud provider, the same TRANSPORT360 architecture and operating controls will apply, with commercial and account-management responsibilities adjusted in the final RACI and operating plan.

Cloud Operating Environment

Primary and Back-Up Data Center Model

For cloud hosting, "data center" is implemented as cloud regions and availability zones rather than a single physical facility. The final region pair will be selected with West Virginia and documented in the approved System Detailed Design Document. Production will operate in a primary U.S. government-cloud region using redundant services across available zones. A geographically distant U.S. government-cloud region will provide recovery capabilities, replicated or recoverable data, backups, recovery infrastructure, and documented failover procedures.

The candidate region pairs above are planning models, not unilateral commitments. West Virginia will approve the provider, primary region, recovery region, data-residency design, and recovery approach before production deployment.

Primary Region

- ✓ Multiple-zone or equivalent high-availability design where supported by the selected services.
- ✓ Containerized TRANSPORT360 web, application, and integration services.
- ✓ Managed relational data services, encrypted storage, API management, identity integration, security monitoring, logging, alerting, and backup.
- ✓ Private network segmentation and secure connectivity to WVDMV/WVDOT systems and approved external partners.

Recovery Region

- ✓ Geographically distant from the primary region and located within the approved U.S. government-cloud boundary.
- ✓ Protected backups and replicated or recoverable data consistent with the approved recovery design.
- ✓ Recovery infrastructure, configuration, runbooks, and controlled activation procedures.
- ✓ Scheduled recovery exercises with documented findings, corrective actions, and WVDMV visibility.

Cloud Architecture Design Plan

i3 Verticals will not treat the cloud architecture as a static diagram created before discovery. The final architecture will be developed through a controlled design process, documented within the System Detailed Design Document for WVDMV and WVDOT approval.

Design Stage	Purpose
1. Confirm Requirements	Validate security, compliance, data classification, retention, identity, connectivity, availability, recovery, performance, support, and cost requirements.
2. Select Hosting Model	Determine whether i3 Verticals or West Virginia contracts for cloud services and compare Azure Government with AWS GovCloud (US).

Design Stage	Purpose
3. Select Regions	Approve the primary and geographically distant recovery regions based on service availability, connectivity, compliance, resilience, performance, and cost.
4. Design Security and Network	Define accounts/subscriptions, landing zone, network segmentation, private connectivity, identity federation, encryption, key management, logging, monitoring, and administrative access.
5. Design Platform Services	Map portable TRANSPORT360 components to selected cloud services for compute, containers, API management, data, storage, observability, backup, and recovery.
6. Validate and Approve	Complete architecture review, security review, capacity planning, cost validation, recovery design, and formal WVDMV/WVDOT approval.
7. Build and Prove	Provision through controlled automation, harden the environment, perform testing, document the build, and execute recovery validation before production go-live.

Required Architecture Deliverables

- ✓ System Detailed Design Document and network/security architecture.
- ✓ Primary and recovery region design, data flows, trust boundaries, and integration endpoints.
- ✓ Data classification, retention, encryption, backup, recovery, monitoring, and logging design.
- ✓ Capacity model, cost model, environment inventory, build book, runbooks, and operations handbook.
- ✓ Approved RACI, escalation model, maintenance process, change controls, and recovery exercise schedule.
- ✓ Operating Responsibilities

i3 Verticals: Cloud Platform and Solution Delivery

- ✓ Provision, configure, harden, monitor, maintain, and support the selected environment when Vendor-provided hosting is selected.
- ✓ Operate TRANSPORT360 application services, containers, databases, storage, API and integration services, monitoring, and release pipelines.
- ✓ Maintain environment inventories, architecture documentation, build books, runbooks, and recovery procedures.
- ✓ Manage backups, recovery readiness, deployment, rollback, change control, capacity monitoring, and performance optimization.
- ✓ Coordinate cloud-provider support cases and service escalations when i3 Verticals holds the cloud account or contract.

WVDMV/WVDOT/WVOT: Policy, Access, Connectivity, and Approval

- ✓ Approve the hosting model, cloud provider, architecture, regions, sizing, security controls, and recovery approach.
- ✓ Define data classification, retention, access policy, identity lifecycle, roles, approvals, and business continuity priorities.
- ✓ Provide or approve connectivity, firewall rules, domain services, endpoints, and integration data-sharing rules.
- ✓ Perform business acceptance testing and authorize production releases, configuration changes, and go-live.

Shared Responsibilities

- ✓ Establish and validate SSO trust, certificates, claims, service identities, and approved administrative access.
- ✓ Coordinate security operations, incident response, audits, vulnerability remediation, and periodic posture reviews.
- ✓ Plan, conduct, document, and improve disaster-recovery exercises.
- ✓ Review usage trends, capacity, performance, cost, service changes, and operational risks.

Project Overview RACI Matrix

R = Responsible (performs the work) | A = Accountable (single owner who approves or signs off) | C = Consulted | I = Informed

Activity / Deliverable	i3 Verticals	WVDMV IT	WVDMV / WVOT Security & Compliance	Joint Architecture Team
Cloud provider and hosting model selection	C	A/R	C	C

Activity / Deliverable	i3 Verticals	WVDMV IT	WVDMV / WVOT Security & Compliance	Joint Architecture Team
Architecture, region pair, sizing, and environment design	R	A	C	R
Cloud account/contract administration	A/R*	C/I	I	C
Environment provisioning, configuration, and hardening	A/R	I	C	C
Connectivity, firewall rules, and approved network paths	C	C	A/R	C
Identity lifecycle, groups, roles, and access approval	C	A/R	C	I
SSO federation, certificates, and claims validation	R	C	C	A/R
Backup architecture, schedules, and recovery runbooks	A/R	C	C	C
Disaster-recovery exercise and corrective-action plan	R	C	C	A
Release deployment, rollback, and platform change control	A/R	A**	C	C
External endpoints and data-sharing rules	R	A/R	C	I
Logging, monitoring, alerting, and retention	A/R	I	C	C
Security operations and incident response	R	I	A/R	C
Acceptance testing and production go-live approval	C	A/R	C	I
Capacity, performance, and cost optimization	A/R	C	I	C
Audit evidence and compliance reporting	R	I	A	C

* If West Virginia contracts directly with the cloud provider, cloud account and commercial accountability transfers to the State with i3 Verticals remaining responsible for solution configuration and managed operations within the authorized environment.

** WVDMV is accountable for business approval; i3 Verticals is accountable for technical execution of the approved release.

Proposed Software and Cloud Licensing Schedule

The final bill of materials will be aligned to the hosting provider selected by West Virginia and included in the approved design and cost model. The following schedule identifies the proposed licensing categories and the corresponding Azure Government or AWS GovCloud service family. Exact editions, tiers, quantities, and reserved-capacity commitments will be finalized after sizing, region selection, security review, and contract decisions.

License / Service Category	Azure Government Option	AWS GovCloud Option	Commercial Owner
TRANSPORT360 Driver Services	i3 Verticals subscription	Included application capability; contract scope and environments defined in final order.	i3 Verticals

License / Service Category	Azure Government Option	AWS GovCloud Option	Commercial Owner
i3 Enterprise Solution / Common Customer	i3 Verticals subscription	Shared enterprise functions and customer-centric platform services.	i3 Verticals
Optional i3REG / Vehicle Services	i3 Verticals subscription	Included only if the State exercises the applicable option.	i3 Verticals
Container / Application Compute	Azure container/application services	AWS container/application services	Hosting party
Managed Relational Database	Azure SQL or approved Azure managed relational service	Amazon RDS/Aurora or approved AWS managed relational service	Hosting party
Object and File Storage	Azure Storage / Azure Files	Amazon S3 / EFS or approved equivalent	Hosting party
API Management / Gateway	Azure API Management / Application Gateway	Amazon API Gateway / approved ingress and load-balancing services	Hosting party
Identity and Access	Microsoft Entra ID integration	AWS IAM / IAM Identity Center and approved federation	State and i3 shared
Encryption and Key Management	Azure Key Vault / managed encryption services	AWS KMS / Secrets Manager or approved equivalent	Hosting party
Security Monitoring	Microsoft Defender for Cloud, firewall/WAF, Azure Monitor / Log Analytics	AWS Security Hub, GuardDuty, WAF/firewall services, CloudWatch / CloudTrail	Hosting party
Backup and Disaster Recovery	Azure Backup / Site Recovery or approved services	AWS Backup / Elastic Disaster Recovery or approved services	Hosting party
Private Connectivity	VPN Gateway / ExpressRoute as approved	Site-to-Site VPN / Direct Connect as approved	State and hosting party
Developer and Build Tooling	Approved source, artifact, container registry, CI/CD and test tooling	Approved source, artifact, container registry, CI/CD and test tooling	i3 Verticals

Managed Operations, Security, and Continuity

Operations and Monitoring

i3 Verticals will manage TRANSPORT360 using documented monitoring, alerting, incident, problem, change, release, backup, capacity, and recovery procedures. Cloud metrics, application telemetry, security events, logs, and service-health notifications will be integrated into the operating process defined during detailed design.

Security

The selected design will use U.S.-based government-cloud services, private networking where appropriate, encrypted communications, encryption at rest, federated identity, role-based access, least privilege, logging, monitoring, and audit evidence. Provider-specific security services will be mapped to the same approved control objectives so the architecture remains consistent whether West Virginia selects Azure Government or AWS GovCloud (US).

Business Continuity and Recovery

i3 Verticals will maintain backups, recovery procedures, contact and escalation information, infrastructure and application restoration sequences, validation steps, and recovery runbooks. Recovery testing will be planned with West Virginia, and findings will be documented and tracked to closure. The final design will address complete system recovery within the contractually required maximum of 24 hours following a catastrophic failure.

Maintenance and Change

Maintenance windows will be established with West Virginia. Planned changes will follow approved change controls, testing, release documentation, communication, rollback planning, and acceptance procedures. Emergency changes will be governed through the approved incident and emergency-change process.

ONE PLATFORM. TWO GOVERNMENT CLOUD OPTIONS. WEST VIRGINIA CHOOSES THE BEST FIT.

5.3.6.2.5 &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.

Project Execution Approach

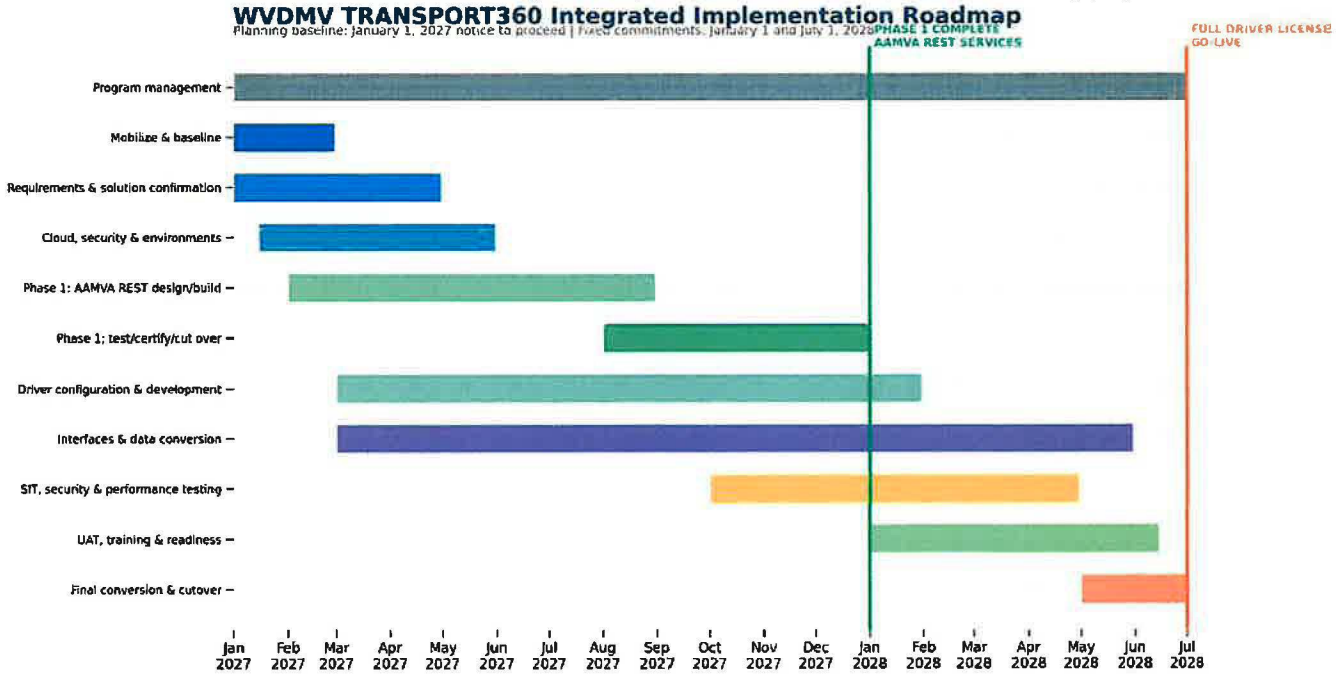
Two Fixed Outcomes. One Integrated Delivery Plan.

Phase 1 complete by January 1, 2028 | Full Driver License solution live by July 1, 2028

i3 Verticals proposes a controlled, collaborative implementation approach that combines Agile configuration and delivery with PMI-aligned program controls, traceable acceptance evidence, and formal readiness gates. The execution model is designed around two fixed outcomes: completion of Phase 1, including the AAMVA REST transition, by January 1, 2028, and production implementation of the complete TRANSPORT360 Driver License solution by July 1, 2028.

The schedule is intentionally parallel rather than serial. Phase 1 AAMVA design, integration testing, certification, and cutover work, cloud and security design, Driver License requirements, solution configuration, interface development, data migration, testing, training, and organizational readiness proceed as coordinated workstreams under one integrated master schedule. This structure protects the fixed dates while maintaining quality, business continuity, and WVDMV control over scope and acceptance.

Please see the WVDMV TRANSPORT360 Integrated Implementation Roadmap on the following page.



Execution Methodology

The implementation is governed as a program and delivered incrementally. Agile sprints create frequent working software and rapid feedback; stage gates prevent incomplete work from advancing without the required evidence, approvals, and operational readiness.

Six Delivery Stages

Stage	Execution Focus	Primary Evidence
1. Mobilize & Baseline	Kickoff, governance, resource plan, integrated schedule, risks, decisions, environment and deliverable standards.	Approved Project Management Plan, Work Plan, WBS, governance calendar, initial risks and dependencies.
2. Discover & Confirm	Validate RFP requirements, current processes, legacy rules, interfaces, data, fit-gap, and acceptance criteria.	Requirements package, RTM, fit-gap, interface inventory, data inventory, solution and security designs.
3. Configure & Build	Configure COTS capabilities, develop approved extensions, build interfaces, prepare conversion tooling, and deploy sandbox releases.	Configured solution, unit-tested services, ICDs, conversion programs, release notes, updated RTM.
4. Verify & Prove	Execute system, integration, security, accessibility, performance, regression, conversion, and user acceptance testing.	Test reports, defect evidence, reconciliation reports, acceptance results, readiness metrics.
5. Prepare & Cut Over	Complete training, mock conversions, dress rehearsals, operational handoff, go/no-go reviews, final conversion, and launch.	Training completion, cutover plan, rollback plan, production certification, go-live approval.
6. Stabilize & Accept	Operate command center, monitor interfaces and data, resolve defects, measure performance, transfer knowledge, and close.	Hypercare reports, operational handoff, acceptance evidence, lessons learned, closure report.

Parallel Workstreams and Fixed Milestones

Phase 1: AAMVA REST Transition - Complete by January 1, 2028

- ✓ Confirm interface inventory, data mappings, owners, security, audit, OpenAPI, certification, and operational requirements.
- ✓ Design and build REST services and supporting integration controls while the legacy environment remains the interim system of record.
- ✓ Complete system, integration, security, performance, certification-readiness, and parallel transaction validation.
- ✓ Approve cutover and rollback runbooks, execute the interface transition, stabilize production, and complete acceptance evidence.

Complete Driver License Solution - Production by July 1, 2028

- ✓ Validate business requirements and processes and maintain end-to-end requirement traceability.
- ✓ Configure core Driver License functions, workflows, rules, roles, documents, financial controls, reporting, and audit capabilities.
- ✓ Deliver interfaces and complete iterative data conversion, cleanup reporting, mock conversions, reconciliation, and final conversion.
- ✓ Execute system, integration, accessibility, security, performance, regression, and user acceptance testing.
- ✓ Complete training, organizational readiness, support handoff, cutover rehearsal, production-readiness certification, final conversion, and launch.

Key Stage Gates

Gate / Milestone	Target	Approval Evidence
G1 Baseline Approval	February 2027	Approved work plan, WBS, governance, scope baseline, resource plan, risk plan, environment plan.
G2 Solution Confirmation	April 2027	Validated requirements, RTM, fit-gap, system design, interface and data inventories.
G3 Phase 1 Build Complete	August 2027	REST services, integration controls, environments, unit tests, and documentation ready for formal testing.
G4 Phase 1 Go-Live Approval	December 2027	Certification readiness, parallel validation, cutover/rollback approval, production readiness.
M1 Phase 1 Complete	January 1, 2028	AAMVA REST transition in production with stabilization and acceptance controls active.

Gate / Milestone	Target	Approval Evidence
G5 Driver UAT Readiness	January 2028	Configured scope, conversion rehearsal, interfaces, SIT and required test evidence ready for UAT.
G6 Driver Go-Live Approval	June 2028	UAT acceptance, training, final mock, security/performance acceptance, cutover and rollback approval.
M2 Full Driver Go-Live	July 1, 2028	Complete TRANSPORT360 Driver License solution in production; command center and hypercare initiated.

AAMVA Integration, Testing, and Certification

Because Phase 1 is specifically focused on transitioning WVDMV from legacy AAMVA connectivity to REST-based services, AAMVA readiness will be managed as a dedicated workstream with its own schedule, dependencies, test evidence, certification activities, and production-readiness gate. AAMVA testing will not be treated as a subset of general system integration testing.

i3 Verticals will coordinate with WVDMV and AAMVA throughout interface confirmation, connectivity, test preparation, certification, defect remediation, production transition, and stabilization. The objective is to prove that each applicable transaction is secure, accurate, traceable, operationally supportable, and ready for production before WVDMV authorizes cutover.

AAMVA Test Scope

- ✓ Validate applicable AAMVA interface requirements, transaction mappings, data elements, security controls, certificates, audit requirements, response codes, exception handling, and operational procedures.
- ✓ Establish and validate required test connectivity, endpoints, credentials, certificates, test data, monitoring, logging, and support contacts.
- ✓ Execute end-to-end testing across TRANSPORT360, WVDMV, AAMVA, and affected dependent systems.
- ✓ Perform positive, negative, exception, security, regression, performance, recovery, and operational-support testing as applicable to each interface.
- ✓ Conduct parallel comparison with legacy AAMVA transactions where appropriate to confirm transaction equivalence, data accuracy, response handling, and downstream impacts.
- ✓ Coordinate AAMVA-required testing and certification activities, document results, remediate identified defects, and execute required retesting.
- ✓ Maintain requirement-to-interface-to-test traceability within the RTM and Interface Control Documents.
- ✓ Validate production cutover, rollback, monitoring, escalation, and support procedures before the Phase 1 production transition.

AAMVA Test and Certification Sequence

Activity	Timing	Required Evidence / Outcome
Interface Confirmation	Feb-Apr 2027	Interface inventory, mappings, owners, security, OpenAPI, environments, transactions, and acceptance criteria approved.
Connectivity & Test Readiness	May-Jul 2027	Endpoints, credentials, certificates, test data, logging, monitoring, and test-support procedures validated.
Integration & Parallel Validation	Aug-Nov 2027	End-to-end transactions, errors, security, performance, regression, and legacy comparison completed.
Certification & Remediation	Sep-Dec 2027	AAMVA-required evidence submitted; defects corrected; required retesting and approvals completed.
AAMVA Production Readiness Gate	December 2027	Certification/readiness evidence, cutover and rollback runbooks, monitoring, support, and go-live approvals accepted.
Phase 1 Production Cutover	January 1, 2028	REST services transitioned to production; command-center monitoring and stabilization controls activated.

Requirements, Scope, and Quality Control

Traceability from Requirement to Acceptance

The Requirements Traceability Matrix is the controlling thread across requirements, design, configuration, user stories, interfaces, conversion, test cases, defects, and acceptance. No mandatory requirement is treated as complete until the applicable evidence is linked and approved.

Configuration Before Customization

The project begins with product walkthroughs, current-process validation, and fit-gap analysis. TRANSPORT360 is configured to meet WVDMV requirements wherever possible. Any proposed customization is documented, estimated, assessed for schedule and operational impact, and approved through change control before implementation.

Formal Change Control

- ✓ Document the requested change, business reason, affected requirement, and requested priority.
- ✓ Analyze impact to schedule, price, resources, architecture, interfaces, conversion, testing, training, and operations.
- ✓ Review with WVDMV and obtain the required approval before changing the baseline.
- ✓ Track the decision, implementation, validation, and RTM effect in the project cadence report and change log.

Quality Is Built into Each Sprint

- ✓ User stories include acceptance criteria and traceability.
- ✓ Developers complete unit testing and peer review before promotion.
- ✓ Automated and manual testing is repeated across releases.
- ✓ Regression, security, accessibility, performance, integration, and conversion testing are planned workstreams, not end-of-project events.
- ✓ Defect thresholds and closure criteria are included in readiness gates.

Data Migration, Training, and Cutover

Iterative Data Migration

Data conversion proceeds through profiling, mapping, cleansing, transformation, trial loads, reconciliation, defect correction, and repeatable mock conversions. Pre- and post-conversion reports identify exceptions for WVDMV business decisions. The final migration uses the same controlled sequence, scripts, checkpoints, and reconciliation controls proven through rehearsal.

Training and Operational Readiness

Training and knowledge transfer begin before UAT and continue through stabilization. The Lead Trainer will coordinate role-based materials, train-the-trainer sessions, technical support preparation, job aids, user guides, administrative materials, and approved delivery schedules. Training effectiveness and completion are part of go-live readiness.

Controlled Cutover

- ✓ Approve final scope, open dependencies, interface sequence, conversion manifest, and communications.
- ✓ Complete final mock conversion and production dress rehearsal.
- ✓ Freeze approved changes, verify access, certificates, capacity, backups, contact trees, command center, and rollback resources.
- ✓ Execute extraction, conversion, reconciliation, smoke testing, interface activation, and go/no-go checkpoints.
- ✓ Open production only after WVDMV authorization; initiate command center and daily hypercare controls.

Post-Go-Live Stabilization

- ✓ Daily review of critical transactions, data reconciliation, integrations, performance, security events, and defects.
- ✓ Prioritized defect burn-down and root-cause prevention.
- ✓ Knowledge transfer, support transition, KPI trending, accepted-exception closure, and legacy decommission readiness.

Governance, Communication, and Risk Management

Forum	Cadence	Purpose
Executive Steering Committee	Monthly and as needed	Strategic direction, funding and priority decisions, cross-organizational escalation, milestone confidence.
Program / Project Management	Weekly	Integrated schedule, deliverables, risks, issues, dependencies, budget, resources, changes, and decisions.

Forum	Cadence	Purpose
Workstream Leads	Twice-weekly scrum or as agreed	Progress, blockers, interfaces, conversion, quality, training, readiness, and next-sprint commitments.
Architecture / Security / Integration Forums	Weekly or as needed	Design decisions, standards, approvals, external dependencies, security issues, and technical risk.
Stage-Gate Review	At each gate	Evidence review, exceptions, readiness determination, conditional approval, approval, or rejection.

Project Controls

- ✓ Integrated master schedule and detailed WBS.
- ✓ Project dashboard and weekly cadence report.
- ✓ Action, risk, issue, dependency, decision, assumption, change, and lessons-learned logs.
- ✓ RTM, deliverable register, quality metrics, defect trends, conversion reconciliation, and readiness dashboard.
- ✓ Jira for backlog, sprint, defect, and change tracking; Confluence or approved repository for decisions and working documentation; MS Project for schedule control; SharePoint or State-approved repository for controlled deliverables.

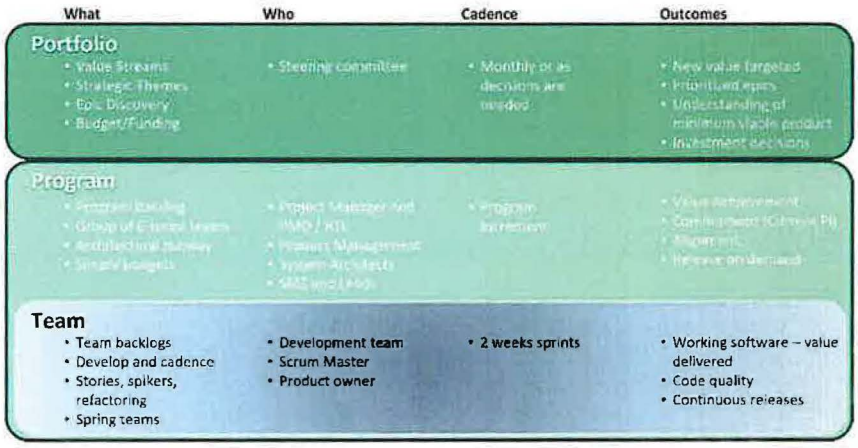
Risk Management

Risks are identified early, assigned an owner, evaluated for probability and impact, given triggers and response actions, and reviewed through the governance cadence. Schedule-critical external dependencies, including AAMVA participation, third-party interfaces, State decisions, data quality, environment access, and resource availability, are explicitly tracked in the integrated schedule.

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.

i3 Verticals Program Management

The diagram to the right provides a 3-tiered governance view with a focus on outcomes.



The i3 Verticals Project Management framework (based on the Project Management Institute's PMBOK), will be used to plan and execute this program. The framework organizes project management processes into four main phases linked by the results they produce—the result or outcome of one becomes an input to another. It provides for well-defined deliverables, entry and exit criteria, and activity definitions in each of these phases.

The four main phases follow a rigorous structure to plan, execute, control, and close the nine Project Management core processes as depicted in the picture. The Project Management Office (PMO) manages the processes. The four PMO phases are specific to project management and can be applied to any Project Lifecycle model.

i3 Verticals incorporates the same process-centric perspective as provided to the Project Management framework by the nine core processes. These include Scope, Time, Cost, Quality, Resource, Communication, Risk/Issue, Performance and Vendor Management.

These core process areas are aligned to the Agile execution framework.

Scope Management: Scope Management ensures that the project includes all the work required to complete it successfully. Key Scope Management activities include:

- ✓ Prioritize Portfolio backlog.
- ✓ Prioritize Product backlog.
- ✓ Split epics, prioritize features.
- ✓ Prioritize team sprint backlog.

Time Management: Time Management ensures the timely delivery and completion of the project. Key time management activities include:

- ✓ Fixed Sprints and Program Increment durations.
- ✓ Prioritize user stories.
- ✓ User stories; sized based on Agile estimation techniques.
- ✓ Frequent backlog grooming.
- ✓ Observed team velocity.
- ✓ Team members commit to the sprint backlog.

Cost Management: Cost Management ensures that the project is completed within the approved budget. Key cost management activities include:

- ✓ Plan Agile Release Train (ART) Funding.
- ✓ Determine the Agile Release Train budget.
- ✓ Allocation based on customer demand.
- ✓ Control costs at a Program Increment boundary.

Quality Management: Quality Management ensures that the project adheres to the quality standards as planned. Key Quality management activities include:

- ✓ Definition of ready.
- ✓ Continuous integration.
- ✓ Behavior-driven development (BDD) / Test-driven development (TDD).
- ✓ Definition of Done / Pair testing.

Resource Management: Resource Management ensures the most effective utilization of resources for the project. Key Resource management activities include:

- ✓ Evaluate team capacity.
- ✓ Retrospectives and continuous learning by teams.
- ✓ Dedicated teams assigned.
- ✓ Self-organized teams.

Communication Management: Communication Management ensures an ongoing cycle of collecting and disseminating project information. Key Communication management activities include:

- ✓ Setting up a Governance model for the program
- ✓ Align to a common vision.
- ✓ The daily stand-up meeting, sprint demos, and retrospective meetings.
- ✓ Highly collaborative environment: lean portfolio metrics published regularly.
- ✓ Identify business owners.
- ✓ Frequent collaboration and team agreements.
- ✓ Publish work status on Kanban boards.

Risk & Issue Management: Risk & issue Management ensures the identification, analysis, and resolution of project risks and issues. Key Risk and issue management activities include:

- ✓ Deliver in small increments, mid-program increment reviews.
- ✓ Regular Scrum of Scrum meetings to identify impediments.
- ✓ Fishbone and 5 Why techniques to analyze impediments.
- ✓ Swarm and proactively resolve impediments.

Integration/Performance Management: The PMO team capture agile metrics at period intervals to track progress. The metrics are captured at a sprint, release, and project level. Representative metrics include:

- ✓ Sprint Velocity
- ✓ Release Productivity
- ✓ Release Effort variance
- ✓ Project Defect density
- ✓ Sprint Defect density
- ✓ Release Defect density
- ✓ Project Productivity in story points
- ✓ Project Schedule variance

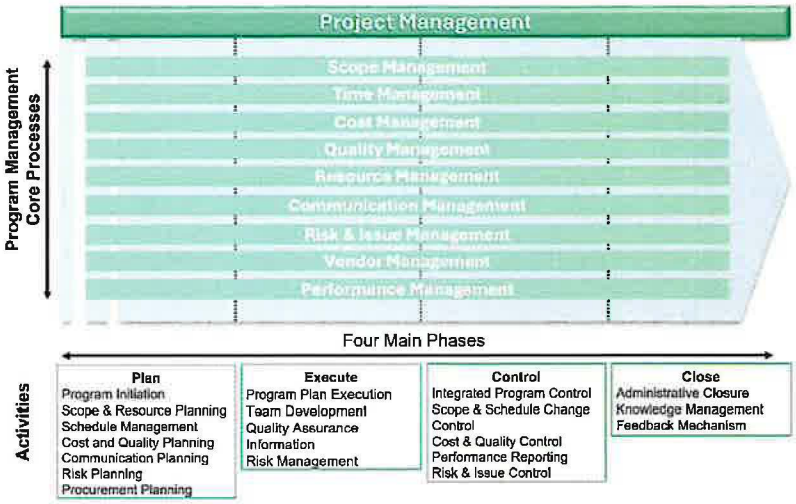
Procurement/Vendor Management: Procurement/Vendor Management ensures the acquisition of services and goods for successful project completion. Key Procurement management activities include:

- ✓ Establish strategic relationships.
- ✓ Align with Lean and Agile practices.
- ✓ Develop business partnerships.
- ✓ Close contracts.

The Product lifecycle methodology for the i3 TRANSPORT360 Project using Agile Methodology for software and system engineering, tailored to adapt to the requirements and constraints of the i3 TRANSPORT360.

i3 Verticals' for achieving high-quality competency in the Software Development Capability Maturity Model, inputs from the Software Quality Institute, lessons learned and industry standards for our product implementation.

One of the first steps in the project will be for i3 Verticals to meet with the WVDMV team to validate the requirements, current business processes, collect existing reports/business rules, process flow and to perform a detailed gap analysis. Then, create the project plan with all sub-tasks and associated dates. A requirements traceability matrix (RTM) will be maintained for traceability among the requirements, project plan, and work products. The RTM will form the baseline for the project scope. Each requirement will be validated in the project steps including Requirements, Design, Development, Testing, and Implementation. These identify any inconsistencies between the project plan, work products, and the requirements so that no requirement remains unresolved or unaddressed.



After the RTM is finalized, i3 Verticals will coordinate with the WVDMV domain experts to review the integrated solution step by step and screen by screen to document the necessary modifications and configurations to fully satisfy the requirements. A document called the Product Verification Document (PVD) is created providing requirements to be verified before being implemented for the project. Once the PVD is finalized, all changes to i3 TRANSPORT360 will need to be approved as documented. The PVD is then used by the development team to make necessary changes to the product.

We will configure the infrastructure in the hosting environment as required by WVDMV. Load balancing is implemented to ensure the even distribution of traffic, and database mirroring will be established to enhance redundancy and maximize system accessibility. We will coordinate with the required State of West Virginia teams to document all required interfaces.

i3 Verticals has framed a process that enables multiple independent development scrum teams to work concurrently, thereby maximizing efficiencies for WVDMV and i3 Verticals' time and resources. The agile approach includes the concept of the scrum of scrums by which independent scrum teams can implement work products in parallel, and the scrum master from each team can report to the scrum of scrums.

Scrum of Scrums meetings will be hosted by the scrum master and organized in predetermined intervals to collaborate and track progress, impediments, and dependencies across teams.

The following table provides the indicative plan with details of the module, function, sub-function, and activities planned to be done in each sprint. Each sprint will have parallel scrum teams. Scrum teams will work on the functionality development, and the Data Conversion team will work on the parallel conversion. A stabilization sprint will be planned to complete pending activities during development.

The indicative Implementation Plan for i3 TRANSPORT360 is as follows:

Sprint#	Module/ Functionality	Key activities
Sprint 0	Initiation and Planning	• Initiation and Planning • Functional design – preparation for upcoming sprints
Sprint 1	Phase 1 & Phase 2 COTS Systems as per the implementation plan	• Infrastructure Setup, COTS Systems Sandbox Release
Sprint 3 to Sprint N		• Requirements Traceability Matrix, JAD, PVD/FRD, and Interface Control Document (ICD)– Preparation for upcoming sprints • Data Conversion/Creation, Build, and System Testing • Deliverables • Sandbox Release, Sprint demo, Sprint retrospection, and PI • Training
End of the Phase		• SIT, UAT, Data Conversion/Creation, Training the Trainers, Deployment and Production readiness, Go-live, Warranty, and Production Support.

Our methodology offers a flexible and adaptive approach to the project, enabling teams to respond to change, deliver value incrementally, and achieve customer satisfaction through collaboration and continuous improvement.

Program Increment

Each Program increment typically involves deployment at the end of 6 sprints with a sprint duration of two (2) weeks with deployment of Product functionality occurring at the end of every six (6) weeks. The 6th sprint in each program increment will cover system Testing and User Acceptance Testing. The data migration will be done for the functionality implemented after every three (3) months. The training activities will be conducted when the module development is completed. Multiple scrum teams will work in parallel during each sprint. The i3 Verticals scrum master from each scrum team will be part of the state Scrum team under a state Scrum of Scrum.

The key activities, deliverables, signoff criteria are explained in the following table.

Activities Involved	Key Deliverables	Sign-off criteria
Design and Build (First sprint thru Fifth sprint within a Program Increment)		
• Design sprints will cover Functional or Technical design/ UI/ POCs • Build sprints will cover design walkthrough, build, test plan, unit testing, Demo, and retrospection meeting • Code for the user stories will be reviewed in the code review process • Regular tracking through daily scrum meeting and Scrum of scrum meeting • System demo will be given to the stake holders after each sprint	• Sprint Backlog • Functional Design, Technical design, Test Plan • Data Conversion scripts, test scripts, converted data • Sprint Demo version of the software	• Sign off after Sprint demo • User Stories completion of the sprint accepted by the product owner • Automated acceptance test cases completed for the user stories in the sprint. • Sign off after code review
System Integration Testing (Before every deployment at the end of each Program Increment)		
• Prepare System Test cases • Execution of system test cases • Execution of Regression test cases • NFR testing (Accessibility, Performance and Security Testing) • Defect raising, re-testing, and tracking to closure • Preparation of test summary report • Log and track defects • Fix defects identified • CRP (Conference room Pilot) Session Demo for the PI should be completed and accepted by the stakeholders	• Defect Log • Test run log • Updated RTM	• Provide testing support • Review and sign-off • System Integration testing gating met • NFR testing for that increment completed for that PI. • Sign off after CRP Session demo for that PI.
User Acceptance Testing Support (6th or last sprint within a Program Increment)		
• Release sprint covering User Acceptance Testing and deployment at the end of every program increment • Attend Defect Triage Meetings with State • Analyze issues raised during acceptance testing • Rework on defects	• Acceptance tested code • Defect Log • Delivered Features log • Prioritized User stories after each PI	• Review and signoff acceptance testing defects closure • UAT Acceptance Gating met • User acceptance testing for that increment completed for that PI
Data Conversion (For every deployment at the end of each Program Increment)		
• Source data extraction to staging database using ETL • Data validation in staging area • Data move from staging to target database • Mock version runs before production conversion run	• Data Conversion Plan • Converted data in target database	• Data Conversion Plan signoff
Training (At the end of each Program Increment)		
• Create / Training Plan • Training Material development	• Training Plan • Training materials • Train-the-Trainer Delivery	• Approval of Training materials

Activities Involved	Key Deliverables	Sign-off criteria
• Train the trainer delivery for each module • Capture Training lessons learned		
Deployment (At the end of each Program Increment)		
• Provide deployment support to Delaware DMV team	• Deployed code in target environment	• PI deployment signoff

Key expectation from WVDMV:

- ✓ Review and timely approval of deliverables
- ✓ Provide Infrastructure team support for environment, connectivity, access setup, issue resolution and migration/deployment across test regions
- ✓ Participate in requirements/Functional design workshops with i3 Verticals teams
- ✓ Provide clarification on functional understanding of legacy applications

Pilot Testing and Go-Live Phase

In the Pilot testing phase, the developed functionality will be tested in parallel with the legacy system for all transactions.

Our cut-over approach is mentioned below:

Rollout of all system functionality will be done for the defined set of users for Pilot testing phase. All developed functionalities will be tested with various flows. It will be validated against the same transactions executed in legacy system.

Final Go-live of all modules at the end of Pilot Testing Phase.

The key activities, deliverables, sign-off criteria are explained in the table below.

Activities Involved	Key Deliverables	Sign-off criteria
Environment setup for Go-live		
• Preparation of Pilot environment • Data Conversion to New system • Deployment documents preparation for the release	• Migrated data to Pilot environment • Deployed code to Pilot environment	• Successful data conversion completion
Training for Go-Live		
• User Training on the new system • Communication to users on what to expect from the new system	• Training Delivery and manual available for the state	• End User Training completion
Pilot Testing and Go-Live		
• Parallel testing of functionalities in Legacy and New systems • Data Validation between Legacy and new systems • Deployment Support • Retire / de-commission the Legacy application during Go-live • Announce the success of the role out with key highlights	• Go-live of the new system for all state users	• Signoff on the Pilot testing results • Successful System Go-live for all users with no Level one defects

Key expectation from WVDMV:

- ✓ Setting up Pilot office for Pilot Testing Phase with key users from Business and IT teams
- ✓ Infrastructure team support for environment, connectivity, and access setup.
- ✓ Provide logistics and support for End User training by i3 Verticals

Post Implementation Support

The Post Implementation Phase involves the warranty support and the Maintenance and Operations activities.

To effectively track and monitor project health, i3 Verticals recommends a comprehensive project governance framework designed to ensure full collaboration across all tracks within the engagement's scope. This framework establishes a shared vision and understanding of program objectives, plans, risks, issues, and changes, and facilitates consensus in multi-level planning with clearly defined roles and responsibilities, agreed-upon work methods, and transparent communication. This model maximizes stakeholder engagement while minimizing overlapping agendas and ensures a thorough understanding of both intra and inter program dependencies.

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

Project Management Methodology and Approach

WVDMV receives a disciplined, transparent, and collaborative project management approach that prioritizes risk reduction, stakeholder engagement, knowledge transfer, and delivery of a modern Driver Licensing solution aligned with the Agency's operational goals. i3 Verticals combines proven public sector implementation practices, structured governance, and iterative delivery methods to ensure WVDMV maintains visibility, control, and confidence throughout the project lifecycle.

Overview

i3 Verticals employs a proven hybrid project management methodology that combines the governance and control of traditional Project Management Institute (PMI)-aligned practices with the flexibility and collaboration of Agile delivery techniques. This approach allows WVDMV to maintain schedule, scope, budget, and quality control while accommodating evolving business requirements and stakeholder feedback throughout implementation.

Our methodology is specifically designed for large-scale government modernization initiatives, where operational continuity, transparency, stakeholder participation, and risk mitigation are critical success factors.

Project Management Principles

The i3 Verticals project management approach is built on the following principles:

- ✓ Executive sponsorship and active stakeholder engagement
- ✓ Frequent communication and transparent reporting
- ✓ Incremental validation of requirements and solution design
- ✓ Comprehensive knowledge transfer and operational readiness planning
- ✓ Early identification and mitigation of project risks
- ✓ Configuration over customization whenever possible
- ✓ Continuous quality assurance throughout the project lifecycle
- ✓ Collaborative decision-making between WVDMV and i3 Verticals

These principles ensure the project remains aligned with WVDMV's strategic objectives while providing predictable delivery outcomes.

Project Governance Structure

i3 Verticals establishes a multi-tier governance structure that provides executive oversight, project leadership, and operational coordination throughout the engagement.

Executive Steering Committee

The Executive Steering Committee provides strategic oversight and includes executive representatives from both organizations. Responsibilities include:

- ✓ Reviewing project progress and objectives
- ✓ Approving major scope or schedule changes
- ✓ Ensuring alignment with WVDMV business priorities
- ✓ Resolving escalated issues
- ✓ Monitoring project health and key performance indicators
- ✓

Executive Steering Committee meetings are conducted monthly or as required.

Project Management Team

The Project Management Team is responsible for day-to-day execution and coordination of project activities.

Key responsibilities include:

- ✓ Schedule management
- ✓ Risk and issue management
- ✓ Deliverable tracking
- ✓ Resource coordination
- ✓ Status reporting
- ✓ Stakeholder communications
- ✓ Scope management
- ✓ Change management

The i3 Verticals Project Manager serves as the primary point of contact and works closely with the WVDMV Project Manager to maintain a unified project leadership structure.

Project Lifecycle Methodology

The i3 Verticals Implementation is organized into six (6) structured phases. Below are additional details, building on those in the Execution Methodology and relevant to each stage.

Stage 1: Project Initiation and Planning/Mobilize & Baseline

During project initiation, i3 Verticals establishes the foundation for successful delivery.

Activities include:

- ✓ Project kickoff
- ✓ Communication planning
- ✓ Resource onboarding
- ✓ Governance establishment
- ✓ Risk assessment
- ✓ Project schedule baseline creation
- ✓ Detailed work plan development
- ✓ Environment planning

Deliverables include:

- ✓ Project Management Plan
- ✓ Communication Plan
- ✓ Integrated Master Schedule
- ✓ WBS
- ✓ Risk Register
- ✓ Resource Plan

Stage 2: Discovery and Business Requirements Validation/Discover & Confirm

i3 Verticals collaborates with WVDMV stakeholders to validate business objectives, operational processes, and technical requirements.

Activities include:

- ✓ Business process workshops
- ✓ Future-state process design
- ✓ Requirements validation sessions
- ✓ Interface and integration planning
- ✓ Gap analysis
- ✓ Reporting requirements review

This phase ensures that system design decisions are based on a comprehensive understanding of WVDMV business operations.

Stage 3: Solution Design/ Configure & Build

Following requirements validation, i3 Verticals develops the detailed solution design.

Activities include:

- ✓ Configuration workshops
- ✓ Security model design
- ✓ Interface specifications
- ✓ Reporting design
- ✓ Workflow design
- ✓ Data conversion planning
- ✓ Infrastructure validation

Stakeholder reviews and approvals occur throughout the design phase to ensure alignment before development activities begin.

Stage 4: Configuration, Development, and Testing/Verify & Prove

The solution is configured and validated using an iterative delivery approach.

Activities include:

- ✓ System configuration
- ✓ Unit testing
- ✓ Defect resolution
- ✓ Integration development
- ✓ System testing
- ✓ Data conversion activities
- ✓ User acceptance testing preparation

Regular demonstrations are conducted to allow WVDMV stakeholders to validate progress and provide feedback before formal testing cycles.

Stage 5: Validation & Training /Prepare & Cutover

The solution is validated against the mock conversions, followed by a dress rehearsal, and preparation for go-live. This stage includes go/no-go reviews by i3 Verticals followed by approval from WVDMV, training of WVDMV users.

Activities include:

- ✓ Test Reporting
- ✓ Results Acceptance
- ✓ Cutover Plan execution
- ✓ Agency Training
- ✓ Rollback Plan Approval

WVDMV stakeholders to validate progress and approve mock conversions.

Stage 6: Prep for Go-Live/Stabilize and Accept

i3 Verticals prepares WVDMV for go-live, resolving any reported outstanding defects, validation and WVDMV acceptance of performance data, prepare for transfer to hypercare / 90-day validation.

Activities include:

- ✓ Hypercare Reporting
- ✓ Lessons Learned
- ✓ Acceptance of Evidence
- ✓ Transfer to Hypercare
- ✓ Performance Validation
- ✓

WVDMV stakeholders to validate progress and approves product prior to go-live.

Quality Management Approach

Quality assurance is embedded throughout the implementation lifecycle rather than being treated as a final project activity.

i3 Verticals applies structured quality management processes that include:

- ✓ Deliverable reviews
- ✓ Requirements traceability
- ✓ Configuration validation
- ✓ Testing management
- ✓ Defect tracking and resolution
- ✓ Change control procedures

This approach helps identify issues early, reducing project risk and minimizing rework.

Risk and Issue Management

WVDMV's previous procurement experience highlights the importance of proactive risk management. i3 Verticals maintains a formal risk and issue management process throughout the project lifecycle.

The process includes:

- ✓ Risk identification workshops
- ✓ Risk impact assessments
- ✓ Mitigation planning
- ✓ Issue escalation procedures
- ✓ Executive visibility for critical items
- ✓ Regular risk reviews during status meetings

A continuously maintained Risk Register ensures all project stakeholders are aware of potential impacts and mitigation activities.

Change Management and Stakeholder Engagement

Successful modernization requires effective organizational change management.

i3 Verticals supports WVDMV through:

- ✓ Stakeholder engagement planning
- ✓ Business readiness assessments
- ✓ Communication planning
- ✓ Change impact analysis
- ✓ Training coordination
- ✓ User adoption support

By engaging stakeholders throughout the project, WVDMV gains early visibility into system functionality and is better prepared for deployment and adoption.

Communications Management

Consistent communication is critical to the project's success.

The communication framework includes:

Communication Activity	Frequency
Project Team Meetings	Weekly
Project Status Reports	Weekly
Risk and Issue Reviews	Weekly
Executive Steering Committee Meetings	Monthly
Design Workshops	As Scheduled
Testing Coordination Meetings	As Needed
Go-Live Readiness Reviews	Prior to Production Deployment

Project reporting provides clear visibility into schedule, scope, budget, resource utilization, risks, issues, decisions, and action items.

Deployment and Operational Readiness

Prior to production deployment, i3 Verticals conducts formal readiness assessments to verify operational preparedness.

Activities include:

- ✓ Production readiness reviews
- ✓ Data conversion validation
- ✓ Disaster recovery verification
- ✓ Security validation
- ✓ Operational support planning
- ✓ Help desk preparation
- ✓ Technical training completion
- ✓ Final user acceptance approval

This structured approach minimizes deployment risk and supports a successful transition to operations.

Post-Go-Live Stabilization and Transition

Following deployment, i3 Verticals enters a stabilization period focused on ensuring operational success and preparing WVDMV staff for long-term ownership.

Activities include:

- ✓ Enhanced production monitoring
- ✓ Incident management support
- ✓ Performance reviews
- ✓ Knowledge transfer sessions

- ✓ Technical mentoring
- ✓ Support transition planning
- ✓ Build Book and Runbook delivery

Build Books and Runbooks provide comprehensive documentation covering system configuration, integrations, deployment procedures, troubleshooting guidance, monitoring procedures, backup processes, and operational support activities. These resources enable WVDMV personnel to independently manage and support the solution over time.

Through disciplined governance, collaborative execution, and continuous stakeholder engagement, i3 Verticals delivers a project management approach that mitigates risk, accelerates decision-making, supports user adoption, and positions WVDMV for long-term success with a Driver Modernization solution designed specifically for the Agency's needs rather than a one-size-fits-all implementation.

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.

i3 Verticals' Project Team prepares our clients through knowledge transfer by engaging the client's Project Team and any designated stakeholders early on in the Project Implementation.

i3 Verticals' objective is not simply to train WVDOT IT staff on TRANSPORT360. Our objective is to prepare designated WVDOT IT personnel to independently assume the agreed application managed services responsibilities at the end of the first year of production operations, if the State elects to do so.

Application Managed Services will be provided by i3 Verticals for at least the first production year following implementation of each phase. During that period, knowledge transfer will operate as a planned transition workstream rather than an activity deferred until the end of the managed-services period.

Knowledge transfer begins during implementation through solution reviews, testing, sandbox activities, technical workshops, operational-readiness planning, Build Books, Runbooks, and hands-on participation. Once TRANSPORT360 enters production, the emphasis shifts from learning the system to operating the system.

First-Year Operational Transition

Stage	Timing	Operating Model	Readiness Evidence
1. Learn and Observe	Production Months 1-3	i3 Verticals performs the work while WVDOT shadows. Technical workshops, operational walkthroughs, architecture orientation, runbook review, incident observation, and guided labs establish the foundation.	Completed learning path, baseline knowledge checks, accepted documentation inventory, identified skill gaps.
2. Perform with i3	Production Months 4-6	WVDOT performs selected operational activities with i3 coaching and validation. Activities are completed in production or approved non-production environments according to risk.	Supervised task completion, coaching notes, updated runbooks, and improved competency results.
3. WVDOT Leads, i3 Verifies	Production Months 7-9	WVDOT leads agreed support activities while i3 observes, verifies results, and intervenes only when necessary. Remaining gaps are treated like defects.	Reverse-shadow completion, gap register, corrective actions, repeat demonstrations.
4. Prove Independence	Production Months 10-12	WVDOT independently demonstrates agreed operational responsibilities. Both parties review competency evidence, documentation, risks, and readiness for transition.	Independent demonstrations, transition-readiness assessment, accepted repository, transition recommendation.

Monthly Transition Governance

Maintain a named roster of WVDOT learners, operational roles, competency objectives, mentors, and backups.

Review completed training, shadowing, supervised work, independent demonstrations, open gaps, documentation status, and upcoming operational opportunities.

Use real incidents, releases, maintenance events, recovery exercises, integrations, and service reviews as structured learning opportunities.

Escalate schedule, staffing, access, documentation, or competency risks through the project and managed-services governance model.

Technical Training Curriculum

The detailed Training Plan will map each knowledge domain to WVDOT roles, prerequisites, learning objectives, delivery method, hands-on exercises, required documentation, competency evidence, and designated instructors or mentors.

Knowledge Domain	Technical Transfer Focus	Target Competency
Architecture	Solution components, dependencies, service topology, trust boundaries, environments, and technical design.	Explain architecture and diagnose component dependencies.
Application Administration	Configuration, administrative functions, scheduled processing, reference data, workflow/rule administration, and operational controls.	Perform agreed administrative tasks using approved procedures.
Cloud and Environments	Application services, environments, capacity, configuration, connectivity, and provider responsibilities.	Assess environment health and route infrastructure issues correctly.
Monitoring and Observability	Logs, metrics, traces, alerts, dashboards, batch status, capacity, performance, and service health.	Investigate alerts and establish likely cause, impact, and next action.
Integrations and AAMVA	API/interface operations, transaction monitoring, certificates, queues, error handling, partner dependencies, and escalation.	Identify, triage, and resolve or escalate integration failures.
Data and Reconciliation	Data model, jobs, reconciliation, operational reporting, data quality, exceptions, and controlled correction.	Execute agreed reconciliation and exception procedures.
Security and Access	Roles, access, least privilege, audit, certificates, secrets, service identities, vulnerability response, and incident participation.	Execute agreed access and security-support procedures.
Release and Change	Release preparation, approvals, deployment, verification, rollback, release notes, configuration control, and change records.	Lead or participate in an approved release using the runbook.
Incident and Problem Management	Ticket intake, severity, triage, diagnosis, workaround, escalation, root cause, known errors, and communications.	Manage a support scenario through closure and documentation.
Backup, Recovery, and Continuity	Backup status, restoration, recovery dependencies, runbooks, exercises, evidence, and communications.	Demonstrate assigned recovery tasks in an approved exercise.
Service Management	SLAs/OLAs, queue management, metrics, recurring-problem review, vendor coordination, service reporting, and governance.	Produce and explain operational status and service-level evidence.

Learning Methods and Operational Practice

Role-Based Learning Paths

The plan will establish role-specific learning paths for application support, application administration, integration support, data support, release management, monitoring/operations, security participation, and service management. Individuals will complete only the competencies applicable to their future duties, while designated backups will be cross trained for continuity.

Delivery Methods

- ✓ Instructor-led technical workshops and architecture deep dives.
- ✓ Hands-on labs using the sandbox or approved non-production environments.
- ✓ Runbook and troubleshooting walk-throughs.
- ✓ Production shadowing and facilitated incident reviews.
- ✓ Reverse-shadowing during real or controlled operational activities.
- ✓ Release, maintenance, interface, reconciliation, backup/recovery, and support simulations.
- ✓ Recorded demonstrations, quick-reference guides, and searchable knowledge articles where appropriate.

Use of Real Operating Events

The first production year creates learning opportunities that cannot be replicated fully in a classroom. Planned releases, monitoring alerts, interface exceptions, service requests, incident investigations, performance reviews,

maintenance activities, backup validation, recovery exercises, and operational reporting will be incorporated into the learning plan when appropriate and safe.

Competency Assessment and Transition Readiness

Competency Evidence

- ✓ Training attendance and completion.
- ✓ Knowledge checks and hands-on laboratory results.
- ✓ Accurate use of runbooks, monitoring, ticketing, change, escalation, and documentation processes.
- ✓ Supervised performance of agreed operational tasks.
- ✓ Independent demonstration of role-specific responsibilities.
- ✓ Closure or approved disposition of knowledge gaps.
- ✓ Shadowing and reverse-shadowing completion.

Knowledge Gaps Are Managed Like Defects

Any gap that could prevent WVDOT from safely performing an agreed responsibility will be documented with the affected role and task, business and operational impact, owner, corrective action, target date, evidence required, and retest status. A skill will not be treated as transferred until the applicable evidence is accepted.

Handoff and Continued Support

Transition Package

- ✓ Final responsibility matrix and support operating model.
- ✓ Named WVDOT staff and competency results by role.
- ✓ Accepted knowledge repository and document inventory.
- ✓ Open incident, problem, defect, known-error, change, and knowledge-gap status.
- ✓ Environment, integration, release, monitoring, security, backup, recovery, and vendor-contact information.
- ✓ Transition schedule, communications, escalation, fallback, and post-transition support arrangements.

Transition Options

If WVDOT elects to assume application managed services, responsibilities will transition according to the approved readiness assessment, responsibility matrix, and handoff plan. If WVDOT elects to continue vendor-provided managed services, the same knowledge base and trained State resources will strengthen oversight, collaboration, incident response, continuity, and governance.

Section 5.3.6.2.9

Responsibility Assignment Matrices (RACI)

i3 Verticals provides a clearly defined governance and accountability structure that promotes timely decision-making, rapid issue resolution, and transparent project execution. The RACI model establishes shared ownership between WVDMV and i3 Verticals while ensuring all stakeholders understand their responsibilities throughout the Driver Modernization implementation lifecycle. The model is aligned with the governance, project management, training, and knowledge transfer approaches previously described.

RACI Definitions

Designation	Definition
R	Responsible for performing the work
A	Accountable for final approval and outcome
C	Consulted and provides input
I	Informed of progress and decisions

Participants

- **i3 PMO** = i3 Verticals Project Team
- **WVDMV PMO** = WVDMV Project Management Team
- **WVDMV Business** = WVDMV Operations and Subject Matter Experts
- **WVDOT IT** = WVDOT Technical Resources
- **WVDOT Executive** = WVDOT Executive Leadership and Steering Committee

Project Governance and Management

Activity	i3 PMO	WVDMV PMO	WVDMV Business	WVDOT IT	WVDOT Executive
Project kickoff	R	A	C	C	I
Project management plan approval	R	A	I	C	I
Project schedule management	A/R	C	I	I	I
Executive steering committee management	R	C	I	I	A
Status reporting	A/R	C	I	I	I
Risk management	A/R	C	C	C	I
Issue management	A/R	C	C	C	I
Change control management	R	A	C	C	I
Project budget oversight	C	A	I	I	C
Vendor coordination	A/R	I	I	I	I

Requirements and Solution Design

Activity	i3 PMO	WVDMV PMO	WVDMV Business	WVDOT IT	WVDOT Executive
Requirements workshops	A/R	C	R	C	I
Requirements validation	C	A	R	C	I
Business process review	R	C	A	C	I
Future-state process design	R	C	A	C	I
Solution architecture design	A/R	C	C	R	I
Security design	R	C	C	A	I
Interface design	R	C	C	A	I
Infrastructure planning	C	C	I	A/R	I
Design approval	C	A	R	C	I

Configuration, Development, and Integration

Activity	i3 PMO	WVDMV PMO	WVDMV Business	WVDOT IT	WVDOT Executive
Application configuration	A/R	I	C	C	I
Workflow configuration	A/R	C	C	I	I
Business rules implementation	A/R	C	C	I	I
Interface development	R	I	I	A/R	I
Environment setup	C	I	I	A/R	I
Identity and access management integration	C	I	I	A/R	I
Technical infrastructure support	I	I	I	A/R	I
Configuration review sessions	R	C	A	C	I

Data Conversion and Migration

Activity	i3 PMO	WVDMV PMO	WVDMV Business	WVDOT IT	WVDOT Executive
Conversion strategy development	A/R	C	C	C	I
Source system analysis	R	C	C	A	I
Data mapping	R	C	A	C	I

Activity	i3 PMO	WVDMV PMO	WVDMV Business	WVDOT IT	WVDOT Executive
Data cleansing	C	C	A/R	C	I
Mock conversions	A/R	I	C	C	I
Conversion validation	C	C	A/R	C	I
Final conversion approval	C	A	R	C	I

Testing

Activity	i3 PMO	WVDMV PMO	WVDMV Business	WVDOT IT	WVDOT Executive
Test planning	A/R	C	C	C	I
Test script development	R	C	A	C	I
System testing	A/R	I	C	C	I
Interface testing	R	I	I	A/R	I
Performance testing	R	I	I	A/R	I
Security testing	R	I	I	A/R	I
User acceptance testing	C	C	A/R	C	I
Defect remediation	A/R	I	C	C	I
Testing sign-off	C	A	R	C	I

Training and Organizational Change Management

Activity	i3 PMO	WVDMV PMO	WVDMV Business	WVDOT IT	WVDOT Executive
Training strategy development	A/R	C	C	C	I
Training material development	A/R	I	C	C	I
Train-the-trainer sessions	A/R	C	R	C	I
Technical staff training	A/R	I	I	R	I
End-user training coordination	C	A	R	I	I
Change management communications	R	A	C	I	I
Readiness assessments	R	A	C	C	I

Deployment and Go-Live

Activity	i3 PMO	WVDMV PMO	WVDMV Business	WVDOT IT	WVDOT Executive
Go-live planning	A/R	C	C	C	I
Production readiness review	R	A	C	C	I
Cutover planning	A/R	C	C	C	I
Production deployment	R	I	I	A/R	I
Go-live support	A/R	C	C	C	I
Hypercare management	A/R	C	C	C	I
Production acceptance	C	A	R	C	I

Knowledge Transfer and Support Transition

Activity	i3 PMO	WVDMV PMO	WVDMV Business	WVDOT IT	WVDOT Executive
Build Book development	A/R	I	I	C	I
Runbook development	A/R	I	I	C	I
Support model development	R	A	C	C	I

Activity	i3 PMO	WVDMV PMO	WVDMV Business	WVDOT IT	WVDOT Executive
Technical knowledge transfer	A/R	I	I	R	I
Support shadowing activities	R	I	I	A/R	I
Managed services transition planning	R	A	I	C	I
Operational acceptance	C	A	C	R	I
Project closeout	R	A	C	C	I

Strengths and Benefits to WVDMV

Strength	Benefit to WVDMV
Clearly defined accountability across all stakeholders	Eliminates ambiguity and accelerates decision-making
Shared ownership between business and technical teams	Ensures operational requirements remain the focus of implementation
Active WVDOT IT participation throughout the lifecycle	Facilitates long-term system ownership and support readiness
Executive oversight through governance structure	Maintains project alignment with Agency priorities
Structured knowledge transfer responsibilities	Reduces vendor dependency and supports long-term sustainability
Early and continuous business involvement	Improves user adoption and solution acceptance

This RACI structure establishes a collaborative partnership model whereby i3 Verticals remains accountable for successful delivery while WVDMV, WVDOT, and WVDOT IT, and executive stakeholders maintain governance, operational ownership, and long-term stewardship of the Driver Modernization solution.

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.

Client References

i3 Verticals offers WVDMV the unique combination of proven production transportation solutions, successful statewide modernization experience, and direct operational motor vehicle expertise. Our references demonstrate successful delivery of integrated driver licensing, vehicle registration, insurance verification, cashiering, and customer service modernization initiatives. These projects reflect the same implementation methodology, project governance, technical expertise, and customer-focused approach proposed for the i3 TRANSPORT360 system.

Importantly, while the requirement identifies production driver license implementations as a desired qualification, WVDMV's solicitation does not require a vendor to have a complete statewide driver license system currently operating in a US jurisdiction as a mandatory condition. i3 Verticals demonstrates extensive transportation modernization experience, more than 36 jurisdictional implementations across the United States and Canada, successful deployment of key driver licensing components, and a mature vehicle title and registration platform operating at statewide scale. This experience provides WVDMV with a lower-risk modernization partner focused on building a solution specifically for West Virginia rather than deploying a one-size-fits-all system.

Reference #1 - Driver License and Vehicle Services

Item	Information
Client Project Name	Kansas Enterprise Driver License and Vehicle Services System
Client Contact	Deann Williams, Director, Kansas Division of Vehicles
Email	Deann.Williams@ks.gov
Phone	(785) 296-0533

Project Description

The Kansas Enterprise Driver License and Vehicle Services project demonstrates i3 Verticals' experience supporting integrated motor vehicle operations that combine driver services, vehicle services, cashiering, and motor carrier operations. The implementation includes an Enterprise Cash Drawer solution integrated with the Kansas Driver License environment and KCOVRS, Kansas' motor carrier, IRP, intrastate, and rental fleet registration environment.

The project required integration of multiple transportation business functions through a common operational framework supporting agency users and customers.

Relevance to WVDMV

- ✓ Driver license system integration experience
- ✓ Complex transportation environment
- ✓ Enterprise cashiering and financial processing
- ✓ Public sector implementation and support experience
- ✓ Motor carrier and vehicle services integration
- ✓ Multi-program DMV modernization expertise

Reference #2 - Statewide Vehicle Registration System

Item	Information
Client Project Name	Tennessee Vehicle Title and Registration System (VTRS) and Electronic Insurance Verification System (EIVS)
Client Contact	Allison Raymer, Director, Tennessee Department of Revenue Vehicle Services Division
Email	allison.raymer@tn.gov
Phone	(615) 532-5072

Project Description

The State of Tennessee selected i3 Verticals to replace its legacy statewide Vehicle Title and Registration System. Beginning in April 2014, i3 Verticals modernized the State's vehicle title and registration environment and delivered a live production system of record in March 2016, completing implementation in 23 months.

In addition, Tennessee contracted i3 Verticals to design, develop, implement, and maintain the Electronic Insurance Verification System (EIVS). The solution supports real-time insurance verification, integration with vehicle registration services, automated compliance monitoring, and ongoing statewide operations. The system currently supports comparisons involving millions of vehicle registration and insurance transactions and continues to be enhanced through ongoing modernization initiatives.

The Tennessee environment further demonstrates i3 Verticals' ability to:

- ✓ Serve as the Prime System Integrator
- ✓ Support online renewals
- ✓ Deliver kiosk solutions
- ✓ Deliver large-scale statewide transportation systems
- ✓ Manage statewide inventory and registration operations
- ✓ Provide ongoing maintenance and enhancement services
- ✓ Integrate with NMVTIS
- ✓ Support dealer services

The proposal notes that Tennessee processes more than 1.8 million online vehicle renewals annually and supports statewide deployment of registration services across all 95 Tennessee counties.

Relevance to WVDMV

- ✓ Statewide vehicle title and registration implementation
- ✓ Prime contractor delivery model
- ✓ Online customer service capabilities
- ✓ Demonstrated on-time implementation delivery
- ✓ System of record modernization
- ✓ Insurance verification integration
- ✓ Proven production transportation platform

Reference #3 - Statewide Government Modernization and Integration

Item	Information
Client Project Name	Administrative Office of the Supreme Court of Appeals of West Virginia
Client Contact	Keith Hoover, Esq., Administrative Director
Email	keith.hoover@courtswv.gov
Phone	(304) 558-0145

Project Description

i3 Verticals currently maintains a statewide relationship with the West Virginia Court System and recently was awarded the contract to implement major cloud services, licensing, and professional services engagement supporting statewide operations. The project includes advanced integration capabilities, multi-source data services, real-time information exchange, business process automation, reporting, collections, and citizen service modernization. The engagement

demonstrates i3 Verticals' ability to deliver enterprise-scale public sector solutions within the State of West Virginia while coordinating complex interagency processes and data exchanges.

Relevance to WVDMV

- ✓ Existing West Virginia statewide experience
- ✓ Complex government system integration
- ✓ Proven public-sector partnership
- ✓ Active relationship within the State
- ✓ Real-time interagency data exchange
- ✓ Demonstrated ability to work within West Virginia governance and operational environments

Why Our References Matter to WVDMV

WVDMV Evaluation Consideration	i3 Verticals Demonstrated Experience
Driver License Experience	Kansas Driver License Services integration and deployment experience; successful installation of driver license solution components in multiple jurisdictions
Vehicle Registration Experience	Tennessee statewide Vehicle Title and Registration System operating in production
Large Scale Transportation Modernization	More than 36 transportation-related jurisdictional implementations in the US and Canada
Prime System Integrator Experience	i3 Verticals serves as prime contractor with executive accountability
Technical Integration Expertise	Extensive AAMVA, NMVTIS, Insurance Verification, Cashiering, and Motor Carrier integration experience
Delivery Capability	Tennessee VTRS delivered in 23 months and continues to support statewide operations
West Virginia Experience	Existing statewide relationship with the West Virginia Court System and current DMV partnership initiatives

As evidenced by these reference projects, i3 Verticals brings to WVDMV a combination of transportation domain expertise, proven statewide vehicle registration success, deployed driver licensing capabilities, mature implementation methodologies, and long-term public sector partnerships. This experience, coupled with our commitment to configuring i3 TRANSPORT360 specifically to West Virginia's laws, business processes, and service objectives, positions i3 Verticals to successfully deliver the modernization initiative while reducing implementation risk and maximizing long-term value for the Agency and the State of West Virginia overall.

WVDMV Production Operations Responsibilities WVDMV's production operations responsibilities shall include: Operate the Tier 1 help desk, with support from the Vendor, during the initial 60 days of production operations for each deliverable; ...

Production Operations Responsibilities

i3 Verticals acknowledges and supports each WVDMV's production operations responsibility identified in the RFP. The TRANSPORT360 production model is designed to preserve clear Agency ownership of Tier 1 support, user and role administration, the WVDMV technical environment, State-managed interface code, user acceptance, end-user training, and organizational change while providing coordinated Vendor support at each boundary.

Our defining principle is that an issue must never stall because ownership is initially unclear. WVDMV and i3 Verticals will use shared triage, documented assignment rules, technical escalation, root-cause analysis, and service governance to route each issue to the responsible party while maintaining one coordinated response to users and stakeholders.

The following page represents a Responsibility Model for the operation responsibilities of the project.



For the initial 90 days of production operations for each deliverable, WVDMV will operate the Tier 1 help desk with elevated support from i3 Verticals personnel experienced with TRANSPORT360 and the implemented configuration. This period will function as a structured stabilization and knowledge-reinforcement window, not as an informal extension of implementation.

Activity	Primary Owner	WVDMV Responsibility	i3 Verticals Support
Tier 1 intake and user communication	WVDMV	Receive user contacts; record impact, user, location, transaction, symptoms, timing, screenshots or messages; provide known guidance; communicate status.	i3 provides scripts, knowledge articles, coaching, escalation support, and rapid access to application SMEs.
Initial triage and assignment	Shared	Determine likely ownership, severity, affected service, business impact, and required support tier.	Joint triage prevents delay when symptoms cross application, environment, interface, or third-party boundaries.
TRANSPORT360 application issue	i3 Verticals	WVDMV supplies incident details and supports business validation.	i3 owns application analysis, defect correction, application Tier 2/3 support, and escalation to applicable Tier 4 providers.
WVDMV environment issue	WVDMV	Own network, State-managed infrastructure, directory, devices, middleware, and other Agency-controlled components.	i3 provides application evidence and participates in cross-boundary diagnosis.
Resolution and knowledge capture	Shared	Confirm resolution and user/business validation.	Update knowledge article, known-error record, runbook, troubleshooting guide, or training material as appropriate.

Stabilization Cadence

Command-center support during the agreed go-live and stabilization windows.

Daily incident and defect triage initially, with cadence adjusted based on volume and stability.

Priority escalation for critical business interruption, security, data integrity, integration, or credential-production issues.

Trend review to distinguish training questions, configuration issues, Agency-environment issues, application defects, interface failures, and third-party dependencies.

Knowledge reinforcement for Tier 1 staff using resolved incidents and recurring questions.

Formal 30-day, 60-day, and 90-day reviews of incident volume, aging, repeat contacts, defect status, knowledge gaps, documentation, and readiness for the normal operating cadence.

Security Administration and Technical-Environment Support

Routine Security Administration

WVDMV will retain responsibility for routine business security administration, including user lifecycle activities, assignment of responsibilities, role membership, and business authorization approvals. TRANSPORT360 will provide administrative capabilities and audit information that support the State's approved access-management process.

WVDMV approves access, roles, responsibilities, and separation-of-duties decisions.

WVDMV will create, change, disable, and periodically reviews user access according to State policy and approved procedures.

i3 Verticals provides administrator training, security-role documentation, technical guidance, and application support for defects involving the Vendor-provided security functionality.

Security questions involving identity federation, hosting, State directories, or application behavior are jointly triaged and assigned according to the approved responsibility matrix.

Tier 2 and Tier 3 for the WVDMV Technical Environment

WVDMV will perform Tier 2 and Tier 3 support for technical components outside i3 Verticals' responsibility. These may include Agency-managed networks, workstations, printers and peripherals, directory services, State-controlled middleware, State-managed cloud or infrastructure components, local connectivity, and WVDMV-developed code.

i3 Verticals will provide application logs, transaction identifiers, error evidence, interface status, configuration information, and application subject-matter expertise needed to support diagnosis. If investigation shows that a symptom spans multiple ownership domains, the parties will use joint incident management until the responsible component is confirmed.

Boundary Management

Issue Domain	Primary Owner	Response
Application defect in Vendor-provided software	i3 Verticals	Diagnose, correct, test, document, and deploy through approved change controls.
Agency environment or State-managed component	WVDMV	Diagnose and remediate; i3 supplies application evidence and validation support.
Third-party component included in Vendor solution	i3 Verticals	Manage and monitor escalation to the applicable provider.
WVDMV-selected or WVDMV-managed third party	WVDMV	Manage provider relationship; i3 participates when TRANSPORT360 evidence or coordination is required.
Ownership not initially known	Shared triage	Maintain coordinated investigation and user communication until ownership is established.

WVDMV-Managed Interfaces and Extracts

WVDMV will retain responsibility for coding and unit testing changes to interface programs developed by WVDMV or third parties under WVDMV direction. WVDMV will also design, code, and unit test approved new interfaces to, or extracts from, existing WVDMV systems. i3 Verticals will support this responsibility by providing clear technical contracts and collaboration points around TRANSPORT360.

i3 Verticals Technical Enablement

Interface Control Documents, API specifications, schemas, field definitions, transaction mappings, security requirements, authentication patterns, error responses, retry expectations, audit requirements, and approved non-production endpoints.

Sample payloads or test data where appropriate and permitted.

Clarification of TRANSPORT360 processing, validation, sequencing, dependencies, and operational monitoring.

Support for integration testing, defect triage, root-cause analysis, and confirmation of whether a failure occurs in WVDMV code, Vendor software, connectivity, data, or a third-party service.

Change-impact review when an interface or extract may affect TRANSPORT360 configuration, data, security, performance, releases, or operations.

Interface Change Workflow

Step	Primary Owner	Required Outcome
1. Approve	WVDMV Change Control	Confirm business need, ownership, security, data-sharing, funding, priority, testing, and release target.
2. Design	WVDMV / Third Party with i3 consultation	Define interface/extract behavior and confirm TRANSPORT360 contract and dependencies.
3. Build and Unit Test	WVDMV / Directed Third Party	Code the State-managed component and provide unit-test evidence.
4. Integrate and Validate	Shared	Execute connectivity, functional, negative, data, security, performance, and regression testing as applicable.
5. Approve and Deploy	WVDMV with i3 coordination	Authorize release, coordinate implementation, validate production, monitor, and update documentation.

Testing and Acceptance Responsibilities

WVDMV participation in system testing, integration testing, regression testing, and user acceptance testing is essential because the Agency is the authority on business correctness, operational suitability, policy, and acceptance. i3 Verticals will provide the framework, environments, evidence, defect support, and application expertise needed for effective participation.

Test Level	Operating Responsibility	Purpose	i3 Enablement
System testing	i3 leads; WVDMV participates	Validate configured and changed application functions against requirements and acceptance criteria.	Test plan, cases, data, execution results, defect record, updated RTM.
Integration testing	Shared	Validate end-to-end transactions across TRANSPORT360, State systems, AAMVA, and approved partners.	Interface scenarios, logs, reconciliations, error handling, defect and retest evidence.
Regression testing	i3 Manages System; WVDMV participates	Confirm that approved changes do not adversely affect existing business operations.	Repeatable regression suite, automated scripts where appropriate, summarized results.
User acceptance testing	WVDMV plans and approves; i3 supports	Validate business processes, usability, policy, roles, reports, outputs, and operational readiness.	UAT plan, trained testers, environment/data, defect support, formal acceptance or exceptions.

Future System Changes

For approved system changes after go-live, WVDMV will plan and perform UAT using the reusable testing assets delivered during implementation. i3 Verticals will support test planning, environment readiness, data preparation as agreed, issue analysis, application corrections, regression evidence, and documentation updates associated with Vendor-provided changes.

Acceptance Principle

A change is not considered operationally complete solely because code was deployed. Applicable testing, defect disposition, documentation, training impacts, release approvals, production validation, and configuration alignment across active environments must also be completed.

End-User Training and Organizational Change

Additional End-User Training

WVDMV will provide additional or refresher end-user training after implementation using the reusable curriculum and materials developed by i3 Verticals. The Vendor will deliver and maintain, as applicable, role-based course content, user and administrative guides, job aids, online help, release-impact information, and Train-the-Trainer resources.

WVDMV determines the audience, timing, delivery logistics, communications, attendance, and required remediation.

i3 Verticals identifies Vendor-solution impacts associated with releases, defects, configuration changes, or approved enhancements and advises on corresponding material updates.

Training materials will be updated when changes to Vendor-provided functionality require revised user instructions.

Resolved Tier 1 questions and operational trends may be converted into refresher content, knowledge articles, job aids, or targeted communications.

Organizational Change Management

WVDMV will lead organizational change management because the Agency owns its workforce, policies, operating model, stakeholder relationships, business readiness, and adoption decisions. i3 Verticals will provide advisory support grounded in the implemented solution and project experience.

Change-impact input related to TRANSPORT360 functionality, roles, workflows, policies, interfaces, releases, and cutover.

Recommendations for stakeholder engagement, communications, training alignment, readiness assessment, pilot feedback, adoption risks, and reinforcement.

Participation in readiness and governance forums when Vendor expertise is required.

Lessons learned and operational trends that may affect adoption or business performance.

Vendor Hosted Environment and Managed Services Responsibilities

Vendor Hosted Environment and Managed Service Responsibilities

i3 Verticals fully embraces responsibility for the hosted environment, managed services, application support, and operational stewardship required to ensure the long-term success of the i3 TRANSPORT360 Driver Modernization ecosystem. Our managed services model is designed to provide WVDMV with a secure, highly available, continuously supported platform while maintaining flexibility, transparency, and Agency control. Rather than requiring WVDMV to adapt its operations to a preconfigured commercial solution, i3 Verticals delivers a configurable modernization platform coupled with comprehensive managed services tailored to the Agency's specific operational and business requirements. This approach aligns directly with the State's desire to obtain maximum value from its investment while avoiding the rigidity and cost associated with highly customized legacy replacement programs.

Modern, Flexible Hosting Strategy

i3 TRANSPORT360 is delivered as a cloud-native, SaaS-based platform capable of operating within either Microsoft Azure Government or Amazon Web Services (AWS) Government-compliant environments. Recognizing West Virginia's commitment to fiscal responsibility and lessons learned from previous procurement efforts, i3 Verticals proposes a flexible hosting model that allows WVDMV to select the deployment option providing the greatest overall value.

WVDMV may choose:

- ✓ i3 Verticals-hosted Microsoft Azure Government Cloud;
- ✓ State-managed Azure Government Cloud;
- ✓ A hybrid approach is mutually agreed upon by the parties.
- ✓ i3 Verticals-hosted AWS Government Cloud;
- ✓ State-managed AWS Cloud environment; or

This flexibility allows the State to evaluate total cost of ownership, licensing, hosting, and operational expenses and select the hosting model that best aligns with budgetary objectives, cybersecurity requirements, and long-term technology strategies. Unlike vendors that require a single proprietary hosting model, i3 Verticals provides options that preserve Agency choice and reduce future operational risk.

Comprehensive Environment Management

When operating as the hosting provider, i3 Verticals will assume end-to-end responsibility for the management, administration, monitoring, maintenance, and operation of all production, non-production, disaster recovery, and supporting environments. This includes infrastructure monitoring, performance management, capacity planning,

disaster recovery readiness, backup management, security monitoring, availability management, and operational support.

Our managed services team will proactively monitor system health and performance using automated tools and operational dashboards to identify and address issues before they impact Agency operations. This operational approach allows WVDMV personnel to focus on serving citizens rather than managing infrastructure and application maintenance activities.

Production Support and Help Desk Services

i3 Verticals will provide experienced support personnel to assist WVDMV's Tier 1 support operation during the critical sixty-day post-production stabilization period for each deployment. During this period, subject matter experts, implementation team members, business analysts, and technical support specialists familiar with the implemented solution will supplement Agency staff to ensure rapid issue resolution and accelerated knowledge transfer.

Following go-live, i3 Verticals will operate a dedicated Tier 2 and Tier 3 support organization for the duration of the contract. Support services will include:

- ✓ Toll-free support telephone access;
- ✓ Dedicated support email services;
- ✓ Performance monitoring and resolution
- ✓ Escalation management and issue ownership;
- ✓ Application troubleshooting and remediation;
- ✓ Coordination with third-party providers when required.
- ✓ Incident tracking and service management processes

Support coverage will meet or exceed the required service windows of:

- ✓ 7:00 a.m. to 8:00 p.m. Eastern Time, Monday through Friday;
- ✓ 7:00 a.m. to 2:00 p.m. Eastern Time on Saturdays; and
- ✓ Extended operational support during special events, high-volume processing periods, emergency situations, and events such as the West Virginia State Fair.

This support model ensures that WVDMV always has direct access to knowledgeable, solution-specific resources capable of resolving issues quickly and efficiently.

End-to-End Vendor Accountability

A significant differentiator of the i3 Verticals approach is our commitment to single-point operational accountability. WVDMV will not be required to coordinate independently among cloud providers, software vendors, integration partners, and infrastructure suppliers. Instead, i3 Verticals assumes responsibility for managing all vendor relationships associated with the i3 TRANSPORT360 solution.

Our support organization will manage communications, escalation activities, troubleshooting efforts, and resolution tracking across cloud hosting providers, software vendors, infrastructure partners, and third-party solution providers. Where Tier 4 escalation is required, i3 Verticals maintains ownership of the incident until final resolution, ensuring clear accountability and reducing administrative burden on Agency personnel.

Change Management, Patching, and Continuous Improvement

i3 Verticals will maintain all environments in accordance with established operational procedures and approved service-level commitments. Security updates, vendor patches, fixes, and maintenance releases will be evaluated, tested, and deployed in compliance with WVDMV and the State of West Virginia change management processes.

Patches released by i3 Verticals or third-party software providers will be reviewed, validated, tested, and deployed within thirty days of approval and release unless WVDMV directs otherwise. Product upgrades and major software releases will be performed only with Agency approval and coordinated through established governance and Change Control Board processes.

All changes will:

- ✓ Adhere to State production change control requirements;
- ✓ Be documented and auditable;
- ✓ Include rollback procedures; and
- ✓ Respect approved change windows and blackout periods;
- ✓ Be tested in non-production environments prior to deployment;
- ✓ Be communicated to Agency stakeholders prior to implementation.

This disciplined approach minimizes operational risk while ensuring the platform remains current, secure, and fully supported.

Testing, Quality Assurance, and Defect Resolution

i3 Verticals will assume responsibility for analyzing, designing, coding, unit testing, and resolving software defects associated with Vendor-developed solution components, interfaces, integrations, and FRICEW objects. Approved enhancements and configuration changes will follow the same structured quality management process.

Consistent with our delivery methodology, the following will be conducted on all software modifications:

- ✓ Unit testing;
- ✓ System testing;
- ✓ Performance validation; and
- ✓ Integration testing;
- ✓ Automated regression testing where practical;
- ✓ Deployment readiness reviews.

Our objective is to identify issues as early as possible, reduce production risk, and maintain a highly stable operating environment throughout the system lifecycle. The project materials emphasize comprehensive testing strategies, regression planning, and deployment readiness as key success factors for the modernization effort.

Documentation, Training, and Configuration Management

i3 Verticals will maintain all system documentation, technical documentation, user guides, operating procedures, training materials, support runbooks, and administrative reference materials throughout the life of the contract. As system enhancements, fixes, upgrades, and configuration changes occur, corresponding documentation will be updated to ensure consistency between the deployed solution and operational procedures.

Our team will also evaluate the impact of changes on training programs and provide recommendations, updated training materials, and advisory assistance to support continued user adoption and organizational readiness.

To ensure environment consistency, i3 Verticals will maintain strict configuration management controls across development, testing, training, disaster recovery, and production environments. Bug fixes, approved enhancements, configuration updates, and software releases will be systematically synchronized across all active environments to maintain testing integrity and deployment reliability.

Commitment to West Virginia's Success

Although implementation experience in a live U.S. Driver License agency is identified by the RFP as a desired capability rather than a mandatory requirement, i3 Verticals offers a compelling advantage: the ability to deliver a purpose-built Driver Modernization ecosystem supported by over twenty years of transportation-system experience, extensive vehicle services expertise across more than 95 jurisdictions, modern cloud-native architecture, and a customer-driven development philosophy. Rather than forcing WVDMV into a prepackaged platform, we will partner with the Agency to operate, support, enhance, and continuously improve a solution specifically aligned to West Virginia's business objectives, operational processes, future growth plans, and budgetary priorities. This combination of operational accountability, hosting flexibility, modernization expertise, and customer-focused partnership provides WVDMV with the best long-term value and positions the Agency for sustained success throughout the life of the contract.

Section 4 - Cloud Environment, RACI, Architecture, Licensing

Background and Current Operating Environment (Section 4.1)

4.1 WVDMV's existing organization, service channels, current technology environment, transaction volumes, operational dependencies, and the principal limitations driving modernization. ... The section does not identify specific contractor deliverables. Instead, it defines the operating context, transaction scale, systems, interfaces, dependencies, and constraints that the proposed modernization solution must address.

Understanding WVDMV's Current Operating Environment and Modernization Imperative

i3 Verticals has developed i3 TRANSPORT360 with a thorough understanding of WVDMV's current operating model, technology landscape, transaction volumes, organizational structure, and modernization drivers. WVDMV supports a broad portfolio of services, including driver licensing, identification card management, driver history and sanctions, DUI and medical-review programs, vehicle titling and registration, dealer services, commercial vehicle programs, highway safety initiatives, and associated revenue collection activities. These services are delivered through an extensive service network that includes 26 regional offices, county sheriff offices, online service channels, the WVDMV self-service kiosks, digital title initiatives, Mobile ID services, and numerous state, federal, and interstate integrations. The scale and complexity of this operating environment require a modernization platform capable of supporting high transaction volumes while delivering a seamless experience to both Agency personnel and West Virginia citizens.

WVDMV's current Driver License System is built upon a COBOL/CICS/DB2 architecture operating within an IBM z/OS mainframe environment that contains approximately 12 million records and remains dependent upon specialized contractor expertise. At the same time, the West Virginia Office of Technology has identified retirement of the mainframe environment as a strategic objective, creating both an opportunity and an urgent need for modernization. Additional dependencies involving multiple vendor-managed systems, manual processes, fragmented workflows, and disparate user experiences further increase operational complexity and administrative burden. The solicitation identifies a variety of existing systems, integrations, and operational dependencies that must continue to support Agency operations while modernization occurs.

A Single, Unified Source of Truth

i3 TRANSPORT360 directly addresses the challenges associated with WVDMV's fragmented legacy environment by becoming the Agency's primary system of record and operational platform. Rather than requiring staff to navigate multiple disconnected applications, i3 TRANSPORT360 consolidates driver services, credential management, customer service, workflow processing, correspondence management, compliance functions, reporting, auditing, mobile services, and administrative operations into a unified modern platform.

Today, staff may be required to access numerous applications to complete a single transaction or customer interaction. i3 TRANSPORT360 eliminates these inefficiencies through an intuitive user experience, centralized business rules engine, configurable workflows, integrated correspondence management, and comprehensive citizen-service capabilities. The result is faster transaction processing, improved employee productivity, enhanced customer experiences, and more consistent data management across the enterprise.

Importantly, i3 TRANSPORT360 is not a generic product that forces WVDMV to adapt its business processes to software limitations. Instead, it is a highly configurable modernization platform tailored specifically to the State's business objectives, statutory requirements, operational workflows, and future growth strategies. This flexibility allows WVDMV to preserve the practices that work well today while modernizing the processes that create unnecessary complexity and cost.

Modernization Beyond System Replacement

The opportunity before WVDMV extends far beyond replacing an aging mainframe application. The Agency's modernization initiative represents a strategic transformation of its service delivery model. The current environment relies heavily on manual processes, mail-based communications, eFax workflows, disconnected systems, and limited automation capabilities. The solicitation also identifies challenges related to reporting, auditing, scalability, mobile enablement, integration capabilities, and law-enforcement interoperability.

i3 TRANSPORT360 addresses these challenges through:

- ✓ API-first architecture supporting modern integration standards.
- ✓ Comprehensive workflow automation.
- ✓ Configurable audit and compliance tracking.
- ✓ Integrated correspondence and notification management.
- ✓ Real-time data exchange and service orchestration.
- ✓ Advanced reporting and analytics capabilities.
- ✓ Mobile-first citizen and employee experiences.
- ✓ Enhanced law enforcement and partner agency connectivity.

✓ Cloud-native scalability and resiliency. ✓ Centralized business rule administration.

By modernizing these capabilities concurrently, WVDMV gains operational efficiencies that cannot be achieved through simple technology replacement alone. i3 TRANSPORT360 prepares WVDMV with continuous upgrades and updates to the system, continuing the modernization trend into the future.

Hardware and Operational Transformation

i3 Verticals recognizes that successful modernization requires more than software. As part of our comprehensive implementation strategy, we will provide and support required workstation peripherals, credentialing equipment integrations, scanning solutions, signature capture technologies, imaging components, and other operational hardware necessary to transition regional offices from legacy workflows to a highly efficient digital operating model.

Our objective is to eliminate unnecessary manual processing activities wherever possible and empower DMV staff with tools that streamline customer interactions, reduce transaction times, improve data quality, and enhance overall service delivery.

Positioned for Future Requirements

A critical modernization driver identified within the solicitation is AAMVA's requirement for states to transition from UNI interfaces to REST-based integrations on or before January 2028. The legacy architecture was not designed to efficiently support these emerging interoperability standards. i3 TRANSPORT360's modern API-driven architecture was specifically designed to support real-time integrations, service-oriented modernization initiatives, and future technology advancements.

This future-ready approach protects WVDMV's investment and ensures the platform can adapt to changing business requirements, regulatory mandates, technology standards, and citizen expectations for years to come.

Why i3 Verticals Represents the Best Value

While the RFP identifies prior Driver License implementations as a desired criterion, not a mandatory requirement, i3 Verticals believes the State's ultimate objective is to select the partner capable of delivering the best overall modernization outcome. The previous procurement demonstrated the risks associated with pursuing solutions that may satisfy historical implementation criteria but fail to deliver acceptable long-term value.

By selecting i3 Verticals, WVDMV gains:

- ✓ A configurable solution built around West Virginia's requirements rather than a one size fits all deployment model.
- ✓ More than 20 years of transportation and motor-vehicle systems experience.
- ✓ Proven operations supporting more than 95 jurisdictions.
- ✓ Existing institutional knowledge through Celtic Systems' decade-long partnership with WVDMV.
- ✓ A modern cloud-native platform designed to replace the mainframe and unify Agency operations.
- ✓ A vendor fully accountable for integrations, support, operational success, and continuous innovation.
- ✓ Flexible deployment options and a lower-risk modernization approach focused on long-term value.

i3 TRANSPORT360 will not simply replace a legacy Driver License System. It will establish a unified digital ecosystem that transforms how WVDMV serves citizens, supports employees, manages compliance, integrates with external partners, and delivers transportation services across the State of West Virginia, positioning the Agency for decades of future success.

Project Goals and Mandatory Requirements Section 4.2

4.2 WVDMV is seeking a Vendor to provide, implement, and then maintain and operate a modernized driver license system on a web-based platform administration system. Implementation shall include all necessary services to design, develop, configure, test, train WVDMV on, and deploy the Vendor-provided solution to a production status of work as identified below. ...Vendor shall describe contingency plans to accommodate unforeseen project delays to ensure that WV DMV is fully operational until the final system is complete.

A Phased Modernization Strategy

i3 Verticals fully supports WVDMV's implementation strategy in two (2) phases, because it significantly reduces risk while allowing the Agency to realize modernization benefits as early as possible.

Phase 1: REST API Modernization and AAMVA Transition

Our first priority will be the implementation of REST-based API services that integrate with the existing Driver License System and support all required AAMVAnet communications. This approach allows State of West Virginia - Division of Motor Vehicles to maintain the current mainframe as the system of record during the transition period while simultaneously satisfying AAMVA's migration from UNI interfaces to REST-based services.

This phased approach provides several advantages:

- ✓ Eliminates dependence upon the retiring UNI architecture.
- ✓ Reduces project risk through incremental modernization.
- ✓ Preserves business continuity while modern services are deployed.
- ✓ Establishes the integration framework required for MVP implementation.
- ✓ Allows WVDMV to realize immediate modernization benefits while reducing schedule pressure associated with the final mainframe replacement.

By implementing the API framework first, WVDMV gains a future-ready integration architecture while protecting day-to-day operations.

Phase 2: MVP Driver License System Implementation

Following establishment of the API platform, i3 Verticals will implement the i3 TRANSPORT360 Driver Licensing System as the State's new system of record utilizing the MVP methodology prescribed within the solicitation. Our MVP approach focuses on delivering all functionality required to retire the mainframe while preserving integrations with existing agency solutions and business partners.

i3 TRANSPORT360 will serve as the authoritative source for driver information, allowing authorized users to perform a single customer search and immediately access all pertinent license, identification card, driver history, sanctions, correspondence, compliance, transaction, and credential information through a centralized interface.

Unlike legacy environments that require users to navigate multiple systems during a customer interaction, i3 TRANSPORT360 provides a unified operational workspace that significantly improves employee efficiency, customer experience, and data accuracy.

Enterprise-Wide Integration Architecture

The solicitation recognizes the substantial number of existing systems that must remain operational throughout modernization. i3 Verticals accepts full responsibility for delivering and supporting the integrations required to create a cohesive DMV ecosystem.

i3 TRANSPORT360 will integrate with:

- ✓ Existing WVDMV applications retained by the Agency.
- ✓ Law enforcement interfaces.
- ✓ Financial and cashiering environments.
- ✓ IDEMIA credentialing, enrollment, and Mobile ID systems.
- ✓ Federal and interstate partner systems.
- ✓ Third-party testing and certification systems.
- ✓ State-to-State and AAMVAnet services.
- ✓ Online services and self-service channels.
- ✓ Future Agency-approved systems and services.

As the parent organization of Celtic Systems, i3 Verticals has updated this functionality as a part of the integral Financial system within i3 TRANSPORT360. Our team brings unique knowledge of WVDMV's existing cashiering environment and operational workflows. This familiarity reduces implementation risk and simplifies integration planning while protecting the Agency's previous technology investments.

Implementation Methodology and Project Governance

Upon contract award, i3 Verticals will immediately initiate a collaborative planning effort to establish the detailed integrated project plan required by the solicitation. We understand time is of the essence, therefore with this response, is a project timeline and plan including important milestone dates, critical dependencies, resource assignments, risk mitigation activities, testing events, training milestones, deployment checkpoints, and production readiness criteria.

Our implementation methodology includes:

- ✓ Executive governance oversight.
- ✓ Agile delivery combined with formal stage-gate reviews.
- ✓ Iterative configuration and demonstrations.
- ✓ Comprehensive testing cycles.
- ✓ Production readiness assessments.
- ✓ Dedicated Program Management Office leadership.
- ✓ Continuous requirements validation.
- ✓ Early user engagement.
- ✓ Structured knowledge transfer activities.
- ✓ Controlled deployment and stabilization activities.

This approach provides WVDMV with continuous visibility into project progress while ensuring issues are identified and addressed early.

Meeting the January 1, 2028, Deadline

i3 Verticals understands the critical importance of the January 1, 2028, production deadline and the contractual liquidated damages associated with delayed implementation. Accordingly, our delivery approach is designed around multiple layers of schedule protection.

Key safeguards include:

- ✓ Early implementation of critical integrations.
- ✓ Parallel workstreams where appropriate.
- ✓ Incremental deployment validation.
- ✓ Continuous risk management.
- ✓ Dedicated project leadership.
- ✓ Automated testing and regression capabilities.
- ✓ Regular executive-level milestone reviews.
- ✓ Schedule contingency reserves.
- ✓ Production readiness checkpoints.

By retiring technical risks early and validating functionality incrementally, we significantly reduce the likelihood of downstream delays that commonly impact large modernization programs.

Production Support and Stabilization

Upon completion of the MVP deployment, i3 Verticals will provide a structured stabilization period to ensure WVDMV personnel are fully prepared to operate the new environment.

The stabilization approach includes:

- ✓ Dedicated deployment support teams.
- ✓ Rapid incident response.
- ✓ Knowledge transfer sessions.
- ✓ Help desk support augmentation.
- ✓ Extended operational monitoring.
- ✓ Daily operational reviews.
- ✓ Transition-to-support activities.
- ✓ Performance monitoring and tuning.

This model provides WVDMV with confidence that operational issues are promptly addressed while Agency staff build expertise within the new platform.

Contingency Planning and Business Continuity

A distinguishing strength of the i3 Verticals approach is our commitment to ensuring WVDMV remains fully operational regardless of unforeseen project circumstances.

Our contingency strategy includes:

- ✓ Maintaining parallel operation of the existing mainframe environment until production readiness criteria are met.
- ✓ Incremental deployment and validation of new capabilities.
- ✓ Rollback and recovery procedures for all major deployments.
- ✓ Redundant cloud infrastructure and disaster recovery capabilities.
- ✓ Comprehensive data backup and restoration processes.
- ✓ Alternative deployment sequencing if dependencies change.
- ✓ Executive escalation and rapid resolution procedures.
- ✓ Resource augmentation plans for critical-path activities.

Because the REST API initiative is separated from the MVP replacement effort, WVDMV receives modernization benefits early while preserving business continuity should project timelines require adjustment.

Delivering the Best Long-Term Outcome for West Virginia

The State is not simply replacing a 1990s mainframe application. Continuing the partnership with i3 Verticals means WVDMV is modernizing an enterprise environment that supports millions of records, hundreds of thousands of annual transactions, multiple service channels, and critical public safety functions. i3 TRANSPORT360 encompasses these modernization goals, the retirement of legacy technologies, and the transition to a scalable, API-driven platform.

i3 Verticals offers the WVDMV a unique combination of transportation-industry expertise, long-standing experience supporting motor vehicle operations, proven relationships within the State through Celtic Systems, and a modern cloud-native architecture purpose-built for DMV transformation. While prior driver licensing implementations are identified as a desired requirement rather than a mandatory prerequisite, our focus is delivering the solution that best aligns to WVDMV's operational objectives, modernization vision, schedule constraints, and long-term value expectations.

i3 TRANSPORT360 will become the central platform through which WVDMV conducts licensing operations, serves citizens, manages compliance requirements, administers credentials, supports staff, and interacts with partner organizations. The result is a unified, scalable, maintainable modernization ecosystem that replaces legacy complexity with operational efficiency, positions the Agency to meet future federal and industry mandates, and establishes a foundation for continued innovation well beyond January 1, 2028.

WVDMV AAMVA UNI Upgrade RACI Model 4.2

WVDMV AAMVA UNI Upgrade RACI Model

i3 Verticals recognizes that the AAMVA UNI replacement effort is one of the most critical early milestones of the WVDMV Driver Modernization Program. The RFP requires the successful transition of existing AAMVA UNI transactions to modern REST-based services while maintaining continuity of operations, preserving the existing

mainframe as the system of record during the transition period, and ultimately migrating all AAMVA integrations into the new Driver License ecosystem.??

Our approach differs from traditional "cookie-cutter" DMV implementations. Rather than forcing WVDMV into a preconfigured solution model, i3 Verticals leverages its highly configurable i3 TRANSPORT360 platform and more than two decades of experience delivering mission-critical motor vehicle systems to create a modernization roadmap tailored specifically to West Virginia's operational, technical, and customer service objectives. This enables WVDMV to gain the benefits of modern AAMVA services while maintaining operational stability and minimizing risk throughout the transition.

The proposed responsibility matrix reflects our collaborative methodology, where i3 Verticals assumes ownership of technical delivery, integration, testing, deployment, and operational readiness activities, while WVDMV provides business policy direction, validation, and acceptance authority.

RACI Definitions

Designation	Definition
R	Responsible for performing the work
A	Accountable for final approval and outcome
C	Consulted and provides input
I	Informed of progress and decisions

AAMVA UNI Upgrade RACI Matrix

Activity	i3 Verticals	WVDMV	AAMVA	Infrastructure/ Partners
Program governance and project management	A/R	C	I	I
Current-state UNI assessment and transaction inventory	A/R	C	I	I
Future-state REST architecture design	A/R	C	C	I
AAMVA service requirements validation	R	**A**	C	I
Interface specifications and API design	A/R	C	C	I
Mainframe integration strategy	A/R	C	I	C
Data mapping and message transformation design	A/R	C	C	I
Development of REST service integrations	A/R	I	I	I
Security architecture and authentication design	A/R	C	C	C
OpenAPI specification development	A/R	C	I	I
Unit testing of integrations	A/R	I	I	I
Integration testing with WVDMV systems	A/R	C	C	C
AAMVA certification activities	R	C	**A**	I
System testing	A/R	C	I	I
Performance and load testing	A/R	C	I	C
User Acceptance Testing (UAT)	C	**A/R**	I	I
Defect remediation	A/R	C	I	I
Production readiness review	R	**A**	I	C
Cutover planning and execution	A/R	C	I	C
Go-live support and stabilization	A/R	C	I	C
Monitoring and managed services operations	A/R	I	I	C
Knowledge transfer and staff training	A/R	C	I	I

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.

Our i3 TRANSPORT360 is designed specifically to transform the way the WVDMV delivers services to citizens, business partners, and agency staff. Consistent with the modernization objectives outlined in the solicitation, i3 TRANSPORT360 will replace the legacy mainframe environment with a scalable, configurable, and fully supported platform while maintaining operational continuity and minimizing disruption to both customers and DMV personnel throughout the transition.

Unlike traditional DMV vendors that rely on rigid, one-size-fits-all deployments, i3 Verticals delivers a highly configurable platform tailored to WVDMV's unique business processes, statutory requirements, and customer service goals. Our philosophy is simple: the technology should adapt to the agency, not the agency to the technology. This approach allows i3 TRANSPORT360 to modernize business operations, streamline workflows, and rapidly respond to future legislative, regulatory, and operational changes without the cost and risk associated with extensive custom redevelopment.

i3 TRANSPORT360 provides a unified ecosystem encompassing driver licensing, digital identity, mobile credentials, document management, workflow automation, correspondence management, financial processing, reporting, integrations, and citizen self-service capabilities. Through role-based dashboards, configurable workflows, automated business rules, and real-time validations, the solution eliminates many of the manual processes that burden legacy environments and significantly improves processing efficiency for frontline staff and back-office personnel.

Recognizing the importance of uninterrupted citizen service, i3 Verticals will employ a disciplined, phased implementation strategy that aligns with the solicitation's requirement to retain the existing system of record during transition and complete modernization activities through controlled deployment milestones. Our approach includes parallel operations, comprehensive testing, incremental releases, business validation checkpoints, data reconciliation processes, and extensive end-user readiness activities to ensure service continuity throughout the modernization effort. The RFP requires parallel-run validation, migration reconciliation, interface testing, and phased transition activities prior to full production deployment.

i3 TRANSPORT360 is architected for long-term scalability and adaptability. The platform supports configurable business rules, modular service components, REST-based integrations, enterprise API management, configurable workflows, and future expansion of services without requiring foundational redesign. As regulations evolve, customer expectations change, and AAMVA standards advance, WVDMV will possess a platform capable of responding quickly and cost-effectively.

Additionally, the platform aligns with the State's modernization objectives by supporting the transition from legacy AAMVA UNI connectivity to modern REST-based services, enabling seamless integration with current and future AAMVA programs such as CDLIS, DLDV, State-to-State, SSOLV, EEV, DACH, and other mission-critical exchanges identified within the solicitation.

While implementation experience in U.S. driver licensing agencies is identified as a desired evaluation criterion rather than a mandatory requirement, i3 Verticals brings more than two decades of experience delivering and supporting mission-critical motor vehicle, vehicle title, registration, revenue, imaging, workflow, payment, and citizen service solutions across more than 95 jurisdictions. This experience provides WVDMV with a proven modernization partner that understands government operations, complex integrations, enterprise-scale transactions, and the operational realities of serving citizens every day.

By selecting i3 Verticals, WVDMV gains more than a software provider. The Agency gains a strategic modernization partner committed to delivering a purpose-built solution that improves operational efficiency, enhances customer service, reduces technical debt, supports future innovation, and provides the best overall long-term value to the State of West Virginia. The result is a modern, secure, scalable Driver License ecosystem designed specifically for WVDMV's future rather than a standardized platform designed for someone else's past.

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.

i3 TRANSPORT360 provides a common user experience across driver licensing operations, allowing WVDMV personnel to perform daily activities within a unified environment rather than navigating multiple disconnected applications. Driver issuance, renewals, duplicates, REAL ID processing, testing, credential management, sanctions, medical certifications, correspondence generation, imaging, workflow management, reporting, customer inquiries, and financial processing are performed through a shared interface with common navigation, security controls, business rules, and search capabilities. This unified approach reduces training requirements, improves employee productivity, minimizes data re-entry, and provides staff with a complete view of customer information from a single workspace.

The platform is supported entirely by i3 Verticals, providing WVDMV with a single accountable partner for software, integrations, maintenance, enhancements, support, and ongoing modernization. Unlike environments that require

multiple vendors, disparate software products, or complex custom integrations to support core DMV functions, i3 TRANSPORT360 delivers a cohesive ecosystem that simplifies operations and reduces long-term administrative burden.

A key advantage of the i3 TRANSPORT360 architecture is its configurability. Business rules, workflows, correspondence templates, validation logic, fee structures, forms, notifications, and operational processes can be configured to reflect WVDMV's unique requirements without requiring extensive custom development. This enables the Agency to adapt quickly to legislative changes, policy updates, federal mandates, and evolving customer expectations while maintaining a consistent user experience across the organization.

The solution also supports seamless integration with required external systems and AAMVA services through modern REST-based interfaces. The RFP identifies the need to transition existing UNI-based integrations and support services including CDLIS, DLDV, State-to-State, SSOLV, DACH, EEV, and other AAMVA exchanges. i3 TRANSPORT360 incorporates these services as part of the overall platform experience, allowing staff to access critical verification and interstate information without leaving the application environment.

To minimize operational disruption, i3 Verticals will implement the solution using a phased modernization strategy that preserves business continuity while functionality is transitioned from the legacy system. The solicitation requires maintaining the current mainframe as the system of record during interim phases, completing parallel validation activities, and ultimately retiring the legacy environment once functional and performance requirements have been satisfied. Our approach leverages incremental deployment, rigorous testing, reconciliation processes, and structured user readiness activities to ensure little to no interruption to citizen services throughout the modernization effort.

While driver licensing experience is identified as a desired criterion rather than a mandatory requirement, i3 Verticals brings more than two decades of experience delivering mission-critical motor vehicle, title and registration, imaging, workflow, payment, and citizen service solutions supporting over 95 jurisdictions. That experience has shaped i3 TRANSPORT360 into a highly configurable government platform capable of supporting complex motor vehicle operations while providing agencies the flexibility to modernize at their own pace.

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.



Intuitive Solution Supporting Real-Time Law Enforcement Access and Executive Business Intelligence

i3 TRANSPORT360 delivers both real-time operational capabilities for law enforcement and comprehensive business intelligence tools for agency leadership through a unified, vendor-supported platform. The solution is designed to modernize legacy processes while providing immediate access to critical information, advanced reporting capabilities, and actionable insights that improve decision-making across the organization. The solicitation requires a modern web-based replacement for the legacy driver license system, continued support for AAMVA integrations, reporting capabilities, and operational modernization.

For law enforcement users, i3 TRANSPORT360 provides secure, role-based access to real-time driver, credential, sanction, and status information through intuitive search functionality designed for rapid response environments. Authorized users can quickly locate driver records using multiple search criteria, including driver's license number, name, date of birth, customer identifiers, and other approved data elements. The solution supports immediate retrieval of current credential status, endorsements, restrictions, suspensions, revocations, medical certification information, and other critical driver information, helping officers make informed decisions while minimizing delays during roadside interactions and investigative activities.

Because i3 TRANSPORT360 is built upon modern API-driven architecture, the platform supports near real-time information exchange with integrated systems and AAMVA services, enabling users to access the most current information available. The solicitation specifically requires the implementation and modernization of AAMVA services, including integrations such as CDLIS, DLDV, SSOLV, State-to-State, DACH, EEV, and other AAMVA exchanges using modern REST-based services.

For WVDMV leadership and operational managers, i3 TRANSPORT360 provides a comprehensive business intelligence and reporting framework that transforms operational data into meaningful, actionable insights. Agency leadership gains access to configurable dashboards displaying key performance indicators, workload metrics, transaction volumes, processing times, office activity trends, employee productivity measures, exception reporting, and other operational statistics critical to effective program management.

The solution supports daily operational reporting, executive-level dashboards, scheduled reporting, ad hoc reporting, and data exports to meet the needs of both business and technical stakeholders. Managers can monitor service levels, identify operational bottlenecks, evaluate resource utilization, track transaction trends, measure modernization outcomes, and proactively respond to changing workload demands.

i3 TRANSPORT360 delivers robust auditing capabilities through comprehensive transaction logging, user activity tracking, configurable audit trails, record history management, and detailed reporting of system changes. Every significant action performed within the platform can be captured and retained for compliance, security, operational review, and investigative purposes. These capabilities enable WVDMV to strengthen accountability, support regulatory compliance requirements, and efficiently respond to audit requests.

Unlike legacy environments where reporting often requires separate tools, manual data gathering, or technical intervention, i3 TRANSPORT360 integrates operational processing, analytics, and auditing into a single consistent user experience. Staff, supervisors, executives, and authorized law enforcement personnel access information through role-appropriate interfaces while working from a common source of truth. This unified approach improves data accuracy, reduces administrative effort, enhances situational awareness, and supports informed decision-making at every level of the organization.

By selecting i3 Verticals, WVDMV will gain a modern Driver License ecosystem that empowers law enforcement with immediate access to critical information, equips leadership with meaningful operational intelligence, and provides a scalable foundation for data-driven decision-making for years to come.

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

Interface with All DMV Systems and Partners Identified in Attachment B

i3 Verticals will design, develop, test, implement, and support all required interfaces identified in Attachment B through the i3 TRANSPORT360 Driver License ecosystem, providing seamless integration with WVDMV business systems, State agencies, federal partners, third-party vendors, and AAMVA services. The solicitation specifically requires the Vendor to implement Attachment B interfaces, support AAMVA integrations, transition UNI services to REST-based services, implement additional interfaces, perform testing, support production deployment, and provide ongoing operational support.

i3 TRANSPORT360 is built upon a modern API-first architecture that supports RESTful services, secure web services, event-driven integrations, batch processing, real-time transactions, and enterprise service orchestration. This

architecture enables WVDMV to establish and maintain reliable connections with both current and future partner systems while reducing dependency on custom point-to-point integrations and legacy technologies.

Recognizing that several interfaces must be implemented as part of the modernization effort, i3 Verticals will follow a disciplined integration methodology beginning with comprehensive interface discovery, business process analysis, and detailed interface design workshops. Each interface will be documented through functional specifications, technical specifications, mapping documents, data transformation rules, security requirements, testing plans, and operational support procedures. The RFP specifically requires interface specifications, mapping rules, testing, remediation, migration coordination, and operational support activities.

Our implementation approach prioritizes business continuity and risk reduction. Existing interfaces will be analyzed and transitioned through a phased deployment strategy that includes development, unit testing, integration testing, system testing, performance testing, user validation, and controlled production cutover. Where appropriate, interfaces will operate in parallel with legacy functionality to validate transaction accuracy, performance, and operational readiness before legacy processes are retired. The RFP requires parallel-run validation, reconciliation, system testing, integration testing, and production readiness activities prior to final deployment.

i3 TRANSPORT360 supports the complete portfolio of required AAMVA services and exchanges identified in the solicitation, including but not limited to CDLIS, DLDV, State-to-State (S2S), SSOLV, DACH, EEV, POPS, and other current or future AAMVA services. As required by the RFP, these services will initially integrate with the existing mainframe environment through modern REST services and subsequently transition into the new i3 TRANSPORT360 as modernization milestones are achieved.

A significant advantage of the i3 Verticals approach is the flexibility of the i3 TRANSPORT360 integration framework. Rather than forcing WVDMV to modify business operations to fit prebuilt integration models, our configurable integration platform enables interfaces to be designed around WVDMV's operational requirements, data standards, and future modernization goals. This flexibility allows new partners, emerging technologies, and future agency initiatives to be incorporated with minimal disruption and lower long-term maintenance costs.

While implementation experience in a U.S. Driver License agency is identified as a desired criterion rather than a mandatory requirement, i3 Verticals brings more than 20 years of experience delivering and supporting mission-critical motor vehicle, title and registration, workflow, imaging, payment, and government service solutions across more than 95 jurisdictions. This experience includes the successful implementation of complex multi-agency integrations, secure data exchanges, enterprise interoperability frameworks, and modernization programs where uninterrupted government operations are essential.

Through i3 Verticals, WVDMV gains a modernization partner committed to delivering a fully integrated Driver License ecosystem capable of supporting every required partner connection identified in Attachment B while providing a scalable foundation for future integrations, services, and modernization initiatives. The result is a unified platform that improves operational efficiency, simplifies interface management, reduces technical debt, and positions WVDMV for long-term success.

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)

Modernize and Implement AAMVA and Federal Partner Programs

i3 Verticals will implement, modernize, test, certify, deploy, and support all required AAMVA and federal partner programs as part of the Driver License Modernization initiative.

i3 TRANSPORT360 leverages a modern API-first architecture that supports secure, standards-based integration with AAMVA and federal partner services, enabling WVDMV to retire legacy UNI-based connectivity and establish a future-ready interoperability framework. Our implementation methodology includes requirements validation, interface design, certification support, data mapping, development, testing, production deployment, operational monitoring, and ongoing support to ensure compliance with evolving AAMVA and federal standards. The solicitation requires interface specifications, mapping rules, testing, implementation, and ongoing operational support for these integrations.

State-to-State (S2S)

i3 Verticals will implement and modernize the State-to-State program to support real-time interstate driver record inquiries, pointer management, and compliance with AAMVA standards. The solution will enable WVDMV to accurately identify existing driver records in other jurisdictions, support "One Driver, One Record" initiatives, and streamline driver credential issuance processes. The solicitation specifically identifies State-to-State as a required bi-directional integration that must be developed, tested, implemented, and transitioned into the modernized solution environment.

Driver History Record (DHR) – SPEXS 6.2

i3 TRANSPORT360 will support Driver History Record exchanges in accordance with SPEXS 6.2 standards, providing secure access to interstate driver history information and supporting eligibility verification, adjudication processes, and credential issuance activities. Our solution architecture is designed to accommodate future SPEXS enhancements with minimal disruption to WVDMV operations while maintaining compliance with AAMVA interoperability requirements.

Exclusive Electronic Exchange (EEE)

i3 Verticals will implement and maintain support for Exclusive Electronic Exchange transactions, enabling efficient and secure exchange of driver-related information between participating jurisdictions and authorized partners. Integration services will be delivered through configurable APIs and secure message exchanges that support both current operational requirements and future modernization initiatives.

Drug and Alcohol Clearinghouse (DACH) – SPEXS 6.3

i3 TRANSPORT360 will provide integration with the Drug and Alcohol Clearinghouse in accordance with SPEXS 6.3 requirements, supporting CDL-related eligibility determinations, compliance verification, and regulatory reporting activities. The solicitation identifies DACH as one of the AAMVA services to be supported within the modernization scope.

National Registry of Certified Medical Examiners (NRCME)

The proposed solution will be integrated with NRCME services to support commercial driver medical certification management and verification processes. Automated validations and electronic retrieval of medical examiner information will reduce manual processing, improve data accuracy, and help ensure compliance with federal commercial driver licensing requirements.

United States Passport Verification Service (USPVS)

i3 Verticals will support integration with the United States Passport Verification Service to facilitate identity verification processes and strengthen credential issuance accuracy. Through secure real-time service interactions, WVDMV personnel will be able to efficiently validate passport information while maintaining compliance with applicable security and privacy requirements.

Proven Modernization Approach

Rather than simply replicating legacy interfaces, i3 Verticals will modernize these services through a flexible integration framework that supports RESTful services, secure API management, comprehensive monitoring, automated validation, and future standards adoption. This approach aligns directly with the solicitation's requirement to retire UNI connectivity, implement modern REST services, support AAMVA interoperability, and ultimately transition those services into the new Driver License ecosystem.

With i3 Verticals, WVDMV gains a future-focused modernization partner that will implement these critical programs and establish a scalable interoperability foundation capable of supporting emerging AAMVA services, federal initiatives, and evolving industry standards for the lifetime of the contract and beyond.

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.

i3 TRANSPORT360 provides a fully integrated electronic workflow and correspondence management framework that automatically generates, stores, retrieves, and manages digital copies of letters, forms, notices, and other customer communications while seamlessly integrating with WVDMV's existing OpenText AppEnhancer document management environment. This approach enables WVDMV to preserve its current document repository investment while modernizing the overall driver licensing ecosystem.

Within i3 TRANSPORT360, correspondence generation is embedded directly into driver licensing business processes. Whether initiating a suspension notice, renewal reminder, medical certification correspondence, hearing notification, credential issuance letter, testing result notification, or other agency communication, the system automatically generates the appropriate document using configurable templates, business rules, workflow triggers, and customer data maintained within the platform. This eliminates manual document preparation activities, improves consistency throughout the Agency, and accelerates customer communications.

Upon generation, digital copies of all letters, forms, notices, and correspondence are automatically indexed, classified, and transmitted through a secure integration to WVDMV's existing OpenText AppEnhancer repository. Metadata such as customer identifier, document type, transaction type, document date, correspondence category, and retention attributes can be automatically applied to support efficient storage, records management, and retrieval.

i3 TRANSPORT360's configurable integration framework enables seamless interoperability between the Driver License system and OpenText AppEnhancer, allowing agency personnel to access document content directly from within the i3 TRANSPORT360 user interface. Rather than requiring staff to navigate between multiple systems, authorized users can search, view, retrieve, and review previously generated correspondence through a unified workspace that presents a complete customer view. This significantly improves productivity and reduces the time required to locate supporting documentation during customer interactions, audits, investigations, and appeals.

Both newly generated documents and historical records stored within the existing document repository are supported. Through the integrated document viewer, customer service representatives, supervisors, auditors, and other authorized personnel can quickly access prior correspondence, images, forms, notices, and supporting documentation without leaving their primary work environment. This common user experience aligns with WVDMV's modernization goals while preserving access to valuable historical information.

Additionally, workflow-driven document management capabilities ensure that correspondence generation becomes an automated component of WVDMV business processes rather than a separate manual activity. Events such as application approvals, denials, sanctions, reinstatements, testing activities, medical certification updates, address changes, and credential issuance can automatically trigger document generation, repository storage, notification workflows, and audit tracking. Every document transaction is logged and tracked, providing a complete audit trail that supports compliance, records retention, accountability, and reporting requirements.

Unlike legacy approaches and some other systems that treat document management as a separate application, i3 Verticals incorporates document services as a core component of i3 TRANSPORT360. The result is a seamless experience in which workflow, correspondence generation, customer records, business processes, and document retrieval operate together as a single integrated solution while leveraging WVDMV's existing OpenText AppEnhancer investment.

i3 TRANSPORT360 automates correspondence generation, maintains seamless connectivity with OpenText AppEnhancer, improves staff productivity, strengthens auditability, enhances customer service, and provides a scalable document management foundation capable of supporting future Agency growth and modernization objectives.

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

Accelerated Modernization Strategy Aligned to WVDMV Milestones

i3 Verticals is committed to delivering the modernization program in a manner that minimizes operational risk while ensuring WVDMV meets all critical regulatory and business deadlines. Our implementation strategy is designed around two fixed outcomes:

1. Successful transition from AAMVA UNI to AAMVA REST-based services and production implementation prior to January 1, 2028.

2. Full deployment of the TRANSPORT360 Driver License ecosystem, including all required MVP functionality, by July 1, 2028.

Rather than viewing these milestones as separate projects, i3 Verticals will execute them as coordinated workstreams within a single modernization program. This approach allows WVDMV to eliminate dependency on legacy AAMVA UNI services before the January 1, 2028, industry deadline while simultaneously progressing toward complete Driver License modernization.

The first implementation phase focuses on the modernization of AAMVA connectivity and related services, including design, development, testing, certification, parallel validation, production readiness, and cutover activities required to successfully transition from UNI-based integrations to modern REST-based AAMVA exchanges. This phase includes coordination and testing with AAMVA and ensures uninterrupted access to critical services such as CDLIS, DLDV, SSOLV, State-to-State, DACH, EEV, and other required AAMVA interfaces.

To support successful delivery of this milestone, WVDMV will be responsible for coordinating and confirming required AAMVA testing and certification windows as early as practicable following contract award.

The second phase delivers the complete TRANSPORT360 Driver License ecosystem and all associated MVP functionality required by the solicitation. This includes replacement of the legacy driver licensing platform, completion of required interfaces, data conversion, reporting, dashboards, workflows, security administration, training, testing, and deployment activities necessary to achieve full production implementation by July 1, 2028.

The accelerated schedule is enabled through:

- ✓ Proven TRANSPORT360 functionality and configurable business rules.
- ✓ Parallel delivery workstreams for interfaces, data conversion, testing, training, and deployment readiness.

- ✓ Reusable integration frameworks and AAMVA modernization assets.
- ✓ Automated testing and regression frameworks.
- ✓ Formal production-readiness gates prior to each deployment.
- ✓ Iterative sandbox releases and continuous stakeholder validation.
- ✓ Dedicated project governance and milestone-based executive oversight.

i3 Verticals will not sacrifice quality, stability, or operational readiness to achieve schedule objectives. Comprehensive requirements validation, design reviews, interface certification, mock conversions, reconciliation activities, security testing, system testing, integration testing, user acceptance testing, training, operational readiness reviews, and production validation remain mandatory components of the implementation approach.

The result is a disciplined modernization program that enables WVDMV to successfully meet the January 1, 2028 AAMVA modernization milestone while delivering the complete TRANSPORT360 Driver License solution by July 1, 2028, positioning West Virginia with a modern, secure, scalable, and future-ready Driver License platform for decades to come.

4.2.2 Mandatory Project Requirements -

4.2.2.1 Provide a solution to support driver license that fully complies with state and federal laws and regulations ...

Compliance with State, Federal, and Industry Driver Licensing Requirements

i3 TRANSPORT360 is designed to support the delivery of motor vehicle services in full alignment with applicable State and Federal requirements while providing WVDMV with a flexible, configurable platform capable of adapting to future legislative, regulatory, and industry changes. The solicitation specifically requires the proposed solution to modernize driver licensing operations, support AAMVA services, implement REST-based integrations, and replace the legacy driver license environment while supporting ongoing compliance obligations.

i3 TRANSPORT360 provides a comprehensive compliance framework that enables WVDMV to administer driver licensing programs consistent with West Virginia State Code, West Virginia Administrative Rules, applicable AAMVA standards and policies, the REAL ID Act, and federal requirements governing commercial driver licensing, identity verification, driver history management, and interstate information sharing. Through configurable business rules, workflow automation, validation processes, correspondence management, audit controls, and standards-based integrations, WVDMV can efficiently implement statutory requirements while maintaining operational flexibility.

A significant advantage of the i3 TRANSPORT360 is its configurable architecture. Legislative changes, policy updates, administrative rule modifications, fee changes, credential requirements, documentation standards, and federal mandates can be implemented through system configuration rather than costly software redevelopment. WVDMV is able then to remain responsive to evolving requirements.

The proposed solution supports compliance with AAMVA standards through modern integration capabilities and implementation of required interstate information-sharing services. The solicitation specifically identifies the implementation and modernization of services such as State-to-State (S2S), Driver History Record (DHR), Drug and Alcohol Clearinghouse (DACH), and other AAMVA exchanges as part of the modernization effort. i3 TRANSPORT360 utilizes a modern API-driven integration framework that supports these services and positions WVDMV to adopt future AAMVA standards with minimal disruption.

The platform also supports compliance with the REAL ID Act through configurable identity-proofing workflows, document management capabilities, credential issuance controls, verification processes, audit tracking, and integration services that enable WVDMV to implement credentialing policies required under federal law. Integrated workflow automation ensures that required verification steps are consistently executed while maintaining a streamlined customer experience.

For commercial driver licensing operations, i3 TRANSPORT360 supports compliance with requirements administered by the Federal Motor Carrier Safety Administration (FMCSA), including integration support for federally mandated services and exchanges identified within the solicitation. The platform's configurable rules engine enables WVDMV to implement eligibility determinations, medical certification processes, sanctions, endorsements, and interstate record exchange requirements in accordance with applicable federal regulations.

Similarly, the solution supports operational requirements associated with the National Highway Traffic Safety Administration (NHTSA) by maintaining accurate driver records, supporting driver history management, enforcing driver licensing business rules, and providing the reporting, auditability, and information-sharing capabilities necessary to support safe and effective motor vehicle administration.

i3 TRANSPORT360 further strengthens compliance through comprehensive audit trails, role-based security, transaction history retention, document management integration, configurable reporting, and operational monitoring. Every significant transaction and system action can be tracked, reported, and reviewed, providing WVDMV with the

transparency and accountability needed to support internal audits, external reviews, regulatory reporting, and public accountability requirements.

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

Compliance with West Virginia Enterprise Architecture Standards

i3 Verticals will implement the i3 TRANSPORT360 Driver License ecosystem in alignment with the State of West Virginia Enterprise Architecture (EA) standards and governance framework, ensuring that the solution supports the State's strategic technology objectives while providing a modern, secure, scalable, and sustainable platform for driver licensing operations. i3 Verticals will ensure i3 TRANSPORT360 maintains compliance with the State's Enterprise Architecture standards while modernizing the legacy mainframe environment.

Leveraging modern, standards-based technologies i3 TRANSPORT360 supports enterprise interoperability, API-driven integration, security, scalability, maintainability, and cloud-enabled service delivery. These design principles closely align with the goals of enterprise architecture programs that seek to reduce technical debt, promote technology standardization, improve system interoperability, and maximize long-term return on technology investments.

As part of project initiation, i3 Verticals will conduct Enterprise Architecture alignment workshops with WVDMV and State technology stakeholders to validate architectural requirements, infrastructure standards, security policies, integration standards, data management requirements, and operational governance expectations. This collaborative approach ensures that architecture decisions are guided by State standards while also supporting WVDMV's business modernization objectives.i3 TRANSPORT360 supports:

- ✓ Standards-based API integration and enterprise interoperability.
- ✓ Configurable business rules and workflows that reduce custom code dependencies.
- ✓ Enterprise monitoring, audit logging, and operational reporting.
- ✓ Integration with existing State systems, partner systems, and AAMVA services.
- ✓ Modern web-based user experiences accessible across supported browsers and devices.
- ✓ Secure identity and access management capabilities.
- ✓ Scalable deployment architectures that support current and future workload demands.
- ✓ Modular solution components that support future modernization initiatives.

The solicitation specifically requires implementation of numerous interfaces, migration of AAMVA services to modern REST-based architectures, production operation of managed services, implementation of enterprise API capabilities, and support for future integrations. i3 TRANSPORT360's architecture was designed to support these modernization objectives while maintaining alignment with enterprise technology governance practices.

A key advantage of the i3 Verticals approach is that Enterprise Architecture compliance is not treated as a one-time implementation activity. Throughout the project lifecycle, architectural reviews, solution design validation, security assessments, integration governance, and change management processes are incorporated into project delivery to ensure ongoing alignment with State standards and evolving technology strategies.

Due to i3 TRANSPORT360's configuration, WVDMV can implement policy changes, operational enhancements, new integrations, and future regulatory requirements quickly with no large-scale redevelopment efforts. This flexibility reduces long-term maintenance costs, minimizes technology obsolescence risks, and supports the State's goals of establishing sustainable, adaptable technology platforms.

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.

i3 Verticals will implement REST services connected to the existing mainframe Driver License System to enable decommissioning of the AAMVA UNI connection. i3 Verticals accepts responsibility for upgrading and replacing the AAMVA Unified Network Interface (UNI) integration layer, which currently mediates between the legacy mainframe and RESTful services. The REST APIs will be fully implemented to operate with the mainframe i3 TRANSPORT360 within 12 months or less of contract execution and delivery order issuance, with all tasks proceeding in parallel and meeting their respective acceptance gates.

Upon go-live, i3 Verticals will operate the RESTful services in production as a Full Managed Service, retaining operational responsibility for APIs, monitoring, patching, scaling, and first-line incident response at the service levels defined in the RFP. i3 Verticals will provide runbooks, dashboards, and monthly operational reports.

The Go-Live criteria include:

1. Validated OpenAPI specs for all REST endpoints and signed interface agreements with interface owners
2. Implementation of State-to-State connection
3. Provision of an Enterprise API gateway
4. Successful completion and Agency approval of system test, integration test, security test, and performance test

5. Successful completion and approval by the Agency Project Steering Committee of user acceptance testing
6. Parallel-run results demonstrating parity (functional and performance) with the legacy UNI for a representative set of transactions
7. Data mapping reconciliation reports with traceability from copybook fields to new API fields and acceptable exception rates
8. No open Critical (Severity 1) issues deficiencies
9. No open High (Severity 2) issues deficiencies, or if there is a High issue, a documented work-around and remediation plan approved by the Agency
10. A work plan with definitive timelines approved by the Agency for addressing open Minor (Severity 3) issues deficiencies
11. Documented rollback procedures, runbooks, and an agreed cutover plan approved by WVDMV

After go-live, the Vendor may request Final Acceptance of the deliverable following 90 days of continuous operations with no Critical defects. If a Critical defect occurs, i3 Verticals understands the system acceptance clock may be reset at the Agency's option

4.2.2.4 MVP version of modernized driver license system to replace existing mainframe driver license system

Solution Scope, Implementation, Security, Testing, Training, and Transition

i3 Verticals fully complies with and exceeds these requirements through our newly modernized i3 TRANSPORT360, a modern, API-driven, cloud-native driver licensing platform designed specifically for highly regulated public-sector motor vehicle agencies. i3 TRANSPORT360 provides WVDMV with a comprehensive, configurable, web-based system of record that modernizes driver licensing operations, eliminates dependency on legacy mainframe technologies, supports current and future business requirements, and provides a secure foundation for digital identity, mobility, and citizen services. The solicitation specifically identifies these capabilities as mandatory project requirements for the Driver Modernization System.

Comprehensive Driver Licensing Platform

i3 TRANSPORT360 is delivered as a fully web-based solution requiring no dependency upon locally installed desktop software. The platform supports browser-based access for WVDMV personnel, authorized external stakeholders, law enforcement users, healthcare providers, and citizens through secure role-based access controls.

The solution supports:

- ✓ Standard driver licenses.
- ✓ Graduated driver licensing programs.
- ✓ Commercial Driver Licenses (CDL).
- ✓ REAL ID credentials.
- ✓ State-issued identification cards.
- ✓ Employee identification credentials.
- ✓ West Virginia Bar identification cards.
- ✓ Driver-history management.
- ✓ Driver-improvement programs.
- ✓ Medical-review administration.
- ✓ Handicap placard administration.
- ✓ Fraud investigation management.
- ✓ Insurance-compliance monitoring.
- ✓ Notification and correspondence management.
- ✓ Mobile credentials and digital identity services.

Secure Credentialing and Digital Identity

i3 TRANSPORT360 provides comprehensive credential-management capabilities supporting physical and digital credentials throughout their lifecycle. The platform supports the issuance and management of mobile driver licenses and identification cards aligned with applicable federal requirements, REAL ID regulations, AAMVA standards, and ISO/IEC 18013-5 mobile credential specifications identified within the solicitation.

For sensitive credentialing functions, including undercover law-enforcement credentials, i3 TRANSPORT360 enforces enhanced authorization controls, role-based access restrictions, detailed audit logging, chain-of-custody tracking, and comprehensive access monitoring. Every access request, update, inquiry, issuance activity, and administrative action is logged and auditable.

i3 TRANSPORT360 also supports integration with Hardware Security Module (HSM) technologies for:

- ✓ Digital credential signing.
- ✓ Certificate management.
- ✓ Audit logging.
- ✓ Secure cryptographic operations.
- ✓ Encryption-key management.
- ✓ Credential lifecycle control.
- ✓ High availability and redundancy.

Driver Services and Regulatory Administration

i3 TRANSPORT360 provides a complete driver-services ecosystem supporting all aspects of driver lifecycle management.

Capabilities include:

- ✓ Driver-history maintenance.
- ✓ Restriction and endorsement management.
- ✓ Reinstatement processing.
- ✓ Driver-improvement programs.
- ✓ Handicap placard administration.
- ✓ Conviction and citation tracking.
- ✓ Suspension administration.
- ✓ Medical certification processing.
- ✓ Insurance-compliance programs.
- ✓ Fraud and investigative case management.
- ✓ Points administration.
- ✓ Revocation management.
- ✓ Medical-review case management.
- ✓ Self-insurance administration.

The secure web-based portal enables authorized medical professionals to submit and manage required medical-review information electronically, improving efficiency while maintaining privacy, auditability, and regulatory compliance.

Integrated Enterprise Platform

i3 TRANSPORT360 is designed as an API-first platform capable of integrating with all required WVDMV, WVDOT, WVOT, AAMVA, federal, state, local, law-enforcement, payment, credentialing, document-management, and partner systems.

The solution includes:

- ✓ RESTful APIs.
- ✓ Batch integration services.
- ✓ Secure data exchange.
- ✓ Automated monitoring and reconciliation.
- ✓ Real-time integration services.
- ✓ Event-driven messaging.
- ✓ Standards-based interoperability.

The i3 TRANSPORT360 implementation will include all Attachment B interfaces and all additional integrations necessary to provide complete end-to-end functionality.

Business Analysis and Implementation Lifecycle

i3 Verticals will manage the complete implementation lifecycle, beginning with business analysis and continuing through deployment, stabilization, managed services, and transition.

Implementation activities include:

- ✓ Requirements validation.
- ✓ Process reengineering workshops.
- ✓ Data-conversion planning.
- ✓ Deployment.
- ✓ Post-production support.
- ✓ Business-process assessment.
- ✓ Configuration design.
- ✓ Testing.
- ✓ Operations and maintenance.
- ✓ Fit-gap analysis.
- ✓ Interface design.
- ✓ Training.
- ✓ Knowledge transfer.

Consistent with the solicitation, i3 Verticals emphasizes configuration and business-process optimization before customization, reducing risk while maximizing maintainability and long-term value.

Design Documentation and Architecture Deliverables

Throughout implementation, i3 Verticals will produce comprehensive project documentation, including:

- ✓ Requirements Traceability Matrix (RTM).
- ✓ Technical design documents.
- ✓ Workflow specifications.
- ✓ Infrastructure architecture.
- ✓ Business process flows.
- ✓ Data models.
- ✓ Report specifications.
- ✓ Conversion specifications.
- ✓ Functional design documents.
- ✓ Interface specifications.
- ✓ Security architecture.

A comprehensive System Detailed Design Document (SDDD) will be developed and maintained, documenting solution architecture, infrastructure components, database structures, integration architecture, interfaces, reporting, workflow, use cases, outputs, security controls, and operational dependencies.

Security Planning and Governance

Within sixty (60) days of project initiation, i3 Verticals will submit a comprehensive Security Plan for review and approval by WVDMV, WVDOT, WVOT, and the State cybersecurity organization as required by the solicitation.

The Security Plan will address:

- ✓ Application security.
- ✓ Active Directory integration.
- ✓ Reporting security.
- ✓ Malware protection.
- ✓ Vendor and subcontractor background screening.
- ✓ Access monitoring procedures.
- ✓ Infrastructure security.
- ✓ Public-user security.
- ✓ Privacy protections.
- ✓ Threat detection and monitoring.
- ✓ User onboarding and deprovisioning.
- ✓ Identity and access management.
- ✓ Database security.
- ✓ Communications security.
- ✓ Physical security controls.
- ✓ Secure facility operations.

Security controls will be integrated throughout the entire solution lifecycle and governed through established security-management processes.

Testing, Conversion, and Production Readiness

i3 TRANSPORT360 follows a structured testing methodology that includes:

- ✓ Unit testing.
- ✓ System testing.
- ✓ Security testing.
- ✓ User Acceptance Testing support.
- ✓ Sprint testing.
- ✓ Integration testing.
- ✓ Performance testing.
- ✓ Regression testing.

i3 Verticals will conduct a minimum of two (2) complete mock migrations, validate conversion results, reconcile source and target data, and remediate identified issues prior to production cutover.

Production deployment will not proceed until:

- ✓ Required testing has been approved.
- ✓ End-user training has been completed.
- ✓ Automated reconciliation achieves at least 99.99% success.
- ✓ Severity 2 defects are resolved or covered by an approved remediation plan.
- ✓ Mobile credential certifications have been completed.
- ✓ Two mock conversions have been successfully executed.
- ✓ No open Severity 1 defects remain.
- ✓ WVDMV has approved the remaining Severity 3 issue schedule.

Training, Change Management, and Knowledge Transfer

i3 Verticals recognize that successful modernization depends on user adoption and operational readiness. Accordingly, we will provide comprehensive training services supporting approximately 700 WVDMV personnel as specified in Addendum 1.

Training services include:

- ✓ Startup training for up to twenty project-team members.
- ✓ Administrative guides.
- ✓ Public-facing instructional videos.
- ✓ Role-based training materials.
- ✓ Train-the-trainer sessions.
- ✓ Online learning materials.
- ✓ WVDMV-specific user manuals.
- ✓ Pilot training sessions.
- ✓ Hands-on workshops.

The training environment will remain available for at least ninety (90) days following production deployment, allowing personnel to continue practicing, learning, and onboarding new users.

Post-Production Support and Acceptance

Following go-live, the original i3 Verticals implementation team will provide a minimum of ninety (90) days of production support, stabilization, issue resolution, and knowledge transfer activities. During this period, the team will work closely with WVDMV to monitor system performance, support operational readiness, address issues, and facilitate transition to long-term support operations.

Final acceptance may be requested after ninety consecutive days of successful operations without a Critical defect. Consistent with the solicitation, the occurrence of a Critical defect may restart this acceptance period.

Collaborative Delivery Model

i3 Verticals understands that DMV modernization requires close collaboration with Agency personnel. Accordingly, our delivery approach includes onsite and remote engagement as appropriate throughout requirements validation, fit-gap analysis, testing, training, cutover, stabilization, and knowledge-transfer activities.

We acknowledge and support the Agency requirement that project deliverables and work products be provided with sufficient review time and will incorporate the required ten-business-day Agency review period into project schedules and governance processes.

By combining a proven DMV modernization platform, disciplined implementation methodology, comprehensive security controls, robust data migration processes, extensive training, and long-term operational support, i3 Verticals will deliver a complete end-to-end i3 TRANSPORT360 solution that enables WVDMV to modernize services, reduce operational risk, improve customer experience, and establish the best future-ready digital licensing ecosystem for the State of West Virginia.

WVDMV Project Master Test Plan 4.2.2.4

Included with this proposal is Appendix F is our WVDMV Project Master Test Plan.

4.2.2.5 Project Management Services The Vendor will provide comprehensive project management services throughout system implementation and ongoing operations and maintenance, using Project Management Institute (PMI) best practices to manage and monitor scope, schedule, budget, deliverables, risks, issues, quality, documentation, and contractual obligations. ...

Project Management Services

i3 Verticals fully complies with and exceeds this requirement through a comprehensive Project Management Office (PMO) framework governed by PMI-aligned methodologies, disciplined project controls, executive oversight, and transparent stakeholder engagement.

The i3 TRANSPORT360 implementation will be managed as a large-scale business transformation program, not simply a software deployment, ensuring WVDMV maintains visibility and control over scope, schedule, budget, risks, quality, deliverables, resources, and contractual commitments throughout the implementation and managed-services lifecycle.

Project Governance Framework

i3 Verticals will establish a formal governance structure immediately upon award that provides clear accountability, executive oversight, decision-making authority, escalation procedures, and project controls.

The governance structure includes:

- ✓ Executive Steering Committee.
- ✓ Executive Sponsor.
- ✓ Program Management Office
- ✓ Vendor Project Manager.
- ✓ WVDMV Project Manager.
- ✓ Functional Workstream Leads.
- ✓ Technical Workstream Leads.
- ✓ Interface and Conversion Leads.
- ✓ Security and Compliance Leads.
- ✓ Change Control Board.
- ✓ Quality Assurance Governance Team.

This framework ensures project decisions are made at the appropriate level and that project risks, issues, and dependencies are actively managed throughout implementation.

Project Kickoff and Mobilization

Within five (5) business days of contract award, i3 Verticals will conduct a formal Project Kickoff meeting with WVDMV stakeholders. The kickoff meeting will establish a common understanding of objectives, governance, responsibilities, deliverables, timelines, communication protocols, dependencies, assumptions, and critical success factors.

Kickoff activities include:

- ✓ Project charter validation.
- ✓ Scope confirmation.
- ✓ Stakeholder identification.
- ✓ Governance review.
- ✓ Schedule review.
- ✓ Resource planning.
- ✓ Risk identification.
- ✓ Deliverable review.
- ✓ Communication planning.
- ✓ Immediate next-step confirmation.

The kickoff establishes the foundation for successful execution while ensuring all project participants begin with aligned expectations.

Project Work Plan

Within thirty (30) days of contract execution or before, i3 Verticals will develop and submit an Agency-approved Project Work Plan as required by the solicitation. The plan will serve as the master implementation roadmap and will be maintained throughout the program lifecycle.

The Project Work Plan will include:

- ✓ Work Breakdown Structure (WBS).
- ✓ Deliverable Schedules.
- ✓ Major Milestones.
- ✓ Critical-Path Activities.
- ✓ Dependencies And Assumptions.
- ✓ Resource Assignments.
- ✓ Environment Requirements.
- ✓ Interface Activities.
- ✓ Data Conversion Activities.
- ✓ Testing Activities.
- ✓ Training Activities.
- ✓ Cutover Activities.
- ✓ Post-Production Support Activities.

Schedule management will utilize integrated dependency tracking to ensure all project components remain aligned throughout implementation.

Project Management Plan

Within thirty (30) days of contract execution, i3 Verticals will develop and maintain an Agency-approved Project Management Plan defining the methods, controls, governance processes, reporting standards, and management procedures used throughout the engagement. The Project Management Plan will be reviewed and updated at the beginning of each major deliverable or project phase.

The plan will address:

- ✓ Scope Management.
- ✓ Schedule Management.
- ✓ Resource Management.
- ✓ Communications Management.
- ✓ Financial Management.
- ✓ Quality Management.
- ✓ Risk Management.
- ✓ Change Management.
- ✓ Issue Management.
- ✓ Document Management.
- ✓ Reporting Procedures.
- ✓ Escalation Procedures.

- ✓ Acceptance Processes.

Biweekly Reporting and Status Management

i3 Verticals will provide biweekly status reports and conduct recurring status meetings throughout implementation and post-production support.

Status reporting will include:

- ✓ Accomplishments completed during the reporting period.
- ✓ Milestone status.
- ✓ Schedule performance.
- ✓ Risks and mitigation activities.
- ✓ Action items.
- ✓ Key performance indicators.
- ✓ Planned activities for the next reporting period.
- ✓ Deliverable status.
- ✓ Budget status.
- ✓ Open issues and resolutions.
- ✓ Decisions required from WVDMV.
- ✓ Escalation items requiring executive attention.

This reporting model provides continuous visibility into project health and supports proactive decision-making.

Risk Management

i3 Verticals will establish a formal Risk Management Plan and actively maintain a project Risk Register throughout the engagement. The solicitation specifically requires risk identification, triggering conditions, mitigation strategies, and ongoing management.

Each identified risk will include:

- ✓ Risk description.
- ✓ Impact assessment.
- ✓ Triggering events.
- ✓ Contingency plan.
- ✓ Escalation requirements.
- ✓ Probability assessment.
- ✓ Risk owner.
- ✓ Mitigation strategy.
- ✓ Current status.

Risk reviews will occur during biweekly status meetings and executive governance sessions to ensure emerging threats are proactively addressed.

Quality Assurance Management

Within forty-five (45) days of contract execution, i3 Verticals will submit an Agency-approved Quality Assurance Plan that governs quality standards for the entire modernization initiative. The RFP specifically identifies quality planning as a required project-management deliverable. The Quality Assurance Plan will address:

- ✓ Deliverable quality standards.
- ✓ Service level expectations.
- ✓ Corrective-action procedures.
- ✓ Customer Service monitoring.
- ✓ Performance monitoring.
- ✓ Review and approval processes.
- ✓ Testing oversight.
- ✓ Continuous improvement processes.
- ✓ Defect management integration.
- ✓ Compliance verification.

Quality metrics, reviews, and audits will be utilized throughout implementation to ensure deliverables meet contractual and operational expectations.

Project Collaboration Environment

i3 Verticals will provide a secure, cloud-based project collaboration environment accessible by authorized WVDMV and Other Vendor personnel.

The collaboration environment will support:

- ✓ Deliverable Management.
- ✓ Version Control.
- ✓ Project Reporting.
- ✓ Decision Management.
- ✓ Issue Tracking.
- ✓ Testing Documentation.
- ✓ Document Repositories.
- ✓ Meeting Documentation.
- ✓ Schedule Visibility.
- ✓ Risk Management.
- ✓ Action-Item Management.
- ✓ Change Request Management.

The collaboration portal becomes the system of record for project execution and stakeholder communication.

Online Project Controls

To provide complete project transparency, i3 Verticals will maintain online project-control registers accessible to authorized WVDMV personnel.

These controls include:

- ✓ Risk Register.
- ✓ Action Item Log.
- ✓ Deliverables Register.
- ✓ Change Request Log.
- ✓ Issue Log.
- ✓ Decision Log.
- ✓ Milestone Tracker.
- ✓ Defect Dashboard.

- ✓ Requirements Traceability Matrix.
- ✓ Project Performance Metrics.

These artifacts provide real-time visibility into project status while creating a permanent audit trail of project decisions and actions.

Change Management and Scope Control

Recognizing the complexity of a DMV modernization effort, i3 Verticals will implement a formal Change Control Process approved by WVDMV.

The process will define:

- ✓ Change-Request Submission Procedures.
- ✓ Approval Authorities.
- ✓ Cost Impacts.
- ✓ Priority Classifications.
- ✓ Implementation Sequencing.
- ✓ Impact Analysis Requirements.
- ✓ Schedule Impacts.
- ✓ Resource Impacts.
- ✓ Risk Assessments.
- ✓ Change-Order Governance.

All requested changes will be evaluated for impact before approval. Any approved change order requiring additional effort will utilize the hourly rates contained within the final contract and cost proposal.

Project Management Deliverables

At a minimum, i3 Verticals will provide:

- ✓ Project Charter.
- ✓ Project Work Plan.
- ✓ Communications Plan.
- ✓ Quality Assurance Plan.
- ✓ Weekly And Biweekly Status Reports.
- ✓ Issue Log.
- ✓ Decision Log.
- ✓ Executive Dashboards.
- ✓ Go-Live Readiness Assessments.
- ✓ Integrated Master Schedule.
- ✓ Project Management Plan.
- ✓ Risk Management Plan.
- ✓ Organizational Change Management Plan.
- ✓ Risk Register.
- ✓ Action Item Log.
- ✓ Change Request Register.
- ✓ Phase Exit Reports.
- ✓ Post-Implementation Review Reports.

Benefits to WVDMV

Through the i3 TRANSPORT360 PMO methodology, WVDMV receives:

- ✓ PMI-aligned program governance and project controls.
- ✓ Executive visibility into schedule, scope, budget, and risk.
- ✓ Formal risk and quality management processes.
- ✓ Transparent reporting and stakeholder communications.
- ✓ Secure collaboration and document-management capabilities.
- ✓ Online access to project dashboards, logs, and registers.
- ✓ Controlled change management and scope governance.
- ✓ Traceable decisions and accountability.
- ✓ Predictable execution across all deliverables.
- ✓ A proven governance model designed for complex DMV modernization programs.

By combining disciplined PMI-based project management, executive governance, proactive risk management, rigorous quality assurance, transparent reporting, and collaborative project controls, i3 Verticals will provide WVDMV with the structure, oversight, and accountability necessary to successfully deliver the i3 TRANSPORT360 modernization program on time, within scope, and in accordance with all contractual obligations.

4.2.2.6 Structured Testing and Defect Management ....

Structured Testing and Defect Management

i3 Verticals fully complies with this requirement. i3 TRANSPORT360 will be subjected to a disciplined, traceable, and partially automated testing program covering every project deliverable and all associated software, hardware, services, interfaces, data conversions, security controls, and operational components. Testing will begin during development, progress through increasingly comprehensive validation phases, and continue through production deployment, stabilization, and subsequent releases.

The objective is not merely to demonstrate that individual features function. i3 Verticals will establish objective evidence that i3 TRANSPORT360 operates as an integrated solution, satisfies WVDMV's functional and technical requirements, protects sensitive information, performs at required transaction volumes, and is operationally ready for production. This approach aligns with the current solicitation's required sequence of unit, sprint, system, integration, security, performance, user acceptance, and regression testing.

Master Test Plan

i3 Verticals will develop and submit a comprehensive Master Test Plan specific to this project, and in accordance with requirements for WVDMV review and approval. The Master Test Plan will serve as the governing roadmap for all testing activities and will be integrated with the overall project schedule, Requirements Traceability Matrix, release plan, data migration plan, interface plan, security plan, and deployment plan.

At a minimum, the Master Test Plan will define:

- ✓ Testing scope, objectives, assumptions, dependencies, and exclusions.
- ✓ Solution modules, FRICEW components, interfaces, conversions, and infrastructure to be tested.
- ✓ Test phases, schedules, environments, facilities, tools, equipment, and staffing.
- ✓ Entry and exit criteria for each test phase.
- ✓ Requirements traceability and test-coverage expectations.
- ✓ Test-case development, review, approval, execution, and evidence-retention procedures.
- ✓ Test-data preparation and protection requirements.
- ✓ Defect classification, escalation, remediation, retesting, and closure procedures.
- ✓ Acceptance criteria and approval responsibilities.
- ✓ Status reporting, test metrics, dashboards, and formal test-result reports.
- ✓ Processes for determining and executing regression tests.
- ✓ Remediation timelines and criteria for suspending or resuming testing.

No formal test phase will begin until its prerequisites, environment, test data, test cases, and applicable entry criteria have been satisfied. WVDMV will have full visibility into test readiness, execution status, defects, corrective actions, and acceptance evidence.

Requirements Traceability and Test Coverage

Every applicable functional, technical, interface, conversion, security, performance, accessibility, and operational requirement will be linked to one or more test conditions in the Requirements Traceability Matrix. This establishes an auditable path from the solicitation requirement through design, configuration or development, test execution, defect resolution, and final acceptance.

Traceability will enable WVDMV and i3 Verticals to determine:

- ✓ Whether every applicable requirement has an approved test case.
- ✓ Whether the test case has been executed.
- ✓ Whether the expected result was achieved.
- ✓ Whether defects were identified.
- ✓ Whether required corrective actions and retests were completed.
- ✓ Whether objective evidence supports acceptance.

This closed-loop process prevents requirements from being overlooked and provides WVDMV with measurable evidence of i3 TRANSPORT360's readiness.

Test Automation Strategy

i3 Verticals will use automated testing where practical and beneficial, while retaining manual testing for usability, exploratory scenarios, complex business processes, and conditions requiring human judgment. The use of both automated and manual testing with a risk-based regression approach in which scenarios unsuitable for automation will be tested manually.

Automation candidates will include repeatable, high-volume, high-risk, and regression-sensitive scenarios, such as:

- ✓ Core transaction workflows.
- ✓ API and interface transactions.
- ✓ Security-control verification.
- ✓ Repetitive regression tests.
- ✓ Business-rule validation.
- ✓ Data conversion validation.
- ✓ Performance, load, stress, and endurance scenarios.
- ✓ Data reconciliation and comparison routines.

Automated scripts will be maintained as reusable project assets and updated as configuration, interfaces, conversion rules, and functionality evolve. This partially automated model accelerates testing, improves repeatability, increases coverage, and provides a sustainable regression capability for future i3 TRANSPORT360 releases and enhancements.

Sequential Testing Program

Testing will progress through controlled phases so defects are identified as early as possible and increasingly integrated solution behavior is validated before production deployment.

1. Unit Testing

i3 Verticals will conduct and document unit testing for all Vendor-developed FRICEW components, including forms, reports, interfaces, conversions, extensions, and workflows. Unit testing will confirm that each component operates according to its approved design before it is promoted to broader testing.

2. Iterative User and Sprint Testing

Throughout implementation, i3 Verticals will facilitate iterative testing with designated WVDMV staff as configured and developed functionality becomes available. Sprint testing will allow WVDMV to review completed features early, validate business-rule interpretation, and identify issues before they propagate into later phases.

Sprint testing will focus on:

- ✓ Functional alignment with approved requirements.
- ✓ Screen and workflow behavior.
- ✓ Role and permission behavior.
- ✓ Business-rule execution.
- ✓ FRICEW component operation.
- ✓ Preliminary usability and process validation.

3. System Testing

i3 Verticals will plan, manage, and execute comprehensive system testing to demonstrate that i3 TRANSPORT360's major business functions perform as designed and that internal modules operate cohesively.

System testing will validate complete business processes, including positive and negative scenarios, calculations, workflow routing, notices, documents, reports, audit records, security roles, exception handling, and internal module integration.

4. End-to-End Integration Testing

Integration testing will validate complete business processes across i3 TRANSPORT360, WVDMV systems, WVDOT and WVOT services, federal services, AAMVA programs, and external partners. Testing will encompass Vendor-developed interfaces and coordinated validation of State- and partner-developed components.

Coverage will include:

- ✓ Synchronous and asynchronous interfaces.
- ✓ API, message, and file-based integrations.
- ✓ Data mapping and transformation.
- ✓ Error handling, retry, reconciliation, and monitoring.
- ✓ Interface volume and recovery conditions.
- ✓ Real-time and batch exchanges.
- ✓ Authentication and authorization.
- ✓ Mock-converted and converted data.
- ✓ End-to-end business-process scripts.

Mock migration results and representative converted data will be incorporated into integration testing so that i3 TRANSPORT360 is validated using realistic data structures and business histories.

5. Security Testing

Security testing will demonstrate compliance with applicable RFP security and privacy requirements. Testing will address identity, authentication, authorization, role-based access, separation of duties, session management, encryption, audit logging, security-event handling, interface protection, and access to reports and queries.

Security defects will be evaluated based on their potential impact on confidentiality, integrity, availability, privacy, and regulatory compliance. Required remediation and retesting will be completed before the affected capability is approved for production.

6. Performance and Load Testing

i3 Verticals will conduct automated performance, load, stress, and endurance testing against WVDMV's required concurrency and response-time criteria. Test scenarios will represent Agency users, public users, interfaces, batch processing, reporting, and business intelligence workloads operating under expected and peak conditions.

Testing will verify that i3 TRANSPORT360:

- ✓ Supports up to 500 concurrent Agency users and 800 concurrent public users.
- ✓ Completes at least 75% of transactions within one second.
- ✓ Completes all transactions within five seconds, including application and database processing.
- ✓ Maintains responsiveness while batch processes are operating.
- ✓ Supports reports, ad hoc queries, and business intelligence access without degrading online transaction processing.

Measurable performance criteria requiring sizing assumptions, test loads, monitoring, and acceptance evidence will be used as criteria.

7. User Acceptance Testing

WVDMV will manage and determine acceptance during User Acceptance Testing. i3 Verticals will provide the planning, environment, data, tools, documentation, execution assistance, defect analysis, remediation, and retesting support necessary for WVDMV to complete UAT successfully.

i3 Verticals will support WVDMV by:

- ✓ Assisting with the UAT plan and schedule.
- ✓ Establishing and maintaining the UAT environment.
- ✓ Training and supporting WVDMV testers.
- ✓ Investigating and correcting defects.
- ✓ Maintaining evidence and results.
- ✓ Providing representative test scenarios and scripts.
- ✓ Preparing or assisting with test data.
- ✓ Monitoring execution and reporting progress.
- ✓ Supporting WVDMV-directed retesting.
- ✓ Supporting formal acceptance and readiness decisions.

WVDMV subject matter experts will execute acceptance tests under the guidance of the i3 Verticals Test Manager and that WVDMV approves the test plan and procedures before acceptance testing begins.

8. Regression Testing

Regression testing will be performed throughout implementation and after defect corrections, configuration changes, interface updates, data-conversion changes, releases, and post-production enhancements. The regression scope will be determined through impact and risk analysis, with automated scripts used where practical and manual testing applied where automation is not appropriate.

Regression testing will verify that a change corrects the intended issue without disrupting previously accepted functionality, interfaces, reports, workflows, security controls, or data.

Representative Test Data

i3 Verticals will work with WVDMV to prepare controlled, representative test data sufficient to demonstrate compliance across normal and exceptional operating conditions. Test data will include:

- ✓ Valid Transactions.
- ✓ Required-Field Omissions.
- ✓ Boundary Conditions.
- ✓ Complex Driver Histories.
- ✓ Converted Legacy Records.
- ✓ Performance, Volume, Load, Stress, And Endurance Conditions.
- ✓ Invalid And Illegal Values.
- ✓ Minimum And Maximum Values.
- ✓ Duplicate And Conflicting Data.
- ✓ Interface Exceptions.
- ✓ Security And Unauthorized-Access Scenarios.
- ✓ Any Additional WVDMV Desired Criteria

Test data will be protected in accordance with applicable security and privacy requirements. Access will be limited to authorized personnel and environments, and sensitive data will be handled according to the approved Security Plan and test-data procedures.

Defect Management and Online Tracking

i3 Verticals will maintain a comprehensive, online-accessible defect-management system from development through completion of testing and production stabilization. WVDMV will have visibility into defect status, ownership, priority, corrective action, retesting, and closure.

Each defect record will include, as applicable:

- ✓ Unique identifier and descriptive summary.
- ✓ Detection phase and environment.
- ✓ Steps to reproduce and supporting evidence.
- ✓ Assigned owner.
- ✓ Proposed remediation approach.
- ✓ Patch, build, or release version.
- ✓ Retesting requirements and results.
- ✓ Date and time identified.
- ✓ Affected requirement, test case, process, and component.
- ✓ WVDMV-assigned priority.
- ✓ Root-cause or technical analysis.
- ✓ Corrective action and completion date and time.
- ✓ Environments receiving the correction.
- ✓ Closure status and approval evidence.

i3 Verticals uses an incident-tracking platform to log defects, prioritize them, and communicate them to the development team.

WVDMV Defect Priorities

i3 Verticals will accept and operate according to WVDMVs determination of defect priority:

- ✓ Priority 1 – Critical: A defect that materially impacts daily operations.
- ✓ Priority 2 – Significant: A defect that impedes, but does not stop, operations.
- ✓ Priority 3 – Low: An administrative or lower-impact issue.

Priority 1 and Priority 2 defects will be corrected before affected testing continues. WVDMV will determine which tests must be rerun following correction. i3 Verticals will perform the required defect analysis, correction, regression testing, retesting, and additional demonstrations at no additional cost to WVDMV.

Test Logs, Metrics, and Formal Reporting

i3 Verticals will maintain a detailed test-execution log recording:

- ✓ Test procedure and case.
- ✓ Execution date and tester.
- ✓ Requirement traceability.
- ✓ Environment and test-data version.

- ✓ Expected and actual results.
- ✓ Associated defects.
- ✓ Retest dates and outcomes.
- ✓ Final disposition.
- ✓ Pass, fail, blocked, or deferred status.
- ✓ Required retests.
- ✓ Supporting evidence.

Following each formal test phase, i3 Verticals will submit a test report documenting the scope executed, results, requirements coverage, anomalies, defect priorities, corrective actions, remaining risks, retesting status, and recommendation regarding progression to the next phase.

Test status reporting will include meaningful measures such as:

- ✓ Test cases planned, executed, passed, failed, and blocked.
- ✓ Defects by priority, status, phase, and component.
- ✓ Retest outcomes.
- ✓ Readiness against defined entry and exit criteria.
- ✓ Requirements covered.
- ✓ Defect aging and remediation progress.
- ✓ Regression results.

i3 Verticals uses test metrics such as pass/fail rates and defect density to evaluate testing effectiveness and support continuous improvement.

Governance, Approval, and Accountability

WVDMV will review and approve formal test plans and schedules, witness testing, evaluate results, assign defect priorities, direct required retesting, and determine whether test acceptance criteria have been satisfied. WVDMV may withhold approval until corrective actions are completed successfully.

i3 Verticals will remain fully accountable for the quality and contractual compliance of i3 TRANSPORT360. Agency participation, witnessing, review, or approval will not relieve i3 Verticals of responsibility for satisfying every applicable RFP and Scope of Work requirement.

WVDMV Value

Through this structured approach, WVDMV receives:

- ✓ An Agency-approved Master Test Plan and integrated testing schedule.
- ✓ Traceability from every requirement to test evidence and acceptance.
- ✓ Early identification of issues through unit and sprint testing.
- ✓ Comprehensive system, interface, conversion, security, and performance validation.
- ✓ WVDMV-controlled UAT and defect prioritization.
- ✓ Reusable automated regression assets where practical.
- ✓ Online visibility into defects, ownership, remediation, and retesting.
- ✓ Formal test reports and objective production-readiness evidence.
- ✓ Vendor-funded defect correction and retesting.
- ✓ Clear stage gates that prevent unresolved critical issues from advancing.

By combining disciplined governance, requirements traceability, representative test data, phased validation, practical automation, transparent defect management, and WVDMV-controlled acceptance, i3 Verticals will demonstrate that TRANSPORT360 is secure, integrated, reliable, performant, and ready to support West Virginia's mission-critical driver modernization operations

WVDMV sets defect priority and retains online access to the defect log.

i3 Verticals tracks all testing through an incident system in most jurisdictions JIRA, so WVDMV will have full visibility into test readiness, execution status, defects, corrective actions, and acceptance evidence. During the Discovery phase, a test plan will be presented for the WVDMV team's evaluation and to set defect priority.

WVDMV Testing RACI Model 42.2.2.6

Testing and Defect Management RACI Matrix

The following RACI model aligns with the proposed i3 TRANSPORT360 testing methodology and the solicitation requirement that WVDMV retains authority to establish defect priorities, approve test plans, witness testing, determine test acceptability, and approve progression between testing phases.

R = Responsible (performs the work)
A = Accountable (ultimate decision authority)
C = Consulted (provides input)
I = Informed (receives status/results)

Testing Activity	i3 Verticals	WVDMV	WVDOT/WVOT	External Partners
Master Test Plan Development	R	A	C	I

Testing Activity	i3 Verticals	WVDMV	WVDOT/WVOT	External Partners
Master Test Plan Approval	C	A	C	I
Test Strategy Definition	R	A	C	I
Requirements Traceability Matrix (RTM) Maintenance	R	A	C	I
Test Environment Provisioning	R	C	C	I
Test Data Preparation	R	A	C	C
Unit Testing - Vendor FRICEW Components	R/A	I	I	I
Sprint / Iterative User Testing	R	A	C	I
System Testing	R/A	C	I	I
Integration Test Planning	R	A	C	C
Vendor Interface Testing	R/A	C	I	C
State Interface Testing	C	A	R	C
Partner Interface Testing	C	A	I	R
Mock Data Conversion Testing	R	A	C	I
Security Testing	R	A	C	I
Performance and Load Testing	R	A	C	I
Regression Test Planning	R	A	C	I
Regression Test Execution	R	C	I	I
User Acceptance Test (UAT) Planning	R	A	C	I
UAT Environment Management	R/A	C	I	I
UAT Execution	C	R/A	C	I
UAT Results Approval	C	A	C	I
Test Status Reporting	R	A	I	I
Test Metrics Reporting	R	A	I	I
Test Phase Exit Review	R	A	C	I
Production Readiness Testing	R	A	C	C
Go-Live Validation	R	A	C	C

Defect Management RACI

Defect Management Activity	i3 Verticals	WVDMV	WVDOT/WVOT	External Partners
Defect Logging and Tracking	R	C	C	C
Defect Investigation and Root Cause Analysis	R	C	C	C
Assign Defect Owner	R	A	C	C
Determine Defect Priority (P1/P2/P3)	C	A	I	I
Approve Defect Severity Classification	C	A	I	I
Correct Vendor Defects	R/A	I	I	I
Correct State-Owned Defects	C	A	R	I

Defect Management Activity	i3 Verticals	WVDMV	WVDOT/WVOT	External Partners
Correct Partner-Owned Defects	C	A	I	R
Validate Defect Fix	R	A	C	C
Determine Required Retesting	C	A	C	I
Execute Retesting	R	C	C	C
Regression Testing Following Defect Fix	R	C	I	I
Approve Defect Closure	C	A	I	I
Defect Metrics and Reporting	R	A	I	I
Escalation of Priority 1 Issues	R	A	C	C
Go-Live Defect Acceptance Decision	C	A	C	I

Governance Escalation Model

WVDMV retains sole authority for defect prioritization, defect acceptance, testing approval, test-phase progression, and production-readiness decisions. i3 Verticals is responsible for maintaining the testing environments, executing all i3 Verticals testing activities, correcting i3 Verticals-developed defects, supporting Agency and partner testing activities, maintaining the online defect-management repository, and providing all remediation, retesting, and reporting activities necessary to achieve WVDMV approval.

4.2.2.7 System Interface Design, Development, Deployment, and Support

System Interface Design, Development, Deployment, and Support

Comprehensive Interface Delivery Strategy

i3 TRANSPORT360 includes a dedicated Integration and Interface Workstream led by experienced enterprise architects, integration specialists, solution designers, and project managers who are responsible for the successful delivery of the entire interface ecosystem.

i3 Verticals will:

- ✓ Design, develop, test, deploy, and support all Vendor-developed interfaces.
- ✓ Implement every Attachment B interface.
- ✓ Deliver all internal application integrations required for complete functionality.
- ✓ Manage interface governance and coordination.
- ✓ Conduct interface testing and certification.
- ✓ Lead production cutover and stabilization activities.
- ✓ Provide post-production support and operational monitoring.
- ✓ Maintain capacity for five additional medium-complexity interfaces as part of the implementation program.

Interface Assessment and Architecture Design

During project initiation, i3 Verticals will conduct detailed Interface Discovery and Design Workshops with WVDMV, WVDOT, WVOT, and any applicable external partners.

For every interface, i3 TRANSPORT360 will produce:

- ✓ Functional Interface Specifications.
- ✓ Interface Data Dictionaries.
- ✓ Security specifications.
- ✓ Operational support procedures.
- ✓ Technical Interface Specifications.
- ✓ Source-to-target mapping documents.
- ✓ Error-handling procedures.
- ✓ Testing and validation plans.

Each interface will be evaluated to determine the most appropriate processing model based on transaction volume, response-time requirements, business criticality, and operational dependencies.

Interface classifications include:

Interface Characteristic	Evaluation Criteria
Real-Time vs Batch	Business urgency, transaction latency requirements

Interface Characteristic	Evaluation Criteria
Synchronous vs Asynchronous	User interaction requirements and process dependencies
API vs File Exchange	Source-system capabilities and operational requirements
Event-Driven vs Scheduled	Frequency and business process needs
Internal vs External	Ownership, governance, and security considerations

This disciplined approach ensures each integration is implemented using the most reliable and scalable pattern.

Enterprise Integration Architecture

i3 TRANSPORT360 utilizes a modern integration architecture designed to support current and future business requirements.

The integration architecture supports:

- ✓ Restful Apis.
- ✓ Event-Based Messaging.
- ✓ Scheduled Data Exchanges.
- ✓ Service Orchestration.
- ✓ Data Transformation Services.
- ✓ Secure Web Services.
- ✓ Batch File Processing.
- ✓ Message Queuing.
- ✓ API Management And Monitoring.
- ✓ Integration Security Controls.

This architecture allows WVDMV to modernize existing interfaces while providing a flexible foundation for future integrations and business initiatives.

Data Mapping, Transformation, and Conversion Rules

i3 Verticals will define all data extraction, transformation, validation, and mapping requirements necessary to support interface operations.

Activities include:

- ✓ Field-level data mapping.
- ✓ Data-validation rules.
- ✓ Lookup-table management.
- ✓ Error-handling processes.
- ✓ Business-rule transformation logic.
- ✓ Reference-code translations.
- ✓ Data normalization.
- ✓ Reconciliation and audit controls.

Development and Testing of Vendor Interfaces

For all Vendor-owned integration components, i3 Verticals will:

- ✓ Design integration components.
- ✓ Build transformation services.
- ✓ Configure middleware components.
- ✓ Perform unit testing.
- ✓ Resolve identified defects.
- ✓ Develop extraction and loading programs.
- ✓ Develop APIs and web services.
- ✓ Create automated monitoring and logging services.
- ✓ Conduct integration testing.

Testing activities include:

- ✓ Interface unit testing.
- ✓ Error-condition testing.
- ✓ Security testing.
- ✓ User acceptance testing support.
- ✓ End-to-end integration testing.
- ✓ Volume and performance testing.
- ✓ Disaster-recovery testing.

Each interface must successfully pass predefined acceptance criteria before production deployment.

Partner and Third-Party Coordination

i3 Verticals recognizes that successful DMV modernization extends beyond technical integration. It requires coordination across multiple organizations and external stakeholder collaboration.

Accordingly, i3 Verticals will provide:

- ✓ Integration project management.
- ✓ Interface readiness tracking.
- ✓ Schedule monitoring.
- ✓ Cutover coordination.
- ✓ Partner coordination support.
- ✓ Issue escalation management.
- ✓ Interface certification planning.
- ✓ Readiness assessments.

While WVDMV, WVDOT, WVOT, and third-party organizations retain responsibility for development of their own system-side integration components, i3 Verticals will actively support those efforts through documentation, technical consultation, integration testing, troubleshooting, defect analysis, and operational readiness reviews.

Production Cutover and Interface Stabilization

i3 TRANSPORT360 employs a structured integration deployment methodology designed to minimize business risk and service disruption.

Cutover activities include:

- ✓ Interface Deployment Planning.
- ✓ Mock Cutover Exercises.
- ✓ Interface Certification.
- ✓ Parallel Operation Where Appropriate.
- ✓ Hypercare Support.
- ✓ Production Readiness Reviews.
- ✓ Data Synchronization Validation.
- ✓ Controlled Production Activation.
- ✓ Rollback Planning.

Following deployment, i3 Verticals will lead interface stabilization activities to ensure integrations operate reliably under production conditions.

Monitoring, Support, and Operations

All Vendor-developed interfaces are supported through i3 TRANSPORT360's managed services framework.

Capabilities include:

- ✓ Real-Time Interface Monitoring.
- ✓ Automated Alerting.
- ✓ Interface Health Dashboards.
- ✓ Operational Reporting.
- ✓ Root-Cause Analysis.
- ✓ Transaction Tracking.
- ✓ Error Detection And Notification.
- ✓ SLA Monitoring.
- ✓ Incident Management.
- ✓ Corrective-Action Management.

This proactive support model enables rapid identification and resolution of issues before they impact DMV operations.

Five Additional Medium-Complexity Interfaces Included

Recognizing that modernization programs often identify new integration requirements during implementation, i3 Verticals has included a reserve for five (5) additional medium-complexity interfaces as required by the solicitation. These reserved interfaces may be applied to emerging business needs, newly identified partner systems, regulatory requirements, or integration enhancements discovered during project execution.

By combining proven DMV integration experience, modern API and enterprise-integration technologies, disciplined project governance, comprehensive testing, and proactive operational support, i3 TRANSPORT360 delivers a secure, scalable, and future-ready integration ecosystem that enables WVDMV to operate as a fully connected digital enterprise while minimizing implementation risk and maximizing long-term business value.

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

Management Reporting, Business Intelligence, and Analytics

i3 Verticals fully complies with and exceeds this requirement by providing WVDMV with a comprehensive reporting and analytics framework within i3 TRANSPORT360, including all standard delivered reports, configurable dashboards, ad hoc query capabilities, operational reporting, executive analytics, and the development of all required medium-complexity custom reports as part of the implementation effort. The reporting solution is designed to provide accurate, timely, and actionable information to DMV leadership, operational staff, auditors, investigators, financial personnel, and external stakeholders while maintaining strict security controls and preserving transactional-system performance. The WVDMV solicitation specifically requires configuration of all standard reports and the design, development, and testing of at least forty medium-complexity reports, all of which are included in i3 Verticals' implementation scope.

Configuration of Standard Reports

As part of implementation, i3 Verticals will configure and validate all standard reports included within the i3 TRANSPORT360 solution. Standard reports are reviewed during requirements validation and fit-gap activities to ensure alignment with WVDMV business operations, policies, statutory obligations, and reporting requirements.

Design and Development of Custom Reports

i3 Verticals proposal includes the design, development, testing, deployment, and support of all medium-complexity reports as required by the solicitation.

Business Intelligence and Ad Hoc Queries

Beyond traditional reports, i3 TRANSPORT360 provides modern business-intelligence and AI reporting capabilities that allow authorized users to analyze information without requiring technical expertise or vendor intervention.

Security-Controlled Reporting Environment

i3 TRANSPORT360 applies the same role-based security model to reports, dashboards, and ad hoc queries that governs online transaction processing. Users can only access data for which they have explicit authorization, preventing reporting tools from becoming an avenue for unauthorized information access.

Reporting Performance and Scalability

The reporting architecture is designed to operate independently from core transactional processing whenever practical. Reporting workloads, business intelligence requests, and scheduled report generation are isolated from real-time DMV operations to ensure users continue to experience optimal application performance.

Testing, Deployment, and Ongoing Support

All reports are subjected to a rigorous validation process that includes:

- ✓ Requirements verification.
- ✓ Security verification.
- ✓ User acceptance testing.
- ✓ Production deployment validation.
- ✓ Data reconciliation.
- ✓ Functional testing.
- ✓ Performance testing.
- ✓

4.2.2.9 Data Migration Planning and Execution

A detailed Data Migration Plan has been developed for this project and is shown below. The plan will be maintained and updated throughout the project lifecycle to provide complete transparency into migration activities and status.

Legacy DB2 Discovery and Data Profiling

i3 Verticals will perform a comprehensive assessment of WVDMV's DB2 environment and related data sources to identify:

- ✓ Source files and databases.
- ✓ Data volumes and growth trends.
- ✓ Data retention requirements.
- ✓ Data-quality issues.
- ✓ Orphaned and invalid records.
- ✓ Tables, records, and relationships.
- ✓ Business and technical dependencies.
- ✓ Historical and active records.
- ✓ Duplicate and overlapping information.
- ✓ Conversion sequencing requirements.

Data-profiling activities will identify anomalies, completeness issues, formatting inconsistencies, invalid values, and legacy business rules that must be addressed before conversion. Findings will be documented and reviewed with WVDMV to ensure a common understanding of migration risks and remediation requirements.

Data Mapping and Conversion Design

For every source dataset migrated into i3 TRANSPORT360, i3 Verticals will develop detailed conversion specifications that include:

- ✓ Source-to-target field mappings.
- ✓ Data-type conversions.
- ✓ Code crosswalks.
- ✓ Validation requirements.
- ✓ Conversion dependencies.
- ✓ Business-rule transformations.
- ✓ Reference-data mappings.
- ✓ Legacy-to-modern value translations.
- ✓ Load sequencing.

Comprehensive field-level mapping documents will provide complete traceability from legacy DB2 elements to the corresponding i3 TRANSPORT360 data structures, ensuring consistency, auditability, and long-term maintainability.

Data Cleansing and Quality Management

Successful modernization requires more than simply moving data from one system to another. i3 Verticals will work with WVDMV to improve overall data quality throughout the migration process.

Activities include:

- ✓ Duplicate detection and resolution.
- ✓ Invalid-value identification.
- ✓ Exception reporting.
- ✓ Reconciliation procedures.
- ✓ Data-standardization rules.
- ✓ Referential-integrity validation.
- ✓ Data-quality metrics.
- ✓ Conversion-validation reporting.

Where business interpretation, source-of-record determination, correction decisions, or data rationalization are required, i3 Verticals will identify and document those items for WVDMV review and decision-making. WVDMV subject matter experts will retain authority for business decisions related to conflicting or ambiguous legacy data.

Automated Migration Framework

To maximize accuracy and reduce project risk, i3 Verticals will employ automated migration utilities, conversion programs, extraction processes, transformation services, and validation routines wherever practical.

Conversion Development and Testing

i3 Verticals will design, develop, unit test, integration test, and validate all Vendor-developed migration components prior to production use.

Mock Conversions and Validation

Consistent with the requirements of this solicitation, i3 Verticals will conduct a minimum of two complete mock conversions prior to User Acceptance Testing and production deployment.

Reconciliation and Certification Support

Data accuracy is validated through multiple layers of reconciliation and verification. i3 Verticals will provide automated and manual reconciliation processes that compare source and target environments to ensure migration completeness and integrity.

Production Conversion and Go-Live Support

During production deployment, i3 Verticals will lead all automated conversion and loading activities utilizing proven migration procedures refined through mock-conversion testing.

Through disciplined planning, automated conversion technologies, rigorous testing, and close collaboration with WVDMV stakeholders, i3 Verticals will deliver a secure, accurate, and fully auditable migration of WVDMV's legacy DB2 environment into i3 TRANSPORT360, significantly reducing implementation risk while ensuring confidence in the integrity, completeness, and usability of the converted data.

WVDMV Project Data Migration Plan

Our i3 Verticals Data Conversion Plan defines the scope, stakeholders, business rules, and assumptions involved used during the Data Migration and is agreed to by both i3 Verticals and the WVDMV. Migration is an iterative process; the plan and data mapping are updated throughout the project.

Please find attached our Data Migration Plan in Appendix E of this response.

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

Security, Privacy, Identity, and Access Management Compliance

i3 Verticals fully complies with and exceeds the State's security requirements through the secure-by-design architecture of i3 TRANSPORT360, a comprehensive enterprise security program, rigorous governance processes, and industry-recognized compliance frameworks. i3 TRANSPORT360 is engineered to protect the confidentiality, integrity, and availability of WVDMV information assets while supporting the stringent requirements associated with Personally Identifiable Information (PII), Federal Tax Information (FTI), Social Security Online Verification (SSOLV) transactions, and other sensitive DMV data. The solution is designed to align with applicable State and Federal requirements, including West Virginia Code §5A-6B, the West Virginia Office of Technology Information Security Policy, State privacy requirements, StateRAMP requirements, and the State Cloud Addendum.

Security Governance and Compliance Framework

i3 TRANSPORT360 is supported by a mature enterprise information security program that incorporates risk management, security governance, compliance monitoring, business continuity planning, vendor management, vulnerability management, and incident response. The program is aligned to recognized industry security frameworks and standards and is supported by dedicated security, governance, risk, compliance, and privacy functions responsible for continuous oversight and improvement. Security controls are routinely assessed, audited, monitored, and updated to address evolving threats, regulatory requirements, and best practices.

In addition, i3 Verticals maintains independently validated compliance programs, including a current PCI DSS assessment in which all assessed requirements were found to be compliant.

Protection of PII, FTI, SSOLV, and Sensitive Data

i3 TRANSPORT360 protects all Agency data using layered security controls designed to safeguard sensitive information throughout its lifecycle. The platform applies security and privacy controls appropriate to the classification of the information being processed and enforces secure handling, storage, transmission, retention, and disposal of regulated data.

The solution supports:

- ✓ Protection of PII, FTI, SSOLV, and confidential DMV information.
- ✓ Data classification and segregation controls.
- ✓ Comprehensive audit logging and monitoring.
- ✓ Continuous vulnerability management and patching.
- ✓ Data encryption in transit and at rest.
- ✓ Least-privilege access enforcement.
- ✓ Secure backup and disaster recovery processes.
- ✓ Secure development and change management practices.

Customer data is protected through encrypted storage, secure communications, controlled administrative access, audit logging, and continuous monitoring. Geographic redundancy and resilient cloud infrastructure further protect data availability.

StateRAMP and Cloud Security Compliance

i3 TRANSPORT360 will be hosted within a cloud environment capable of supporting StateRAMP-aligned security requirements and cloud governance expectations. The solution architecture supports the implementation of required State security controls, operational monitoring, incident management, disaster recovery, encryption, identity management, auditability, and continuous compliance activities necessary to satisfy StateRAMP and State cloud-hosting obligations.

The i3 TRANSPORT360 architecture utilizes cloud-native security capabilities, infrastructure-as-code controls, automated compliance monitoring, continuous security assessment processes, and secure operational practices to maintain a strong security posture throughout the system lifecycle.

Active Directory Integration and Single Sign-On

i3 TRANSPORT360 fully supports integration with the State's Active Directory environment and Single Sign-On (SSO) capabilities. WVDMV users may authenticate using existing State-managed credentials, enabling centralized identity management, streamlined user administration, reduced password-management burden, and improved security.

Public Identity Management and Authentication

For citizens and external users, i3 TRANSPORT360 provides a secure self-service identity-management framework supporting public-facing portals and online services.

Multi-Factor Authentication

i3 TRANSPORT360 provides configurable Multi-Factor Authentication (MFA) capabilities for public-facing applications and portals. Citizens may be provided the option to enable additional authentication factors to further secure access to their accounts and sensitive information.

For privileged, administrative, and operational access, multi-factor authentication is enforced as part of i3 Verticals' security model. Company systems require MFA/2FA controls for production access and remote administration activities.

Role-Based Security and Granular Authorization

i3 TRANSPORT360 delivers a comprehensive role-based access control (RBAC) framework designed specifically for complex DMV operations.

Security Administration

TRANSPORT360 includes dedicated Security Administrator capabilities

User and Group Management

TRANSPORT360 supports user and group administration either directly within the application or through Active Directory integration.

Secure Communications and Encryption

TRANSPORT360 utilizes modern security controls to protect all system communications and data exchanges.

Customer and application data is protected both while stored and while being transmitted between users, systems, integrations, and external services. Encryption controls are applied throughout the solution architecture.

Security Monitoring, Logging, and Incident Management

TRANSPORT360 provides comprehensive security-event logging and auditing capabilities to support operational monitoring, investigations, compliance activities, and security oversight.

Authorized administrators can review security events through online administrative functions, supporting both proactive monitoring and incident investigation activities.

In addition, i3 Verticals operates centralized security monitoring capabilities that collect and evaluate system activity for potential threats, anomalous behavior, and security events requiring investigation or response.

Session Management and Automatic Logoff

TRANSPORT360 supports configurable session-management policies that allow WVDMV administrators to define inactivity thresholds consistent with State security requirements.

Reporting and Query Security

Security permissions are consistently enforced across online transactions, reports, dashboards, business intelligence functions, and ad hoc queries. Users can only access information for which they have been granted authorization, ensuring that reporting and analytical capabilities cannot be used to circumvent established security controls.

WVDMV Security RACI Model 4.2.2.10

Security Compliance RACI Matrix

RACI legend: R = Responsible for performing the work; A = Accountable for final ownership and approval; C = Consulted for subject-matter input or coordination; I = Informed of status, results, or decisions. Final role assignments will be confirmed during project initiation and reflected in the approved security management plan.

Security Activity / Deliverable	WVDMV Business / Data Owner	WVDMV Security Administrator	WVOT	i3 Verticals Security & Compliance	i3 Verticals Delivery / Operations	StateRAMP -Authorized Cloud Provider
Interpret applicable State and Federal security, privacy, PII, FTI, and SSOLV requirements	A	C	C	R	C	I
Maintain security requirements traceability and compliance evidence	C	C	C	A	R	C
Approve system security plan, risk acceptance, and production authorization	A	R	C	C	I	I
Maintain StateRAMP authorization and cloud control evidence	I	C	C	A	C	R
Comply with the State Cloud Addendum and establish cloud shared-responsibility boundaries	A	C	C	R	R	C
Classify data and define handling, retention, and disposal requirements	A	R	C	C	C	I
Implement encryption, secure communications, and cryptographic controls	I	C	C	A	R	R
Integrate Active Directory and configure Agency single sign-on	C	A	C	C	R	I
Configure public identity, password reset, account recovery, and optional MFA	A	C	I	C	R	I
Define roles, groups, separation of duties, and effective-dated access rules	A	R	C	C	C	I
Configure transaction-, form-, field-, workflow-, report-, and query-level authorization	A	R	I	C	R	I

Security Activity / Deliverable	WVDMV Business / Data Owner	WVDMV Security Administrator	WVOT	i3 Verticals Security & Compliance	i3 Verticals Delivery / Operations	StateRAMP -Authorized Cloud Provider
Provision, modify, review, and terminate user and group access	C	A/R	I	C	C	I
Configure inactivity timeout, warning, lockout, and automatic logoff controls	C	A	C	C	R	I
Configure and retain security, authentication, administrative, and access-violation logs	I	C	C	A	R	C
Monitor security events and investigate suspected incidents	I	C	C	A/R	R	C
Notify the State, coordinate response, and meet required incident-reporting obligations	A	R	C	R	R	C
Perform vulnerability scanning, remediation, patching, and secure configuration management	I	C	C	A	R	R
Conduct security architecture review, threat assessment, and security testing	C	C	C	A	R	C
Manage secure development, code review, release approval, and change control	I	C	I	A	R	I
Maintain backups, disaster recovery, business continuity, and recovery testing	C	C	I	A	R	R
Conduct periodic access certification and separation-of-duties review	C	A/R	I	C	I	I
Support audits, assessments, corrective action plans, and continuous compliance reporting	C	C	C	A/R	R	C
Approve security control changes and documented exceptions	A	R	C	C	C	I

4.2.2.11 The Vendor must design, implement, and operate a high-performing solution that: Supports up to 500 concurrent Agency users and 800 concurrent public users. Processes at least 75% of transactions within one second of receipt and all transactions within five seconds, including application and database processing. ..

High-Performance, Scalable Architecture

i3 Verticals fully complies with and exceeds this requirement through TRANSPORT360's cloud-native, highly scalable architecture designed to support mission-critical DMV operations, high transaction volumes, and large numbers of concurrent users without degradation of performance or availability. TRANSPORT360 leverages AWS or Microsoft Azure Government infrastructure, elastic resource scaling, load-balanced application services, distributed processing, and enterprise-grade monitoring to deliver predictable performance under peak operating conditions while maintaining exceptional user experience for both WVDMV personnel and public constituents.

Concurrent User Capacity and Transaction Performance

TRANSPORT360 is architected to support significantly more users than the volumes required by WVDMV. The solution will support a minimum of 500 concurrent Agency users and 800 concurrent public users while maintaining responsive transaction processing across all business functions. The architecture utilizes independently scalable application, integration, database, reporting, and web-service tiers that can be expanded horizontally as demand increases.

To meet WVDMV's performance objectives, i3 TRANSPORT360 is designed so that:

- ✓ At least 75% of all online transactions complete within one second.
- ✓ 100% of online transactions are completed within five seconds, including application and database processing.
- ✓ Performance remains consistent during peak usage periods, seasonal processing spikes, and large-scale customer interactions.
- ✓ Capacity can be expanded without requiring application redesign or service interruption.

Load-Balanced, Multi-Tier Architecture

i3 TRANSPORT360 utilizes an industry-standard, multi-tier architecture incorporating redundant load balancers that distribute workloads across multiple application instances. Incoming requests are intelligently routed to available resources to maximize throughput, prevent resource bottlenecks, and eliminate single points of failure.

Batch Processing Without Operational Impact

i3 TRANSPORT360 segregates batch-processing workloads from online transaction-processing services to ensure that overnight processing, data synchronization, large file imports, notifications, reporting jobs, and administrative functions do not negatively impact user-facing operations.

The solution employs:

- ✓ Dedicated processing queues.
- ✓ Scheduled workload orchestration.
- ✓ Automated workload prioritization.
- ✓ Asynchronous service execution.
- ✓ Resource isolation between transactional and batch environments.

As a result, critical DMV transactions remain responsive while batch operations execute in parallel, preserving service levels for both WVDMV users and the public.

Reporting, Analytics, and Business Intelligence Performance

i3 TRANSPORT360 supports operational reporting, predefined reports, ad hoc queries, dashboards, and business intelligence access without degrading online transactional performance.

Capacity Planning Approach

i3 Verticals employs a proactive capacity-management methodology throughout implementation and operations. During system design, projected user volumes, transaction rates, integration loads, reporting demands, and anticipated growth are analyzed to establish baseline infrastructure sizing.

Performance Monitoring and Alerting

i3 TRANSPORT360 includes comprehensive monitoring capabilities that provide real-time visibility into application performance, infrastructure health, and user experience metrics.

Performance Testing and Validation Methodology

Prior to production deployment, i3 Verticals will execute a comprehensive performance-testing program designed to validate compliance with all concurrency and response-time requirements.

Through its cloud-native architecture, intelligent load balancing, workload isolation, elastic scalability, and rigorous performance validation methodology, i3 TRANSPORT360 provides WVDMV with a high-performing platform capable of delivering the speed, responsiveness, reliability, and scalability necessary to support mission-critical DMV operations today and well into the future.

4.2.2.12 Provide a solution designed for high availability and reliability The Vendor shall design, configure, develop, implement and operate a solution which at a minimum meets these availability and reliability requirements: •...

High Availability and Reliability

i3 Verticals fully complies with and exceeds this requirement through the i3 TRANSPORT360 cloud architecture, which is designed for continuous availability, fault tolerance, disaster recovery, and operational resilience. i3 TRANSPORT360 is hosted within a secure, enterprise-class Microsoft Azure or AWS Government environment utilizing redundant infrastructure, automated failover capabilities, geographically separated data centers, and comprehensive disaster recovery services. The solution is architected to eliminate single points of failure and ensure uninterrupted service delivery for WVDMV mission-critical operations.

99.9% Availability Commitment

i3 TRANSPORT360 is designed to provide a minimum of 99.9% system availability, 24 hours per day, 365 days per year, excluding WVDMV-approved maintenance windows and scheduled outages. The solution leverages redundant compute, network, storage, and database services to maintain continuous operations and ensure that WVDMV users, business partners, and citizens can access services whenever needed. Continuous monitoring, automated alerting, proactive capacity management, and established operational procedures further support the availability commitment and rapid resolution of any service disruption.

Geographically Separate Disaster Recovery Data Center

Should WVDMV prefer i3 Verticals provides cloud hosting, i3 TRANSPORT360 includes fully managed hosting services utilizing multiple geographically separated AWS or Azure Government data centers. Production services are hosted in a primary region while a secondary disaster recovery environment is maintained in a separate geographic region. Data is continuously replicated between locations, ensuring that the loss of a single facility, region, or infrastructure component does not impact business continuity. This architecture provides WVDMV with a resilient platform capable of maintaining essential operations during regional outages or catastrophic events.

Disaster Recovery and Business Continuity

i3 Verticals maintains a comprehensive Business Continuity and Disaster Recovery (BC/DR) program for i3 TRANSPORT360.

The architecture provides recovery capabilities that significantly exceed the State's requirement for restoration and system recovery within twenty-four (24) hours. Current disaster recovery designs support recovery objectives measured in hours rather than days, enabling rapid restoration of services following catastrophic events.

Automatic Failover and Fault Tolerance

All i3 TRANSPORT360 application, web, database, and infrastructure components are configured with redundancy and automatic failover capabilities. Should a hardware, virtual machine, network, storage, or application component experience failure, workloads **automatically transition** to healthy resources without manual intervention whenever possible. This design significantly minimizes downtime, preserves transaction processing, and ensures continuity of critical DMV operations. The solution eliminates single points of failure through redundant infrastructure deployed across multiple availability zones and disaster recovery regions.

Maintenance Windows and Change Management

i3 Verticals recognizes the importance of minimizing operational disruption to WVDMV. Monthly maintenance windows will be established jointly with WVDMV during implementation and documented within the Service Level Agreement (SLA) and operational support plans. i3 Verticals will provide advance notice of planned maintenance activities no less than one week prior to utilizing an approved maintenance window. Whenever possible, maintenance activities will be performed using rolling deployment and failover strategies that minimize or eliminate service interruptions to Agency users.

By combining redundant cloud infrastructure, automated failover technologies, geographically dispersed disaster recovery services, and mature business continuity processes, i3 TRANSPORT360 provides WVDMV with a secure, highly available, and resilient platform capable of supporting mission-critical DMV operations around the clock.

Monthly Maintenance Schedule Sample 4.2.2.12

Please reference the Monthly Maintenance Schedule Sample in Appendix K.

4.2.2.13 Usability, Accessibility, and User Interface Requirements ...

Usability, Accessibility, and User Interface Requirements

i3 Verticals delivers a modern, customer-centric user experience that combines accessibility, usability, configurability, and security within a single, standards-compliant platform. i3 TRANSPORT360 is built using a responsive, browser-

based architecture that provides a consistent look and feel across all modules, devices, and user groups while maintaining full compliance with State of West Virginia Enterprise Architecture standards and applicable federal accessibility requirements. The solution is designed to maximize user productivity, improve customer satisfaction, reduce training requirements, and ensure equal access to services for all users.

Accessibility and Compliance

i3 TRANSPORT360 is designed and maintained in accordance with:

- ✓ Section 508 of the Rehabilitation Act.
- ✓ Americans with Disabilities Act (ADA) requirements.
- ✓ Web Content Accessibility Guidelines (WCAG) 2.1 Level AA standards.
- ✓ State of West Virginia Enterprise Architecture standards and accessibility requirements. Prior to User Acceptance Testing (UAT), all public-facing application components will undergo accessibility validation and certification to confirm compliance with WCAG 2.1 Level AA requirements. Accessibility is incorporated throughout the software development lifecycle through automated compliance testing, manual accessibility reviews, and user-focused validation processes to ensure continuous adherence to accessibility standards.

Consistent and Intuitive User Experience

i3 TRANSPORT360 is developed using a customer-centric design philosophy that delivers a uniform user experience across all modules, functions, and delivery channels. All users interact with a common framework, navigation structure, terminology, and workflows regardless of whether they are processing driver licensing, registration, document management, compliance activities, or customer service functions.

Field labels are maintained centrally and displayed consistently throughout the application, ensuring that identical data elements are presented uniformly across inquiries, transactions, reports, workflows, and interfaces. This consistency improves usability, reduces training requirements, and minimizes user errors.

Configuration Without Custom Programming

i3 TRANSPORT360 incorporates a robust Business Rules Engine that empowers authorized business users to manage and maintain system behavior without requiring programmer intervention. Through configurable tables and administrative tools, WVDMV personnel can:

- ✓ Define and modify business rules.
- ✓ Update workflows.
- ✓ Modify notifications and correspondence templates.
- ✓ Configure processing logic driven by policy or legislative changes.
- ✓ Configure validation requirements.
- ✓ Maintain code tables.
- ✓ Manage required fields and data dependencies.

This low-code/no-code approach allows WVDMV to rapidly adapt to changing statutory, operational, or policy requirements while reducing dependence on vendor development resources.

Real-Time Data Processing and Validation

i3 TRANSPORT360 provides true real-time processing across all modules and interfaces. When information is updated within the system, the change is immediately reflected wherever that data element appears throughout the application, ensuring users always have access to the most current information available.

By enforcing these validations prior to transaction completion, i3 TRANSPORT360 improves data accuracy, reduces downstream correction efforts, and enhances overall system integrity.

Data Protection and Security

i3 TRANSPORT360 incorporates multiple layers of security to protect sensitive information while maintaining usability. Using Role-Based Access Control (RBAC), data visibility and functionality are controlled according to department, business unit, role, and user responsibility.

Embedded Help and User Assistance

i3 TRANSPORT360 includes a comprehensive, centrally maintained help framework that provides immediate guidance to users within the application.

Help content is maintained centrally, ensuring all users receive accurate and current information regardless of location or device. The embedded assistance reduces support calls, accelerates onboarding, and improves user confidence when completing transactions.

Comprehensive Documentation and Training Resources

To support successful adoption and ongoing operations, i3 Verticals provides complete user documentation tailored specifically to WVDMV business processes.

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

i3 TRANSPORT360 includes a full Document Management System (DMS) providing the retrieval, storage and indexing of documents based on specific WVDMV criteria. The DMS can store documents in a local image repository or an existing central (external) repository, enabling the retrieval and routing of images stored in a specified repository. i3 TRANSPORT360 can incorporate any necessary forms, correspondence, credentials, or other required templates.

- ✓ Link AppEnhancer-stored documents directly to customer and transaction records within i3 TRANSPORT360.
- ✓ Allow authorized users to select and view documents stored in AppEnhancer without leaving the i3 TRANSPORT360 interface.
- ✓ Support retrieval of historical images and documents maintained within the WVDMV document repository.
- ✓ Maintain synchronization between i3 TRANSPORT360 record identifiers and AppEnhancer document references.
- ✓ Utilize secure authentication, authorization, and encrypted communications for all document exchanges.
- ✓ Preserve WVDMV's existing document investments while providing a modern, customer-centric user experience.

Because i3 TRANSPORT360 supports both internal document repositories and external document management systems, WVDMV gains maximum flexibility. Documents may remain within AppEnhancer, be managed within the i3 TRANSPORT360 DMS, or utilize a hybrid approach that leverages the strengths of both platforms. This architecture reduces operational risk, minimizes disruption to existing business processes, and provides a scalable, future-ready document management framework that supports WVDMV's modernization objectives.

Alignment with WVOT Enterprise Architecture Standards

i3 TRANSPORT360 will be designed, configured, hosted, integrated, and operated in alignment with the applicable West Virginia Office of Technology (WVOT) Enterprise Architecture policies, standards, platform-domain requirements, and technology roadmaps in effect for the i3 TRANSPORT360 implementation. The architecture will support the WVEA objective of standardizing and simplifying the technologies used to develop and support production systems, while preserving WVDMV's required business capabilities and existing investments.

During project initiation and detailed design, i3 Verticals will produce an architecture standards traceability matrix identifying each applicable WVOT policy, standard, roadmap classification, solution component, compliance disposition, and supporting design artifact. Any required deviation will be disclosed, justified, risk-assessed, and submitted through the WVEA Change/Exception Request process for approval before implementation. This approach provides WVDMV with objective evidence that the deployed DMS architecture remains compliant, supportable, secure, and consistent with West Virginia's enterprise technology direction.

i3 Verticals fully complies with this requirement by providing native document management capabilities within i3 TRANSPORT360 and integration with the WVDMV OpenText AppEnhancer system, allowing authorized users to securely store, retrieve, link, and view documents associated with customer records and transactions throughout the enterprise. i3 Verticals DMS within the i3 TRANSPORT360 system will be configured in compliance with all state, federal, and local compliance and regulations.

4.2.2.15 Provide audit trail functionality The Vendor's proposed solution shall provide at a minimum the following audit trail capability:

As described in the overview of the solution, only internal and external users with a validated User ID, and an authorized role may change a record. i3 TRANSPORT360 provides an automated, permanent, verifiable digital record of every action, change, or an issuance event relating to all constituent driver records providing transparency, compliance, and accountability for WVDMV staff. Each audit trail is specific to the unique identifier for each driver within the system, with actions and events included in each Driver dashboard within their profile.

4.2.2.16 Production Operations, Maintenance, and Managed Services ....

i3 Verticals ITIL-Based Incident Management Methodology (detailed under Incident Management and Severity Classification Section) comprehensively addresses the requirements for Production Operations, Maintenance, and Managed Services as outlined in the RFP. The proposed solution will be hosted in a state-owned public or private cloud environment, specifically leveraging Azure or AWS Government Cloud, and includes all necessary commercial, custom, and supporting software, hardware, and ancillary equipment.

Provide application managed services for at least the first production year per deliverable; include up to 2,000 enhancement hours/year and transfer knowledge if the State later assumes support.

As the prime system manufacturer and provider of the i3 TRANSPORT360, i3 Verticals will provide operations and maintenance to WVDMV in the form of managed services for the system for the first production year per each deliverable. Should the State assume support, i3 Verticals Project and Support Teams will provide any training and knowledge transfer as required and detailed through the mutually agreed SLA.

4.2.3 Desired Project Requirements -.

4.2.3.1 Complete implementation of all deliverables within the agreed-upon timelines..

Once WVDMV wishes to move forward with the project, the first step in the process would be to enter into a contract with i3 Verticals and assist with ongoing support and maintenance after the implementation is completed. Following a fully executed contract, the following deliverables are provided:

Functional Track Deliverables:

- ✓ Requirements Traceability Matrix (RTM)
- ✓ Create and validate requirements documentation
- ✓ Virtual Product Demo from the Sandbox Environment for Each Release
- ✓ **Architecture and Infrastructure Track Deliverables:**
- ✓ Configuration of the Development Sandbox, UAT, and Production servers

i3 TRANSPORT360 Track Deliverables:

- ✓ Updated Requirements documents with System Design
- ✓ Working Product code for QA team
- ✓ Sandbox releases at mutually agreed upon intervals

Quality Assurance Track Deliverables:

- ✓ System Integration Test Plan
- ✓ Updated RTM with Test Case reference number
- ✓ Sandbox release notes

Interface Track Deliverables:

- ✓ Interface Control Document (ICD)

Data Migration Track Deliverables:

- ✓ Data Migration & Data Conversion Plan
- ✓ Data Mapping for i3 TRANSPORT360
- ✓ Converted Database for Sandbox, SIT, UAT, and Production Go live
- ✓ Data migration reports (Pre-conversion Post conversion)

Training Track Deliverables:

- ✓ User Guide
- ✓ Training Plan
- ✓ Training Materials

These deliverables ensure that all aspects of the project are covered, from functional requirements to training, and are essential for the successful implementation of the solution for WVDMV. Additional deliverables may be added to the contract, as required by WVDMV.

4.2.3.2 Deploy implementation of deliverables to production status on an expedited timeline. 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.

i3 Verticals has included a **high-level timeline** in our proposal in the Section labeled "Project Execution Approach" based on expediting both phase 1 and phase 2 of the project. The i3 Verticals Project Team will make every effort to deliver each phase ahead of WVDMV expectations. Please reference Appendix G for the project timeline.

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

i3 Verticals ITIS response and customer support team are committed to addressing defects identified during Operations and Maintenance in accordance with Agency-defined service levels and issue resolution timelines. The process begins with the triage and assignment of severity levels based on the impact to WVDMV operations, data integrity, and security.

Critical (Severity 1) incidents, which prevent WVDMV from performing business operations and have no viable workaround, are immediately escalated and receive a 24/7 response until resolution. i3 Verticals acknowledges the requirement to begin problem diagnostics within 30 minutes or less of an incident reporting and to resolve 100% of all high-priority incidents within 24 hours, either by resolving the incident or implementing a workaround that allows reclassification to a lower priority.

For Severity 2 (High) incidents, which have a material impact but allow business operations to proceed with a workaround, the team acknowledges the incident within 30 minutes and begins diagnostics within three hours, aiming to resolve at least 95% of such incidents within five (5) calendar days or less.

Severity 3 (Minor) incidents, which have limited immediate impact, are acknowledged within 24 hours and diagnostics begin within ten (10) business days or less, with a resolution target of at least 90% within 20 business days and any remaining incidents resolved or alternatives identified within sixty (60) business days or less.

The i3 Verticals support team will utilize the WVDMV support tracking system to manage, track, and document all maintenance service calls and support incidents, ensuring accountability, traceability and transparency from initiation to resolution. Each ticket records the nature of the deficiency, status, action plans, completion times, resolution details, and responsible personnel with full visibility and transparency for WVDMV stakeholders. The help desk staff will assign priority based on defined criteria above, and incidents classified as Critical or High are escalated to the WVDMV Project Manager for confirmation. i3 Verticals acknowledges and complies with this escalation and notification requirement. If the vendor fails to meet the required timelines for acknowledgement or problem resolution, credits are issued to WVDMV as stipulated in the contract.

Throughout the support and maintenance phases, i3 Verticals will provide skilled personnel for Level 2 and Level 3 support, ensuring compliance with response times, root cause analysis, and continuous communication with WVDMV. The team is available during business hours, with on-call support for Severity 1 incidents outside standard hours. The structured approach ensures all maintenance-related issues are tracked accurately, handled efficiently, and resolved within the defined service levels, supporting WVDMV's business objectives and maintaining a strong working relationship.

Service Credits If the Vendor does not meet the service levels outlined in this section or the performance and availability standards as defined in Section 4.2.2.14, the Vendor shall, upon WVDMV's request, issue credits which can be applied to application managed services fees or enhancement requests by WVDMV ..

i3 Verticals acknowledges and agrees to the service credits WVDMV requires for the system. As the primary, accountable party to i3 TRANSPORT360, we will make every attempt to meet the issue resolution target as measured on a quarterly basis and provide reporting as required.

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

i3 Verticals acknowledges and agrees that the experience of the personnel identified in our proposal establishes the minimum standard for staffing throughout contract performance. Consistent with WVDMV's requirement, any replacement personnel assigned to the project will possess qualifications, experience, and subject-matter expertise equal to or greater than the experience level of the individual being replaced throughout the life of the contract.

The proposed WVDMV team establishes a strong baseline of experience, including:

- ✓ **Stoney M. Hale II, Executive Sponsor**, with 13 years of executive leadership experience, more than 25 years of customer relationship and transportation industry experience, and various statewide transportation modernization experience.
- ✓ **Rob Mello, Engagement Manager**, with more than 20 years of IT experience, 15+ years in the motor-vehicle domain, and leadership of statewide modernization efforts including Tennessee STARS, VTRS, EIVS, NMVTIS, and inventory modernization projects.
- ✓ **Mahip Sharma, Project Manager**, with 10 years of project management experience, PMP certification, and extensive experience with IRP, IFTA, CVIEW, and document-management systems.
- ✓ **Kome Mofe-Damijo, Product Owner**, with over 8 years of motor vehicle industry experience spanning driver licensing and registration operations, DMV system modernization, requirements analysis, solution design, testing, and implementation support.
- ✓ **Iain Anderson, Development Manager**, serving as the Senior Director over Software Engineering, with more than 21 years with i3 Verticals, development leadership and oversight over many modernization efforts for both motor vehicle and motor carrier efforts, bringing creative insight and consistent leadership.
- ✓ **Andrew Black, Functional Lead**, with direct experience supporting Tennessee Vehicle Title and Registration System implementations, Insurance Verification Systems, and NMVTIS integrations.

4.2.3.5 Fully disclose all subcontractors and their proposed role in the Vendor proposal and obtain WVDMV approval before subcontracting any other elements of the work under the Contract ..

As the prime contractor, i3 Verticals will not be using any subcontractors.

Qualifications and Experience

4.3 Qualifications and Experience:

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

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

i3 Verticals understands WVDMV's preference for a solution that has already been implemented to production for a United States driver licensing jurisdiction. We believe this preference is intended to reduce implementation risk by demonstrating that the solution has successfully progressed through design, configuration, testing, deployment, stabilization, and production operation.

i3 Verticals does not currently have the proposed driver license solution in production for a United States jurisdiction, and we disclose that fact directly. Rather than asking WVDMV to accept an unsupported equivalency, we provide relevant production evidence from our motor-vehicle domain experience and a structured implementation approach that allows WVDMV to validate readiness through objective project evidence.

We have 36 U.S. States using our transportation software, that we implemented, support, and maintain. Our title and registration solution is operating in production successfully in Tennessee and across all 95 Tennessee counties. This statewide footprint demonstrates our ability to support a live motor-vehicle environment spanning distributed government offices, county stakeholders, production operations, service continuity, deployment coordination, and ongoing support. While title and registration is not the same business function as driver licensing, it provides meaningful operational experience within the motor-vehicle domain and demonstrates our ability to sustain statewide production services.

i3 Verticals recognizes that the stated preference is intended to reduce implementation risk by favoring a vendor that has already advanced its proposed driver license solution into production for a United States jurisdiction. We do not claim experience we do not have. Instead, we offer WVDMV a transparent assessment of our qualification and demonstrate why our adjacent production experience remains relevant to successful delivery.

Our title and registration in production across all 95 counties in Tennessee provides operational experience in a statewide motor-vehicle environment that must serve distributed government offices and sustain production services across every county. Although title and registration is not the same business domain as driver licensing, the experience is directly relevant to the governance, coordination, deployment, production-readiness, operational support, and stakeholder-management demands of a statewide DMV modernization.

Relevant Production Evidence

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.

i3 Verticals does not currently have TRANSPORT360 implemented as a complete, end-to-end production Driver License System for a United States jurisdiction. Therefore, i3 Verticals does not meet this desirable experience criterion exactly as written, and we disclose that distinction directly.

We also recognize that statewide title and registration experience, transportation integrations, or deployment of individual Driver License components are not identical to implementing a complete Driver License System. WVDMV should not be asked to treat adjacent experience as equivalent or to rely on unsupported claims.

What i3 Verticals does offer is a combination of directly relevant production evidence and a controlled implementation model designed to make WVDMV's decision depend on demonstrated readiness rather than installed-base reputation alone. i3 Verticals brings statewide prime-system-integrator experience, existing production knowledge of WVDMV, experience supporting transportation solutions across more than 36 jurisdictions, AAMVA interface experience, key Driver License components installed and integrated in two jurisdictions, and one accountable team responsible for implementation through managed operations.

Production Experience Relevant to WVDMV's Risk

Evidence	Production / Delivery Context	What Is Proven	Relevance to WVDMV
Statewide Prime-System-	Tennessee Vehicle Title and	i3 Verticals served as Prime System Integrator for a mission-critical statewide motor vehicle modernization. The mainframe	Demonstrates accountability for legacy analysis, business rules, interfaces, data conversion, testing,

Evidence	Production / Delivery Context	What Is Proven	Relevance to WVDMV
Integrator Experience	Registration modernization	environment was modernized to an API-driven system in 23 months, one month ahead of the 24-month contractual commitment.	training, cutover, stabilization, and statewide production operations.
Existing WVDMV Operating Knowledge	DMVFirst and Motor Carrier IRP	i3 Verticals is already a WVDMV technology provider supporting DMVFirst and the Motor Carrier IRP solution.	Reduces time spent learning WVDMV's operating environment, stakeholder model, standards, and production expectations.
Transportation Footprint	More than 36 U.S. and Canadian jurisdictions	i3 Verticals implements and supports transportation solutions across more than 36 jurisdictions.	Provides practical experience with government operations, integrations, production support, regulatory change, and long-term customer accountability.
Driver License Technology Experience	Installed and integrated components in two jurisdictions	i3 Verticals has installed and integrated key proprietary Driver License components in two jurisdictions.	Demonstrates relevant licensing technology and interoperability experience without representing those component deployments as complete Driver Systems.
AAMVA and Integration Experience	AAMVA interfaces and modern REST integration	The team has experience implementing AAMVA interfaces and understands AAMVA testing requirements, processes, procedures, and timelines.	Directly supports WVDMV's transition from UNI connectivity to REST services and the broader Driver System integration landscape.

Designed for WVDMV, Not Transplanted from Another State

A prior implementation can provide credibility, but no jurisdiction's laws, policies, data, interfaces, security model, credentialing processes, AAMVA obligations, organizational structure, or operating procedures can be transferred to West Virginia without validation. TRANSPORT360 will be configured and verified against WVDMV's requirements, not presumed compliant because another jurisdiction uses a similar product.

Our Assurance to WVDMV

i3 Verticals understands why the desirable criterion exists. WVDMV wants confidence that the selected Vendor understands the operational consequences of modernizing a Driver License environment and can carry the work through production. We address that concern with candor, directly relevant evidence, one accountable prime, and a binding implementation model centered on proof.

What We Will Not Claim	What We Can Prove	How WVDMV Is Protected
Adjacent motor vehicle experience equals complete Driver License production experience.	Statewide prime-system-integrator performance in Tennessee; existing WVDMV production support; broad transportation operations; relevant Driver License component and AAMVA experience.	WVDMV-specific requirements, traceability, testing, migration, readiness, cutover, stabilization, and acceptance gates.
Another jurisdiction's design can be transferred without rigorous validation.	A configurable, API-driven platform and experienced team capable of designing around West Virginia's requirements.	WVDMV approves designs, mappings, interfaces, tests, exceptions, operational procedures, and progression to production.
Deployment alone equals success.	A delivery organization accountable from mobilization through managed services.	Acceptance depends on evidence of business, data, integration, security, performance, training, support, and operational readiness.

i3 Verticals does not meet the desirable criterion exactly as written, and we will not obscure that fact. We offer WVDMV something equally important to a responsible procurement decision: verified statewide prime-integrator performance, an established West Virginia operating relationship, a broad transportation production footprint, relevant Driver License

component and AAMVA experience, one accountable delivery organization, and a controlled path that requires TRANSPORT360 to prove its readiness against WVDMV's own standards before production.

Our proposal is therefore not based on asking WVDMV to accept less assurance. It is based on providing WVDMV with more direct visibility, more measurable evidence, and more decision control throughout implementation. i3 Verticals will earn production acceptance through demonstrated results.

4.3.2 Mandatory Qualification/Experience Requirements

4.3.2.1 The Vendor's proposed Project Manager must be currently certified as a Project Management Professional (PMP) by the Project Management Institute.

i3 Verticals provides a certified Project Management Professional (PMP), Mahip Sharma, whose transportation industry expertise, statewide modernization experience, and proven delivery methodology reduce implementation risk and ensure successful deployment of i3 TRANSPORT360 on schedule, within scope, and in alignment with WVDMV objectives.

i3 Verticals confirms that Mahip Sharma is currently certified as a Project Management Professional (PMP) by the Project Management Institute (PMI), fully satisfying the mandatory requirement of Section 4.2.2.1. Beyond meeting the certification requirement, Mahip brings extensive experience leading complex transportation modernization initiatives, enterprise software implementations, statewide technology deployments, and mission-critical government projects.

As Project Manager, Mahip Sharma will utilize i3 Verticals' mature Agile project governance framework, which includes:

- ✓ Comprehensive Project Management Plan development
- ✓ Integrated Master Schedule management
- ✓ Risk and issue management
- ✓ Requirements Traceability Matrix (RTM) oversight
- ✓ Executive and stakeholder reporting
- ✓ Bi-weekly status reviews
- ✓ Change control management
- ✓ Quality assurance oversight
- ✓ User acceptance testing coordination
- ✓ Go-live readiness reviews
- ✓ Post-implementation stabilization support

Mahip, as Project Manager, will provide executive-level oversight and day-to-day management throughout the i3 TRANSPORT360 implementation lifecycle, including project planning, stakeholder coordination, schedule management, risk mitigation, quality management, budget oversight, testing coordination, deployment readiness, and post-production support. Leveraging PMI best practices and i3 Verticals' proven transportation implementation methodology, Mahip will serve as the single point of accountability for successful project delivery.

Unlike many competitors whose proposals focused primarily on solution delivery or technical implementation resources, our choice for this response combines certified project management leadership with deep transportation domain expertise. Our implementation organization includes professionals who have successfully managed statewide motor vehicle, title and registration, electronic insurance verification, kiosk, and modernization initiatives and understand the operational realities, legislative requirements, stakeholder expectations, and customer service challenges unique to motor vehicle agencies.

This methodology has been refined through decades of transportation solution implementations and is specifically designed to support large-scale government modernization initiatives while providing transparency, accountability, and measurable progress throughout the project.

i3 Verticals fully complies with Requirement 4.2.2.1. Mahip Sharma is currently certified as a Project Management Professional (PMP) by the Project Management Institute and possesses the leadership, project management expertise, and transportation industry experience required to successfully guide the implementation of i3 TRANSPORT360 from project initiation through final acceptance and operational stabilization.

4.3.2.2 The Vendor's proposed Functional Lead and Technical Architect must have at least two years of experience working in similar roles on implementations of the Vendor's proposed solution.

i3 Verticals exceeds the minimum qualification requirement by providing a Functional Lead and Technical Architect with extensive experience implementing i3 Verticals transportation solutions, including statewide motor vehicle modernization, title and registration systems, driver services solutions, electronic insurance verification, kiosks, and related transportation platforms. Their experience reduces project risk and provides the Agency with proven leadership from project initiation through production operations.

i3 Verticals confirms that the proposed Functional Lead and Technical Architect each possess more than the required two years of experience serving in comparable leadership roles on implementations of i3 Verticals transportation solutions. These resources are supported by a transportation implementation organization that has successfully delivered solutions to more than 36 jurisdictions throughout the United States and Canada and utilizes a mature implementation methodology refined through decades of motor vehicle and government modernization projects.

Functional Lead

Our proposed Functional Lead, Andrew Black, brings extensive experience leading requirements validation, business process analysis, fit-gap assessments, workflow design, user acceptance testing, training, stakeholder engagement, and operational readiness activities for motor vehicle modernization implementations. The Functional Lead will work directly with Agency stakeholders during discovery workshops, Joint Application Design (JAD) sessions, requirements validation activities, testing cycles, and deployment preparation to ensure i3 TRANSPORT360 aligns with Agency business requirements and operational objectives.

Andrew is further supported by i3 Verticals transportation subject matter experts with deep motor vehicle domain experience. The proposed leadership team includes professionals with years of experience in driver licensing, title and registration administration, transportation systems modernization, and public sector operations. This combination of implementation and operational experience enables i3 Verticals to provide practical recommendations based upon real-world DMV business processes rather than theoretical software implementation approaches.

Solution/Technical Architect

The proposed Technical Architect, Scott Bigliardi will lead development of the System Detailed Design Document (SDDD), Interface Control Documents (ICD), integration architecture, conversion planning, security planning, and technical implementation activities required for successful deployment of i3 TRANSPORT360. The proposed architecture approach leverages i3 Verticals' proven experience implementing transportation solutions utilizing modern cloud technologies, REST-based integrations, enterprise security controls, and large-scale data conversion methodologies.

Please reference the revised Key Team Project Member Resumes in Appendix H.

Incident Management and Severity Classification The Vendor must support WVDMV's ITIL-aligned incident management process and use WVDMV's help desk application to document, route, track, escalate, resolve, and close production incidents....

i3 Verticals will use a single system of record to accept incidents through every required channel, route work to the correct resolver group, maintain a complete technical history, and convert each significant incident into preventive action. This approach protects business continuity and gives WVDMV an auditable record from initial report through root cause analysis and corrective action.

i3 Verticals Customer Support Team will give WVDMV direct operational control of incident priority, communications, evidence, and closure by using WVDMV's help desk application as the authoritative production incident record. This is a meaningful distinction from approaches that center defect or support activity in a Vendor platform. i3 Verticals will provide the assignment data and business rules needed to route work across i3 Verticals, WVDMV, WVDOT, and Office of Technology teams while preserving one Agency-visible history.

1. ITIL-Based Incident-Management Methodology

Our incident lifecycle follows a controlled sequence: record, classify, prioritize, assign, diagnose, restore, resolve, analyze, correct, and close. The process applies to unplanned service interruptions, service-quality reductions, configuration-item failures that have not yet affected service, production defects, and implementation defects. Each stage has a defined owner and required evidence, preventing tickets from becoming stale or closing without an understood cause.

2. Help Desk Integration and Routing

i3 Verticals will work within WVDMV's help desk application rather than creating a parallel operational record. During transition and whenever staffing changes, we will provide and maintain the assignment information needed for accurate routing, including supported services, resolver groups, escalation contacts, coverage responsibilities, and after-hours contacts. WVDMV's routing rules will direct tickets to the responsible organization while preserving a single, Agency-visible history.

- Accept incidents submitted through self-service, telephone, email, and direct Tier 1, Tier 2, or Tier 3 entry.
- Use required ticket fields and Agency categories so reports are consistent and searchable.
- Return misrouted tickets promptly with the correct routing recommendation rather than allowing ownership ambiguity.
- Coordinate cross-organizational incidents through the primary ticket, with linked tasks when multiple resolver groups must act.

3. Prioritization, Escalation, and Notification

The help desk priority will reflect business impact and urgency. For every Critical or High incident, i3 Verticals will immediately follow the Agency-approved escalation path to the WVDMV Project Manager for severity confirmation.

The WVDMV Project Manager or designee will receive status notifications throughout the incident. If investigation changes the understood impact, we will recommend a severity change, document the reason, and obtain Agency confirmation before changing the priority.

Classification	WVDMV Definition	Response Treatment
Severity 1 – Critical	Showstopper that prevents WVDMV business operations; no workaround exists, or the available workaround is extremely complex or untimely.	Immediate management engagement, continuous coordinated response, frequent Agency updates, and executive or technical escalation as defined in the approved support plan.
Severity 2 – High	Material impact to business operations with an interim workaround available.	Prompt assignment, Project Manager confirmation, scheduled status updates, workaround tracking, and focused correction.
Severity 3 – Minor	Deviation from approved system design with limited immediate impact on business operations.	Managed within the negotiated service level, with status maintained in the ticket and release planning as appropriate.
Enhancement	Requested resolution is a change or improvement rather than correction of a defect.	Reclassify with supporting rationale and submit to the WVDMV Change Control Board for prioritization and approval.

4. Ticket-Documentation Standards

Every assigned ticket will remain current enough for WVDMV to understand status without relying on a separate conversation. At a minimum, the record will identify when work begins, diagnostic activities performed, the workaround or remediation implemented, the date and time of resolution, the root cause, and the corrective action disposition. Updates will distinguish confirmed facts from hypotheses and will state the next action, owner, and expected update point when work remains open.

Ticket Element	Required Content
Ownership	Assigned resolver, supporting resources, and accountable lead
Timeline	Reported time, work-start time, material status changes, resolution time, and closure time
Technical record	Symptoms, affected services or configuration items, diagnostics, evidence, and findings
Restoration	Workaround or remediation, validation performed, and any residual risk
Prevention	Root cause, contributing factors, corrective actions, owners, and target completion dates
Governance	Severity confirmation, approvals, linked change or problem records, and closure authorization

5. Root Cause Analysis and Corrective Action

Before closure, i3 Verticals will determine and document why the incident occurred, not only what restored service. The analysis will reconstruct the event timeline, examine technical and process evidence, identify the direct cause and contributing conditions, and test the conclusion against available facts. For complex incidents, we will coordinate a structured review with the participating resolver groups and WVDMV stakeholders.

The resulting corrective action plan will translate findings into owned work. Each action will identify the recurrence risk addressed, responsible owner, planned completion, validation method, and related change, defect, or enhancement record. WVDMV will therefore retain visibility after service restoration and can verify that preventive work is completed rather than allowing the incident to end with a temporary fix.

6. Severity-Based Service Levels

i3 Verticals will negotiate acknowledgment and resolution targets for Critical, High, and Minor incidents to align with WVDMV's preferred service levels in Section 4.2.3. We will configure the agreed targets, notification checkpoints, escalation thresholds, coverage windows, measurement rules, and exclusions in the support plan and help desk workflow. We will not substitute unilateral Vendor targets for the Agency's requirements.

For pre-production defects, i3 Verticals will define response and correction timeframes for each testing phase in the Agency-approved Master Test Plan.

7. Defect Tracking Across Implementation and Testing

i3 Verticals will maintain a Vendor-provided defect log for implementation defects while ensuring the agreed status is visible to WVDMV. Each defect record will include a unique identifier, source and test phase, description, affected requirement or function, severity, environment, evidence, owner, disposition, correction build or release, retest result, and closure approval.

8. Enhancement Governance

When analysis shows that a requested change approved functionality rather than correcting a defect, i3 Verticals will document the rationale and convert the item to an enhancement request. We will submit the request to the WVDMV Change Control Board with the business need, scope, dependencies, estimate, risk, and expected benefit. Only approved enhancements will be scheduled, and approved work will be planned against the enhancement-services reserve. This separation protects production-support capacity, prevents scope from entering through incident tickets, and gives WVDMV authority over priorities and investment.

9. Management Visibility and Continuous Improvement

Operational reviews will use help desk and defect-log data to identify open aging items, service-level risk, repeat incidents, corrective-action status, defect trends, and enhancement decisions. The goal is practical governance: WVDMV sees where attention is needed, owners understand the next action, and recurring issues move from reactive repair to managed prevention.

Section 5 - Attachments A-F

Attachment A - Cost Sheet

Complete the separate Microsoft Excel cost workbook, print the completed cost proposal, and include the native Excel file on a flash drive. Keep the cost volume separate from the technical volume.

i3 Verticals has completed the native, revised cost workbook (Attachment F from the RFP) and included it with our Cost Proposal, separate from this Technical Proposal and sealed in its own envelope.

Attachment B - System Integrations

Please reference Attachment B on the following page.

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Interface ID	Interfacing System	Interface Partner	Information Exchange	Direction	Notes
DMV-1	**Problem Driver Pointer System (PDPS)**	AAMVA	AAMVANet	Bi-directional	Develop, test, and implement all available AAMVA services. Implement through REST services integrated into the existing mainframe system. Transition integration to MVP version of new driver license system in and re-test.
DMV-2	**Social Security Number Online Verification (SSOLV)**	AAMVA	AAMVANet	One-direction	Implement real-time verification through AAMVA service. SSA responds, match or no match. Develop, test, and implement through REST services integrated to the existing mainframe system. Transition integration to MVP version of new driver license system and re-test.
DMV-3	**Commercial Driver License Information System (CDLIS)**	AAMVA	AAMVANet	Bi-directional	Develop, test, and implement all available AAMVA services. Implement through REST services integrated into the existing mainframe system. Transition integration to MVP version of new driver license system and re-test.
DMV-4	**Driver License Data Verification (DLDV)**	AAMVA	AAMVANet	Bi-directional	Develop, test, and implement all available AAMVA services. Implement through REST services integrated into the existing mainframe system. Transition integration to

Interface ID	Interfacing System	Interface Partner	Information Exchange	Direction	Notes
					MVP version of new driver license system and re-test.
DMV-5	**State to State Verification Service (S2S)**	AAMVA	AAMVANet	Bi-directional	WVDMV is in the process of implementing State to State with a target go-live of June 2027. Develop, test, and implement all available AAMVA services. Implement through REST services integrated into the existing mainframe system. Transition integration to MVP version of new driver license system and re-test.
DMV-6	**Drug and Alcohol Clearinghouse (DACH)**	AAMVA	AAMVANet	Bi-directional	Develop, test, and implement all available AAMVA services. Implement through REST services integrated into the existing mainframe system. Transition integration to MVP version of new driver license system and re-test.
DMV-7	**Exclusive Electronic Exchange**	AAMVA	AAMVANet	Bi-directional	Develop, test, and implement all available AAMVA services. Implement through REST services integrated into the existing mainframe system. Transition integration to MVP version of new driver license system and re-test.

Interface ID	Interfacing System	Interface Partner	Information Exchange	Direction	Notes
DMV-8	**Driver History Record (DHR)**	AAMVA	AAMVANet	Bi-directional	Develop, test, and implement all available AAMVA services. Implement through REST services integrated into the existing mainframe system. Transition integration to MVP version of new driver license system and re-test.
DMV-9	**National Registry for Certified Medical Examiners (NRCME)**	AAMVA	AAMVANet	Bi-directional	Develop, test, and implement all available AAMVA services. Implement through REST services integrated into the existing mainframe system. Transition integration to MVP version of new driver license system in and re-test.
DMV-10	**Active Directory**	Statewide Active Directory	Security access validation	Bi-directional	Develop, implement, and test integration with State Active Directory to facilitate single sign-on. Single sign-on shall be functional for any Vendor developed forms for interface maintenance, monitoring and reporting.
DMV-11a	**CDL Testing**	Commercial Skills Test Information Management System (CSTIMS)	Real-time via AAMVAnet + State WAN	Bi-directional	CDL test results from third-party examiners and DMV centers flow into the DMV back office. DMV exchanges eligibility and status with CDLIS and FMCSA systems. There is currently no integration directly into the mainframe driver license system.

Interface ID	Interfacing System	Interface Partner	Information Exchange	Direction	Notes
					Information is queried through the Web and then input into the mainframe system. Integrate the Commercial Skills Test Information Management System (CSTIMS) with the new DMV back office system to capture CDL test results from all third-party examiners and DMV testing centers.
DMV-11b	**CDL Testing**	Nuemo – Learning Permit Testing	State WAN	Manual Process	CDL test results from third-party examiners and DMV offices shall automatically interface into the new driver license system. This information flow is manual today. In the To-Be design, integrate additional CDL testing subsystems to ensure seamless data capture and eliminate the need for physical test cards by directly transmitting permit test results electronically into the driver license database. This integration is preferred for implementation.
DMV-11c	**CDL Testing**	MDCL-Interface through tablets skills testing	State WAN	Manual Process	Capture driver test results from field-based tablets and automatically flow them into the driver license system. This information flow is currently manual. Implement automated integration.

Interface ID	Interfacing System	Interface Partner	Information Exchange	Direction	Notes
DMV-12	**Online Driver License and Identification Card Renewals**	WV Interactive (NIC)- Tyler Technologies	Secure middleware layer between DMV systems and public-facing portals	Partially Bi-directional	The user submits a renewal request and receives status. Service is completed later. Develop, test, and implement integration with the new MVP version of the driver license system.
DMV-13	**Online Driver License and ID Card Duplicates**	WV Interactive (NIC)- Tyler Technologies	Secure middleware layer between DMV systems and public-facing portals	Partially Bi-Directional	User submits request; DMV validates request and issues duplicate. Develop, test, and implement integration with the new MVP version of the driver license system.
DMV-14	**Lexus Nexus Monitoring**	WV Interactive (NIC)- Tyler Technologies	Secure middleware layer between DMV systems and public-	Bi-directional	Employers, government agencies, insurers, and other authorized entities can enroll drivers' licenses into continuous monitoring. The system checks daily for changes in a driver's record (convictions, suspensions, revocations, medical certification updates, CDL status changes).

Interface ID	Interfacing System	Interface Partner	Information Exchange	Direction	Notes
			facing portals		When a change occurs, the subscriber receives an email alert and can pull the updated record. Develop, test, and implement integration with the new MVP version of the driver license system to support batch and/or real-time data exchange with the LexisNexis/NIC service.
DMV-15	**Kiosks**	WV Interactive (NIC)- Tyler Technologies	Secure middleware layer between DMV systems and public-facing portals	Partially Bi-Directional	The DMV Now driver license kiosks are self-service stations that let residents renew driver licenses, registrations, address changes, and request certain other records. Develop, test, and implement integration with the new MVP version of the driver license system.

Interface ID	Interfacing System	Interface Partner	Information Exchange	Direction	Notes
DMV-16	**Insurance Verification**	WV Interactive (NIC)- Tyler Technologies	Secure middleware layer between DMV systems and public-facing portals	Bi-directional	Develop, test and implement integration with the new MVP version of the driver license system.
DMV-17	**Voter Registration**	Secretary of State	Statewide secure web services (batch + near real-time)	One Direction	DMV captures voter registration updates during licensing and transmits to the West Virginia Secretary of State / county clerks. Typically, nightly batch uploads, with some real-time API confirmation. Develop, test, and implement integration.
DMV-18	**Passport Verification**	IDEMI	AAMVAnet REST/SOAP web services (query/response)	One Direction	DMV queries U.S. State Department; no data pushed back. Develop, test, and implement integration.
DMV-19	**Driver License Issuance/ Card Production**	IDEMIA	Hybrid: AAMVAnet + State	Bi-directional	Develop, test, and implement integration.

Interface ID	Interfacing System	Interface Partner	Information Exchange	Direction	Notes
			WAN + Cloud migration		
DMV-20	**Mobile ID**	IDEMIA	Encrypted mobile app ↔ DMV system of record (real-time)	Bi-directional	Currently, DMV pushes updates; the user device pulls and verifies identity. Assumption is that Mobile ID will be implemented as part of the MVP.
DMV-21	**Back Office**	IDEMIA	Statewide DMV WAN + secure APIs	Bi-directional	Currently, this is an internal DMV systems exchange transferring data across modules. Develop, test, and implement integration.
DMV-22	**Web Enrollment**	IDEMIA	Secure HTTPS web services (real-time)	Bi-directional	Real-time capture and sync of biometric and identity data, Develop, test and implement integration.
DMV-23	**DMV Financial and cash remittance system**	dmvFirst	State Treasury network + Wvi Pay (PCI-compliant)	Partial bi-directional	dmvFirst currently initiates transactions to the driver license system, with limited inbound status confirmations. Develop, test and implement integration.

Interface ID	Interfacing System	Interface Partner	Information Exchange	Direction	Notes
DMV-24	**West Virginia Financial Systems**	wvOasis	Financial transactions	Bi-directional	The information flow between dmvFirst and wvOASIS (State ERP) is currently manual.
DMV-25	**DMV Electronic Image Warehouse**	AppEnhancer	Documents	Bi-directional	Stores driver photos, signatures, scanned docs. Develop, test, and implement AppEnhancer connectivity with the new MVP version of the driver license system, ensuring secure, real-time access to stored images and documents.
DMV-26	**Safety and Treatment**	West Virginia Office of Technology	Batch / Secure Portal Uploads	Bi-directional	Treatment providers (licensed by the state to deliver DUI education and counseling) WV DMV Safety & Treatment Section (which tracks completion and compliance); Court/Enforcement systems (which may mandate enrollment or verify completion) Providers submit completion certificates, assessments, and compliance reports electronically to the DMV. Develop, test, and implement integration.
DMV-27	**DUI Interlock**	Ignition interlock vendors (currently LifeSafer and Smart Start, Inc.)	Electronic batch uploads through	Bi-directional	Interlock vendors install and maintain the devices in vehicles. Interlock vendors upload violation and compliance data. Develop,

Interface ID	Interfacing System	Interface Partner	Information Exchange	Direction	Notes
			secure, encrypted channels.		test, and implement integration with existing interlock vendors using secure APIs
DMV-28	**Medical Review**	West Virginia Office of Technology	Manual / Secure Correspondence + DMV Back Office Updates	Uni-directional inbound	Physicians, law enforcement, or family submit reports (fax, mail, secure upload). DMV Medical Review Unit updates driver records and issues directives. Primarily UNI-**directional inbound** with DMV outbound notifications. Not real-time in an As-Is environment.
DMV-29	**Law Enforcement**	State Police	Real-time via NLETS + CJIS-compliant web services	Bi-directional	DMV responds to queries and receives enforcement actions. Design, develop, test and implement interface.
DMV-30	**Law Enforcement-Fusion Center**	State Police	Secure intelligence sharing (DHS/FBI + State WAN)	Bi-directional	Fusion centers share and receive intelligence with DMV systems. Design, develop, test, and implement interface.

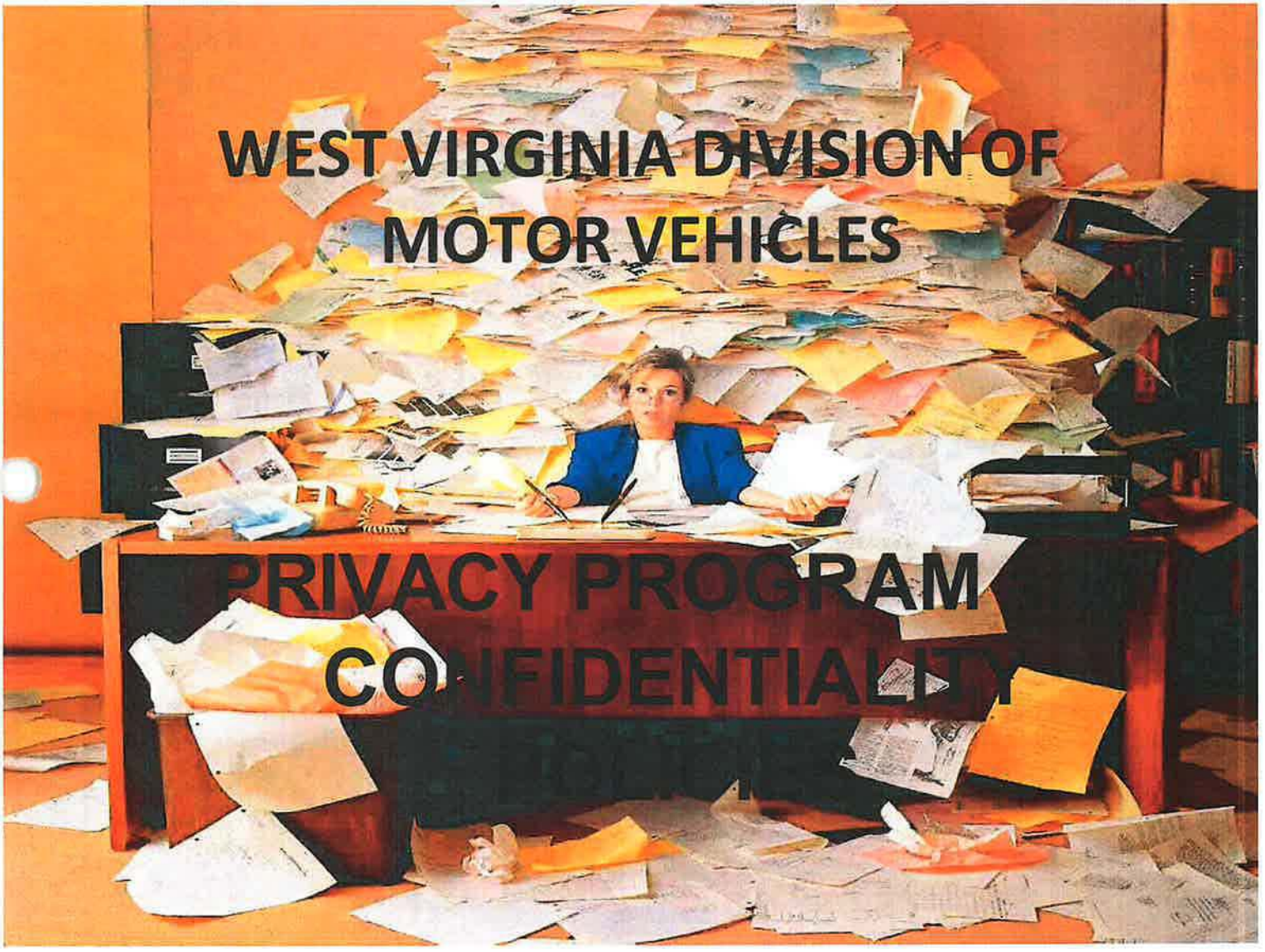
Interface ID	Interfacing System	Interface Partner	Information Exchange	Direction	Notes
DMV-31	**Law Enforcement**	FBI-CJIS		Bi-directional	DMV responds to queries. Design, develop, test, and implement interface.
DMV-32	**Other testing automated testing systems**			Manual Interface today, bi-directional	Auto Test – automated knowledge testing at DMV offices (kiosks/workstations). Web Test / Remote Web Test – secure online or remote proctored knowledge testing. Road-test – tablet-based automated scoring for road skills exams. No integration currently.

Attachment C – WV Privacy Program

Treat photographs/images, Social Security numbers, driver license/ID numbers, names/addresses, phone numbers, medical/disability information, email, payment information, and other identifying data as protected PII.

Please reference Attachment C on the following page.

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WEST VIRGINIA DIVISION OF
MOTOR VEHICLES
PRIVACY PROGRAM
CONFIDENTIALITY

WHAT IS DPPA?

Protecting Personal Information

The **Driver Privacy Protection Act** is a law that was enacted by the federal government in 1994 to make sure Motor Vehicle agencies restrict who can obtain DMV customer's personal information from Motor Vehicle agency records. In response, West Virginia enacted the Uniform Records Disclosure Act found at §17A-2A-1 et seq.

To follow that law, first you must learn what information is considered protected, personal information.

PERSONALLY IDENTIFIABLE INFORMATION or PII is anything that

identifies a person or that can be used to identify or locate a person. PII cannot be released except by specific statutory permission. PII includes:

- Photograph or computerized image
- Social Security number
- Driver License or ID number
- Name and address
- Telephone number
- Medical or disability information

Personally Identifiable Information (PII)

also includes less obvious information, such as:

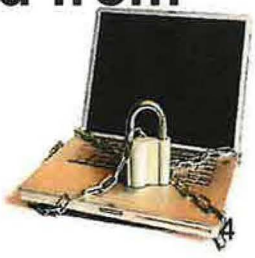
E-mail addresses.



credit card numbers, bank account numbers and payment card information.

information about citizens, co-workers, vendors and employers, and information in other formats computerized or on paper.

These identifiers are also protected from release and use unless permitted by law.



MINIMUM NECESSARY AND LIMITED USE

- Making sure that employees only access the minimum necessary information and only use that information for a specific purpose, demonstrates our commitment to collecting the least amount of PII that we need to complete the customer's business.
- Always determine what elements of PII you actually need and only request that PII from a customer.
- You may not require an individual to provide more than the minimum necessary PII.



PERMITTED USERS

A person or company must be a permitted user as defined under **DPPA**

to receive personal information from DMV records.

Have you Heard?



DMV Employees

Qualify as Permitted Users Only if the information accessed is directly related to the work assigned to the employee.

Users of DMV records

are **PROHIBITED** from releasing **PERSONAL** information to anyone by the terms of a contract.

DMV employees

are **PROHIBITED** from releasing **PERSONAL** information to anyone who does not qualify as a permitted user under the DPPA or to anyone who does not have a contract with DMV.


NOT PERMITTED!
CONFIDENTIAL
DMV Employees and Users of DMV records are NOT permitted to access personal information out of curiosity, for birthday celebrations, to send get well cards or for any reason not related to work assignments.



NO personal information can be given over the telephone.

You cannot tell anyone or give anyone a document with a customer's name, address, date of birth, financial information, medical or disability information, a social security number or a driver's license number.

NEWS MEDIA

News Media Personnel are NOT permitted users and cannot be given personal information from DMV records.





Television stations



Radio Stations



Newspapers



Internet



E-mail

NO MARKETING, SURVEYS OR SOLICITATIONS

Even if a person or company qualifies as a permitted user, PII



CANNOT BE RELEASED OR RESOLD for MARKETING, SURVEYS OR SOLICITATION

SECURITY SAFEGUARDS POLICY

- **You cannot respect privacy unless you secure PII.**
- Pay careful attention to activities that can expose PII, including storage and disposal.
- All PII must be securely stored or scanned and properly shredded.
- PII can never be thrown in the trash can or dumpster.



LOCK IT – PHYSICIAL SECURITY

- **Store documents and files, CD's, zip drives, and any other materials containing PII in a locked room or locked file cabinet.**

- **Lock your computer anytime you step away from your work area even if it's for a short break.**

- **Log off your computer if you will be gone for the day and when you are on vacation.**



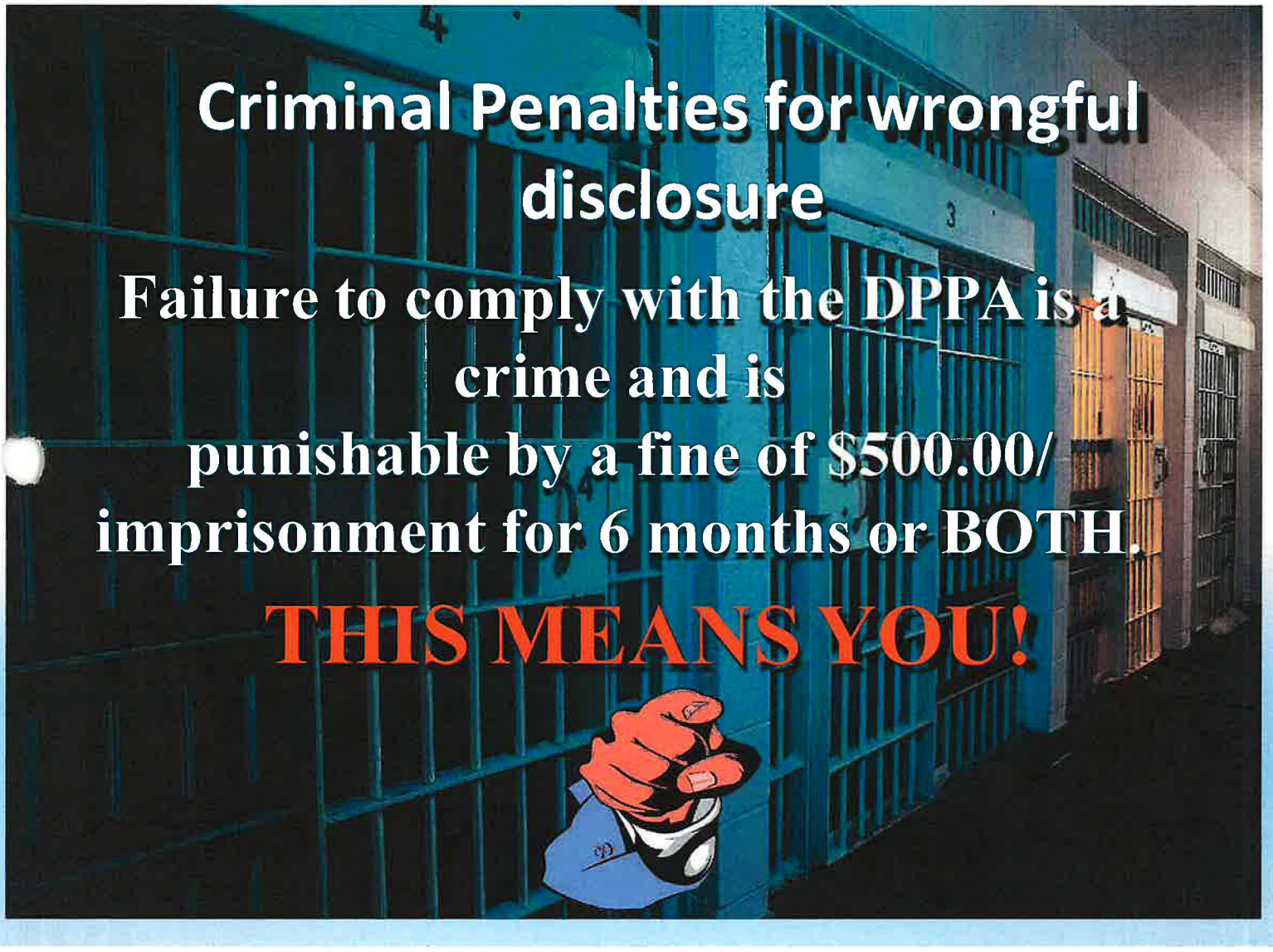
ACCOUNTABILITY

Employees and permitted users are responsible for the security of Personally Identifiable Information (PII) that DMV collects & creates.



Employees and permitted users who access personal information that is not part of a valid work assignment or contract have committed a crime.


WRONGFUL DISCLOSURE
May result in permanent access revocation to DMV records and disciplinary action including
TERMINATION


Criminal Penalties for wrongful disclosure
Failure to comply with the DPPA is a crime and is punishable by a fine of $500.00/ imprisonment for 6 months or BOTH.
THIS MEANS YOU!

CIVIL PENALTIES FOR WRONGFUL USE



A person who knowingly obtains, discloses or uses personal information from a DMV record contrary to law is liable to the individual whose record was used.

A judge must award a minimum amount of $2,500 to each person whose information was used or released and can award punitive damages, attorneys' fees and any other appropriate relief.

THIS MEANS YOU.

The Accountability Policy

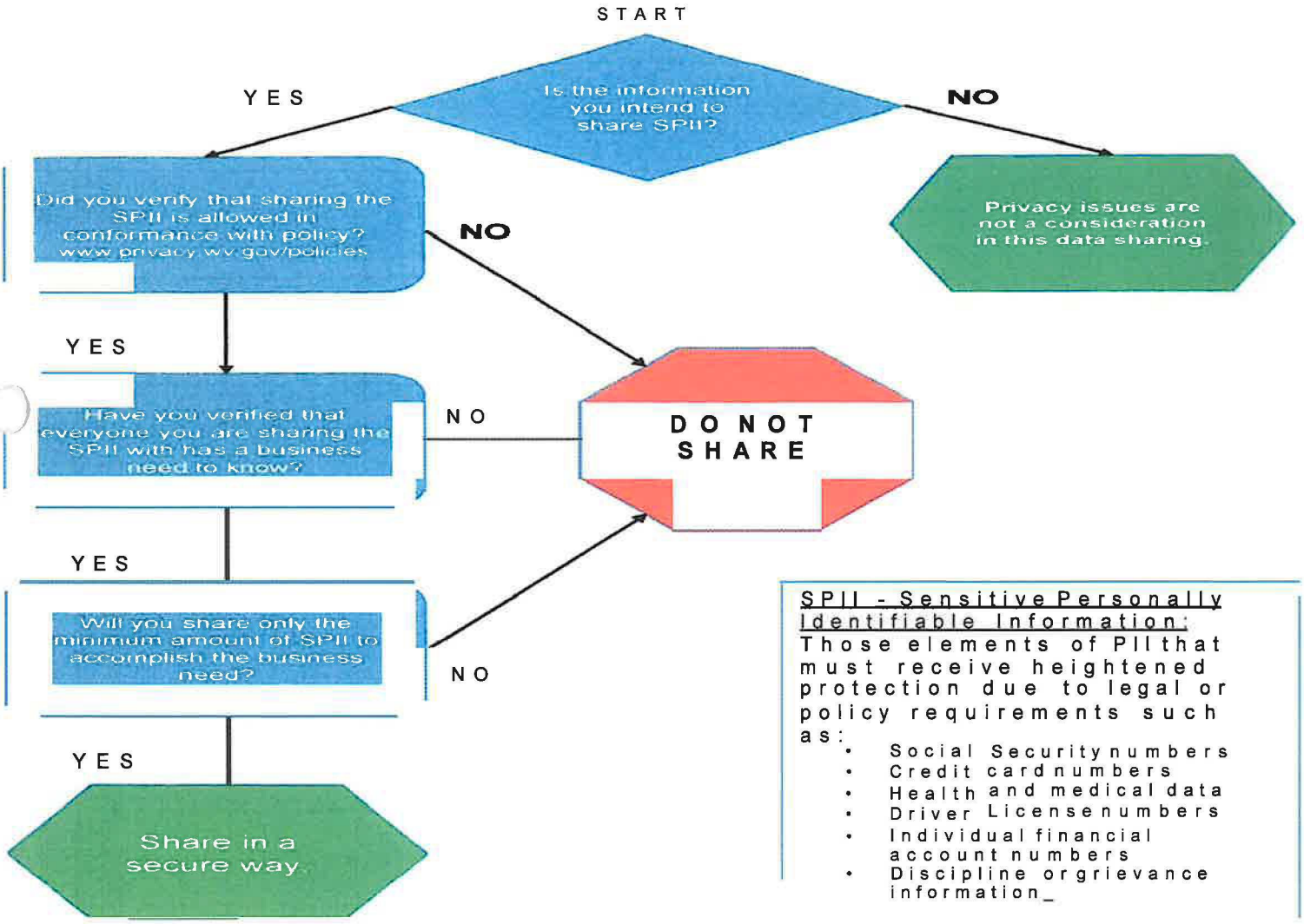
- Everyone is responsible for privacy and security of PII
- Everyone has access to lots of PII about co-workers, citizens and business partners
- It is your job to understand how the Privacy laws and policies apply to the PII you access
- It is your job to forward questions and complaints to the DMV Privacy Officer
- It is your job to report any mistakes that release or expose PII contrary to the law and privacy policies

The Accountability Policy

- Everyone with DMV record access must sign a confidentiality agreement
- Everyone is responsible to train co-workers on PII responsibility
- DMV will sanction anyone who fails to comply with privacy laws or privacy policies
- All privacy incidents or breaches must be reported to the DMV privacy officer
- DMV and WVOT privacy officers will monitor and ensure privacy law and policy compliance

CAN I SHARE SENSITIVE PII (SPII)?

"'10.08.20"'15



SPII - Sensitive Personally Identifiable Information:
Those elements of PII that must receive heightened protection due to legal or policy requirements such as:

- Social Security numbers
- Credit card numbers
- Health and medical data
- Driver License numbers
- Individual financial account numbers
- Discipline or grievance information_

PII BREACH INCIDENT REPORTS

If you aren't sure whether you should release PII, contact the DMV Privacy Officers at 304.926.0708

We all make mistakes – But, if you make a mistake, you are required to report it to the Privacy and Security Officers immediately. Waiting may allow a breach to continue or may prevent an early solution.

Jennifer Pierson, DMV Chief Privacy	**304.926.0708**
Anna Faulkner, DMV Privacy Counsel	**304.926.0708**
Tim Rutherford, DMV Privacy Security Officer	**304.926.0703**

PII ELECTRONIC OR COMPUTER SYSTEMS BREACH INCIDENT REPORTS

All unauthorized PII uses and disclosures by electronic means, including email, faxes, mainframe and other computer systems require an incident report to be filed with the WV Office of Technology. You must FIRST report it to the DMV Privacy Officers immediately, who will then report it to the:

West Virginia Office of Technology
304.558.9966 or 877.558.9966

SOCIAL SECURITY-PROVIDED INFORMATION BREACH INCIDENT REPORTS

If your work is in information technology and involves receiving Social Security Administration-Provided Information, then you must report all unauthorized uses and disclosures of that information to the Social Security Administration within 24 Hours:

Social Security Administration

1-877-697-4889

The Accountability Policy Names & Numbers to Know

DMV Privacy Officers:



Jennifer Pierson and Anna Faulkner
5707 MacCorkle Ave., S.E.
Charleston, WV 25311

Or

P.O. Box 17200
Charleston, WV 25317

304.926.0708 (W); 304.926.3886 (Fax)

DMVLegal@wv.gov;

Attachment D - WVDMV Confidentiality Agreement

Users may access, collect, retain, and use confidential information only for legitimate work and only to the minimum necessary extent.

Please reference Attachment D on the following page.



WEST VIRGINIA EXECUTIVE BRANCH CONFIDENTIALITY AGREEMENT

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

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

The User agrees as follows:

1. Definitions:

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

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

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

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

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

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

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

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

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

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

2. Treatment of Confidential Information:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Paul Maple

Print name

Paul Maple

Signature

October 20, 2026

Date

Attachment E - State of West Virginia Cloud Addendum

Data location / ownership

Please reference Attachment E on the following page.

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REQUEST FOR PROPOSAL

West Virginia DMV Driver Modernization System

Software as a Service Addendum

1. Definitions:

Acceptable data center location means a United States based only provider.

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

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

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

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

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

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

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

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

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

Restricted data means personal data and non-public data.

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

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

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

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

3. Data Protection and Privacy: Protection of personal privacy and data shall be an integral part

of the business activities of the service provider to ensure there is no inappropriate or unauthorized use of public jurisdiction information at any time. To this end, the service provider shall safeguard the confidentiality, integrity and availability of public jurisdiction information and comply with the following conditions:

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

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

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

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

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

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

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

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

i) Data Location. For non-public data and personal data, the service provider shall provide its data center services to the public jurisdiction and its end users solely from data centers in

the U.S. Storage of public jurisdiction data at rest shall be located solely in data centers in the U.S. The service provider shall not allow its personnel or contractors to *store* public jurisdiction data on portable devices, including personal computers, except for devices that are used and kept only at its U.S. data centers.

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

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

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

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

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

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

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

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

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

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

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

6. Termination and Suspension of Service:

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

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

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

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

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

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

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

7. Background Checks: The service provider shall conduct criminal background checks in compliance with W.Va. Code §15-2D-3 and shall not utilize any staff to fulfill the obligations of the contract, including subcontractors, who have been convicted of any crime of dishonesty, including but not limited to criminal fraud, or otherwise convicted of any felony or misdemeanor

offense for which incarceration for up to 1 year is an authorized penalty. The service provider shall promote and maintain an awareness of the importance of securing the public jurisdiction's information among the service provider's employees and agents.

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

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

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

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

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

13. Security:

a) At a minimum, the service provider's safeguards for the protection of data shall include: (1) securing business facilities, data centers, paper files, servers, back-up systems and

computing equipment, including, but not limited to, all mobile devices and other equipment with information storage capability; (2) implementing network, device application, database and platform security; 3) securing information transmission, storage and disposal; (4) implementing authentication and access controls within media, applications, operating systems and equipment; (5) implementing appropriate personnel security and integrity procedures and practices, including, but not limited to, conducting background checks consistent with applicable law; and (6) providing appropriate privacy and information security training to service provider's employees.

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

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

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

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

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

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

18. Right to Remove Individuals: The public jurisdiction shall have the right at any time to require that the service provider remove from interaction with public jurisdiction any service

provider representative who the public jurisdiction believes is detrimental to its working relationship with the service provider. The public jurisdiction shall provide the service provider with notice of its determination, and the reasons it requests the removal. If the public jurisdiction signifies that a potential security violation exists with respect to the request, the service provider shall immediately remove such individuals. The service provider shall not assign the person to any aspect of the contract without the public jurisdiction's consent.

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

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

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

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

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

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

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

REQUEST FOR PROPOSAL

West Virginia DMV Driver Modernization System

AGREED:

Name of Agency: _____	Name of Vendor: i3 Verticals, LLC
Signature: _____	Signature: Paul Maple
Title: _____	Title: General Counsel & Secretary
Date: _____	Date: October 20, 2026

Addendum Acknowledgement

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.

i3 Verticals, LLC

Company

Paul Maple

Authorized Signature

October 20, 2026

Date

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

Appendices

Appendix A – Compliance Matrix
Appendix B – State RAMP Control Evidence, Azure
Appendix C – COI
Appendix D – AWS/Azure Partner Agreements (?)
Appendix E – Master Data Migration Plan
Appendix F – Master Testing Plan and User Test Plan
Appendix G – WVDMV Project Timeline Gannt Chart
Appendix H – Project Organization & i3 Verticals Project Team Resumes
Appendix I – WVDMV Training Plan
Appendix J – WVDMV Mock Database Conversions
Appendix K – Monthly Maintenance Schedule

Appendix A – Compliance Matrix

Please reference the Compliance Matrix in the pocket of this binder.

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Appendix B – State RAMP Control Evidence, Azure

Azure StateRAMP Overview

StateRAMP is a cybersecurity program established in 2021 to address the needs of procurement and security officials with state and local governments (SLGs) in the United States. The security verification model is based on the National Institute of Standards and Technology (NIST) **SP 800-53** control framework and modeled in part after the US **Federal Risk and Authorization Management Program** (FedRAMP). StateRAMP serves SLGs by providing a simplified and standardized approach for validating the cybersecurity posture of cloud service offerings (CSO) that may store, process, or transmit various types of government data.

Like FedRAMP, StateRAMP relies on FedRAMP accredited third-party assessment organizations (3PAOs) to conduct independent audits. Cloud service providers (CSP) desiring to sell services to SLGs can engage a 3PAO to conduct a security assessment and submit the resulting security package to StateRAMP Program Management Office (PMO). The PMO reviews the package, verifies the security status, and manages continuous monitoring to ensure that deployed security controls in a CSO remain effective in an evolving threat landscape and changes that occur in the system environment. StateRAMP maintains a publicly available **authorized product list** with information about CSP offerings, including cloud service model, achieved security status, and impact level based on the NIST **FIPS 199** guidelines — Low, Moderate, and High. These levels rank the impact that the loss of confidentiality, integrity, or availability could have on an organization — Low (limited effect), Moderate (serious adverse effect), and High (severe or catastrophic effect).

StateRAMP recognizes six security statuses on the authorized vendor list:

- Verified offerings
    - **Ready:** meets minimum requirements
    - **Provisional:** exceeds minimum requirements and includes a government sponsor
    - **Authorized:** satisfies all requirements and includes a government sponsor
- Progressing offerings
    - **Active:** working towards Ready
    - **In Process:** working towards Authorized
    - **Pending:** submitted a security package to the PMO and awaiting determination for a verified status

A government interested in learning more about CSP cybersecurity posture can review the corresponding security package by submitting an information request form with the StateRAMP PMO. More information is available from the StateRAMP **frequently asked questions** web page. Extra in-depth documentation intended for state and local governments and cloud service providers can be downloaded from the **StateRAMP public documents repository**.

Microsoft and StateRAMP

Both Azure and Azure Government maintain **FedRAMP High** provisional authorizations to operate (P-ATO) issued by the FedRAMP Joint Authorization Board (JAB) in addition to more than 400 Moderate and High ATOs issued by individual federal agencies for the in-scope services. For details, see the **FedRAMP Marketplace**. And while FedRAMP High authorization in the Azure public cloud will meet the needs of many US government customers, Azure Government provides extra customer assurances through controls that limit potential access to systems processing customer data to **screened US persons**.

The following cloud service offerings have achieved the **StateRAMP Authorized Security Status — High Impact Level** as shown on the StateRAMP **authorized product list**:

- Azure
- Azure Government
- Dynamics 365
- Dynamics 365 US Government

Applicability

- Azure
- Azure Government

Services in scope

StateRAMP allows for FedRAMP reciprocity as part of the StateRAMP fast track process, which enables the transfer of FedRAMP documentation to StateRAMP templates. Therefore, cloud services in StateRAMP audit scope are the same services that have previously been authorized by FedRAMP. For a list of Microsoft cloud services in scope for the FedRAMP High authorizations in Azure and Azure Government, see Cloud services in audit scope.

Attestation documents

State and local governments can request Microsoft StateRAMP security packages directly from the StateRAMP PMO by submitting an information request form. For more information, see StateRAMP frequently asked questions.

For access to Azure and Azure Government FedRAMP documentation, see FedRAMP attestation documents.

Frequently asked questions

To whom does StateRAMP apply? StateRAMP serves the needs of state and local governments by providing a simplified and standardized approach for validating the cybersecurity posture of cloud service offerings that may store, process, or transmit various types of government data.

Where does my agency start its own compliance effort? For an overview of the steps state and local governments must take to successfully navigate StateRAMP, go to

Appendix C – Certificate of Insurance

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ACORD

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY): 10/16/2026

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Willis Towers Watson Southeast, Inc. 4031 Aspen Grove Drive, 4th Floor, Suite 450 Franklin, TN 37067 USA	CONTACT NAME: WTW Certificate Center PHONE (A/C, No, Ext): 1-877-945-7378 FAX (A/C, No): 1-888-467-2378 E-MAIL ADDRESS: certificates@wtwco.com
INSURED i3 Verticals, LLC 40 Burton Hills Blvd., Suite 415 Nashville, TN 37215	INSURER(S) AFFORDING COVERAGE — NAIC # INSURER A : National Fire Insurance Company of Hartfor — 20478 INSURER B : Valley Forge Insurance Company — 20508 INSURER C : AIG Specialty Insurance Company — 26883 INSURER D : Indian Harbor Insurance Company — 36940 INSURER E : INSURER F :

COVERAGES **CERTIFICATE NUMBER:** W49047946 **REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. *LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS. LIMITS SHOWN ARE INCLUSIVE OF AMOUNTS REQUESTED BY THE CERTIFICATE HOLDER AND MAY NOT REFLECT POLICY LIMIT AMOUNTS IN EXCESS OF THOSE REQUESTED. *Not Applicable in WY

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
A	X COMMERCIAL GENERAL LIABILITY CLAIMS-MADE X OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: POLICY PRO-JECT X LOC OTHER:	Y		7094673841	10/31/2025	10/31/2026	EACH OCCURRENCE DAMAGE TO RENTED PREMISES (Ea occurrence) MED EXP (Any one person) PERSONAL & ADV INJURY GENERAL AGGREGATE PRODUCTS - COMP/OP AGG	$ 1,000,000 $ 100,000 $ 15,000 $ 1,000,000 $ 2,000,000 $ 2,000,000
B	AUTOMOBILE LIABILITY X ANY AUTO OWNED AUTOS ONLY HIRED AUTOS ONLY SCHEDULED AUTOS NON-OWNED AUTOS ONLY			6079506563	10/31/2025	10/31/2026	COMBINED SINGLE LIMIT (Ea accident) BODILY INJURY (Per person) BODILY INJURY (Per accident) PROPERTY DAMAGE (Per accident)	$ 1,000,000 $ $ $
	UMBRELLA LIAB OCCUR EXCESS LIAB CLAIMS-MADE DED RETENTION $						EACH OCCURRENCE AGGREGATE	$ $
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANYPROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) Y/N If yes, describe under DESCRIPTION OF OPERATIONS below	N/A					PER STATUTE OTH-ER E.L. EACH ACCIDENT E.L. DISEASE - EA EMPLOYEE E.L. DISEASE - POLICY LIMIT	$ $
C	Cyber/Professional E&O Liability			01-308-27-17	10/31/2025	10/31/2026	Each Occurrence Each Agreegate Rentention	$5,000,000 $5,000,000 $500,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

SEE ATTACHED

CERTIFICATE HOLDER

West Virginia Division of Motor Vehicles
5707 MacCorkle Ave. S.E., Suite 50
Charleston, WV 25304

CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

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SR ID: 30840032 BATCH: 4651057

AGENCY CUSTOMER ID: _____

LOC #: _____

ADDITIONAL REMARKS SCHEDULE

AGENCY	NAMED INSURED
Willis Towers Watson Southeast, Inc.	i3 Verticals, LLC 40 Burton Hills Blvd., Suite 415 Nashville, TN 37215
POLICY NUMBER See Page 1	
CARRIER: See Page 1 / NAIC CODE: See Page 1	EFFECTIVE DATE: See Page 1

ADDITIONAL REMARKS

THIS ADDITIONAL REMARKS FORM IS A SCHEDULE TO ACORD FORM,

FORM NUMBER: 25 FORM TITLE: Certificate of Liability Insurance

West Virginia Division of Motor Vehicles, 5707 MacCorkle Ave. S.E., Suite 50, Charleston, WV 25304 is included as an Additional Insured as respects to General Liability.

INSURER AFFORDING COVERAGE: Indian Harbor Insurance Company NAIC#: 36940

POLICY NUMBER: MTE9034150 09 EFF DATE: 10/31/2025 EXP DATE: 10/31/2026

TYPE OF INSURANCE:	LIMIT DESCRIPTION:	LIMIT AMOUNT:
Excess Liability	Limits Excess of $5M	$5,000,000

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Appendix D – AWS/Azure Security, Compliance, and Posture

Please reference Azure documentation via the following link.

https://learn.microsoft.com/en-us/azure/azure-government/documentation-government-plan-security

Azure Government Security - Azure Government | Microsoft Learn

Please reference AWS documentation via the following link.

https://aws.amazon.com/compliance/soc-faqs/

i3 Verticals will distribute Azure and AWS partner agreements to WVDMV at contracting.

WVDMV Project Migration Plan

Driver Modernization | Disciplined, automated, evidence-driven delivery

Plan intent
A governed, repeatable migration approach for retiring the legacy driver-license mainframe, preserving the full authoritative driver record, transitioning interfaces and documents, and achieving production acceptance with measurable reconciliation and rollback protection.

Document field	Value
Prepared for	West Virginia Division of Motor Vehicles
Prepared by	i3 Verticals, LLC
Document status	Working draft for planning and proposal alignment
Version / date	Version 1.0 | October 9, 2026
Schedule basis	M0-M18 relative baseline with fixed-date contract reconciliation required
Classification	Confidential - internal planning use

CONTROLLED DOCUMENT
The executed contract, delivery order, approved work plan, current addenda, and WVDMV decisions take precedence over this planning baseline.

Document control and approvals

Version	Date	Author / owner	Purpose	Status
0.1	October 9, 2026	Migration Program Manager	Initial full-plan baseline	Draft
1.0	TBD after joint review	Vendor + WVDMV	Approved execution baseline	Pending approval

Project Team Accountability Matrix

Approval	Accountability	Name	Decision / date
WVDMV Executive sponsor	Funding, executive decisions, escalation	TBD	
WVDMV business owner	Business acceptance and policy decisions	TBD	
WVDOT / WVOT technology	Architecture, security, environments, operations	TBD	
Vendor program executive	Contract delivery and resourcing	Stoney Hale	
Vendor project manager	Integrated plan and execution controls	Mahip Sharma	

Source basis and precedence

This plan consolidates current procurement requirements and prior working artifacts. It intentionally converts proposal-level commitments into an executable control structure. Source materials include:

- CRFP DMV2700000001 Solicitation Documents (current RFP working copy).
- WV DMV Modernization RFP Response Requirements Guide (September 2026).
- Working Copy - WVDMV RFP Attachment A Cost Workbook (October 2026).
- West Virginia DMV Proposed Work Plan v1.1 (March 2026).
- WVDMV Proposed Data Conversion Plan (February 2024 legacy baseline).
- WVDMV Gantt Chart working schedule (October 2026).
- Discovery notes and September 25, 2026 evaluation meeting materials.

> **Precedence rule**
> Where dates, scope, or acceptance language conflict, the current executed contract and approved delivery order govern. The i3 Verticals Project Manager will log the discrepancy, obtain a written decision, baseline the resolution, and update this plan, the integrated master schedule, cost model, and requirements traceability matrix.

Contents

1. Executive migration commitment
2. Project context, outcomes, and scope
3. Assumptions, constraints, and decisions
4. Migration architecture and guiding principles
5. Governance, organization, and controls
6. Integrated schedule and stage gates
7. Workstream execution plans
8. Data quality, reconciliation, and acceptance
9. Cutover, fallback, and continuity
10. Testing and release assurance
11. Security, privacy, and compliance
12. Training, change, and knowledge transfer
13. Operations, hypercare, and final acceptance
14. RAID management
15. Metrics and reporting
16. Deliverables and acceptance matrix
17. RACI

Appendices: checklists, templates, crosswalk, glossary

1. Executive migration commitment

WVDMV will receive a controlled migration, not a one-time data load. The program will establish a repeatable migration factory that profiles source data, applies approved mappings and cleansing rules, loads target structures, validates every run, produces an evidence package, and supports a rehearsed fallback position. Automation performs repeatable technical work; designated WVDMV and Vendor authorities retain decisions, exception disposition, and go/no-go approval.

> **Definition of success**
> The legacy mainframe is retired only after the MVP is production-ready; the full authoritative driver record is migrated with no unauthorized loss; required interfaces and document links operate end-to-end; automated reconciliation meets or exceeds 99.99% using an agreed denominator; remaining exceptions are documented and accepted; no Critical defects remain open; training and operations are ready; and the system completes the required 90-day acceptance period.

1.1 Characteristics of the plan

Characteristic	Plan treatment
Disciplined	One integrated plan, stage gates, entry/exit criteria, controlled baselines, formal approvals, audit-ready evidence, and transparent escalation.
Partially automated	Versioned extraction, transformation, loading, validation, regression, reconciliation, evidence generation, and dashboarding - with human review at high-risk decisions.
Iterative and repeatable	Profiling, sample loads, at least two full mock conversions, cutover rehearsal, final load, and post-production validation reuse the same controlled code and runbooks.
Business-led	WVDMV owns interpretation, policy, cleansing decisions, UAT, exception acceptance, and operational readiness; the Vendor leads technical conversion and orchestration.
Security-first	Least privilege, encrypted transfer and storage, restricted-data handling, masked lower environments, logging, retention, disposal, and security approval before migration begins.
Low disruption	Parallel execution, delta strategy, controlled freeze, rehearsed rollback, continuity communications, and original-team hypercare protect services.
Evidence-driven	Each cycle produces counts, checksums, financial/control totals, referential checks, error records, timing metrics, defect links, approvals, and lessons learned.
Feature-preserving and future-ready	The migration protects statutory and operational capabilities while enabling the web-based, API-driven, customer-centric modernization target and future optional title/registration expansion.

1.2 Executive decisions required before baseline approval

- Reconcile the fixed January 1, 2028 go-live with the requirements for REST completion within 12 months and MVP production within 18 months of delivery-order issuance.
- Approve the reconciliation denominator, rounding, and severity rules behind the 99.99% automated-reconciliation gate.
- Confirm the system-of-record boundary, data domains, archival/retention treatment, historical depth, and whether AppEnhancer documents are migrated, relinked, or retained in place.
- Approve the target hosting and database architecture, environment topology, data residency, masking, key management, and secure transfer pattern.
- Confirm Attachment B interface phasing, partner readiness assumptions, certification windows, and ownership of State/third-party changes.
- Approve the change-freeze and allowable-downtime envelope, point of no return, rollback window, and continuity process.
- Confirm phase boundaries for MVP, enhanced Phase 3 capabilities, and optional Phase 4 title and registration modernization.

2. Project context, outcomes, and scope

2.1 Current-state context

The current driver platform is a COBOL/CICS/DB2 application on IBM z/OS, with approximately 12 million driver records. Driver-related supporting documents are archived through AppEnhancer. The modernization must preserve

authoritative records and statutory controls while replacing the mainframe, simplifying a fragmented operating environment, and transitioning integrations to a modern operating model.

2.2 Target outcomes

Outcome	Migration implication
Continuity	Maintain uninterrupted statutory and customer service within the approved cutover envelope.
Integrity	Migrate the complete in-scope driver record with documented lineage, transformation, and reconciliation.
Mainframe retirement	Establish the MVP as the State system of record and retire legacy processing after approved acceptance evidence.
Integration readiness	Transition all in-scope AAMVA, State, partner, document, payment, identity, print, and authorized-access exchanges.
Operational simplicity	Provide a common, web-based experience and reduce multi-application navigation while preserving specialized workflows.
Digital service	Enable online/mobile/self-service patterns, notifications, scheduling/queuing, and other approved customer capabilities.
Compliance and resilience	Meet security, audit, accessibility, availability, recovery, and records-management obligations.
Sustainable operations	Complete training, knowledge transfer, runbooks, monitoring, support handoff, and measurable service management.

2.3 In-scope data and capability domains

Domain	Illustrative content
Customer identity	Names, addresses, identity evidence, unique identifiers, aliases, guardians/authorized parties, identity-verification history.
Credentials	Driver licenses, identification cards, commercial credentials, permits, endorsements, restrictions, renewals, duplicates, mobile ID references, and undercover controls.
Driver history and compliance	Points, suspensions, revocations, citations, convictions, medical review, CDL/ELDT, insurance compliance, and reinstatement history.
Transactions and finance	Applications, fees, payments, reversals, cash-drawer/control totals, transaction status, and audit history.
Documents and correspondence	Document metadata, links/content disposition, forms, letters, notices, images, signatures, and communication audit trails.
Programs and portals	Testing, provider access, handicap placards, investigations, authorized data access, extracts, online/mobile services, appointments, and queues.
Security and audit	Users, roles, permissions, segregation of duties, event/audit records, consent, and retention attributes.
Interfaces	Attachment B exchanges plus internal dependencies, including AAMVA services, State/partner systems, printing, identity, document management, and authorized batch/online access.

Final scope is established in the approved source-to-target inventory and RTM. A data element is not excluded by omission from this summary.

2.4 Out of scope unless explicitly authorized

- Unapproved redesign of source records solely to improve convenience.
- Destruction of legacy data before legal, records, audit, and business retention obligations are satisfied.
- Phase 3 enhancements or optional Phase 4 title/registration data that are not included in the applicable delivery order.
- Changes to third-party systems beyond the agreed interface boundary.

- Production use of synthetic, copied, or transformed restricted data outside approved environments.

3. Assumptions, constraints, and decisions

3.1 Baseline assumptions

ID	Assumption
A-01	WVDMV will provide timely, authorized access to DB2 metadata, extracts, source experts, document repositories, interface owners, and decision-makers.
A-02	The Vendor will lead migration planning, automated conversion development, execution, reporting, and production assistance; WVDMV will own source correction/cleansing unless otherwise approved.
A-03	The same version-controlled migration components will be promoted through mock runs and production; emergency production-only logic is prohibited without approved change control.
A-04	At least two full mock conversions will be completed per deployment, one before integration testing and one before UAT; additional rehearsals are added if gates are not met.
A-05	Required partner test windows, AAMVA certification, network connectivity, and interface packages will be available in time to protect the critical path.
A-06	Lower-environment restricted data will be masked, tokenized, minimized, or explicitly approved through the security plan.
A-07	Final data retention, archive, document, and legacy-decommission decisions will be approved before cutover.
A-08	WVDMV will plan and manage UAT; the Vendor will provide the environment, data, support, evidence, and remediation.
A-09	Training is required for approximately 500 WVDMV staff, with a managed training environment through at least 90 days after go-live.
A-10	The original project team will support production for at least 90 days through acceptance, with Tier 1 support collaboration during the first 60 days.

3.2 Decision log seed

ID	Decision	Authority	Needed by	Status
D-01	Contractual date hierarchy	Executive / procurement	Before baseline	Open
D-02	Reconciliation denominator and 99.99% calculation	Steering Committee	Before Mock 1	Open
D-03	Target database, hosting, and environment model	Architecture Review Board	Before build	Open
D-04	Document content migration vs. relink/retain	Business + records + legal	Before mapping approval	Open
D-05	Historical depth and archive access	Business owner	Before profiling exit	Open
D-06	Duplicate survivorship and customer identity rules	Data Governance Council	Before Mock 1	Open
D-07	Freeze, downtime, point of no return, rollback window	Go-Live Authority	Before rehearsal	Open
D-08	Legacy decommission and destruction authorization	Executive + records + security	After acceptance	Open

4. Migration architecture and guiding principles

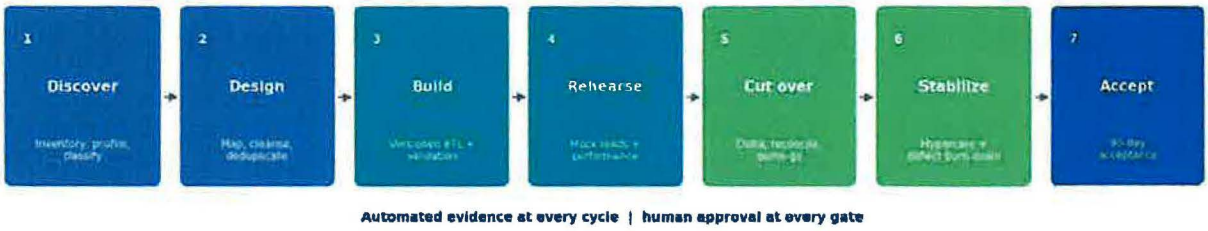


Figure 1. Controlled migration lifecycle

4.1 Guiding principles

Principle	Operational rule
Authoritative-source clarity	Each target field has a named source, precedence rule, transformation rule, and business owner.
No silent correction	Every rejected, repaired, defaulted, deduplicated, truncated, or derived value is traceable to an approved rule and logged result.
Idempotent execution	Rerunning an approved job with the same inputs produces the same result; jobs support controlled restart and do not create duplicates.
Immutable evidence	Source snapshots, manifests, job versions, approvals, counts, hashes, logs, and reports are retained under controlled access.
Shift-left quality	Profiling, referential checks, duplicate analysis, performance benchmarking, and interface parity begin before formal test execution.
Human-in-the-loop	Business interpretation, policy exceptions, duplicate survivorship, severity decisions, residual-risk acceptance, and go/no-go remain human approvals.
Security by design	Data is minimized, encrypted, segregated, logged, retained, and destroyed according to approved policy.
Rehearse what will run	The production runbook, code, sequence, evidence, staffing model, and rollback approach are proven in rehearsal.
No premature retirement	Legacy is made read-only or decommissioned only after target validation, operational acceptance, archive access, and approved rollback expiry.

4.2 Reference migration architecture

Layer	Required controls
Source zone	Mainframe DB2 extracts, related system extracts, AppEnhancer/document sources, interface/control files. Read-only, timestamped, manifested.
Secure transfer and landing	Encrypted transfer, malware/integrity checks, receipt manifest, least-privilege access, retention clock, and chain-of-custody logging.
Staging and profile zone	Normalized staging structures, schema snapshots, data profiling, code-set discovery, duplicate analysis, and rule-development samples.
Transformation zone	Versioned mappings, reference crosswalks, business rules, deduplication/survivorship, reject routing, and restartable ETL/ELT jobs.
Target load zone	Ordered loads, referential constraints, sequence/key management, document-link creation, interface seeds, and target index/statistics management.
Validation and evidence zone	Control totals, counts, checksums, field-level comparisons, referential tests, business scenarios, exception workflow, dashboard, and signed cycle report.

Layer	Required controls
Operational target	Production system of record, integration monitoring, security logging, backup/recovery, support telemetry, and legacy archive/decommission controls.

4.3 Partial automation model

Mode	Treatment
Automated	Schema extraction, file manifests, checksums, profiling, rule execution, ETL orchestration, load sequencing, validation queries, regression tests, reconciliation reports, timing capture, defect/evidence links, and dashboard refresh.
Human-reviewed	Mapping approval, cleansing policy, duplicate survivorship, security classification, exception severity, business sampling, UAT acceptance, cutover readiness, and residual-risk acceptance.
Manual by exception	Source repair that cannot be safely automated, restricted/legal review, third-party coordination, policy interpretation, special credentials, and records requiring case-by-case disposition.
Prohibited	Unlogged spreadsheet fixes to production data; direct target edits outside an approved script/runbook; shared privileged credentials; unapproved production-only transformation logic; deletion of unresolved rejects.

5. Governance, organization, and controls

5.1 Governance forums

Forum	Cadence	Authority / outputs
Executive Steering Committee	Monthly; weekly during final readiness	Scope, funding, dates, critical risk, cross-agency escalation, go-live authority.
Program Management Office	Weekly; daily in cutover	Integrated schedule, RAID, deliverables, decisions, dependencies, status, financial/change controls.
Data Governance Council	Weekly	Source ownership, data definitions, cleansing, duplicate rules, exceptions, retention, acceptance.
Architecture & Security Review Board	Biweekly / gate-based	Target architecture, environments, interface patterns, security plan, access, DR, nonfunctional gates.
Test & Release Council	Weekly from build	RTM, test readiness/results, defects, release content, deployment evidence.
Business Readiness Forum	Biweekly; weekly near go-live	Training, procedures, communications, staffing, support, field readiness, adoption.
Cutover Command Center	Rehearsals and T-5 days to T+10	Runbook execution, timeline, issues, decision log, rollback triggers, communications.
Change Control Board	Weekly / emergency as needed	Scope, schedule, design, mapping, code, configuration, data-fix, and release changes.

5.2 Control system

- One integrated master schedule with workstream dependencies, critical path, milestones, and approved baseline changes.
- One requirements traceability matrix from RFP/contract to design, build, test, training, cutover, and acceptance evidence.
- One controlled mapping repository and rule catalog, versioned with approvals and effective dates.
- One RAID log with owner, due date, impact, response, escalation threshold, and aging.
- One deliverable register with review cycle, acceptance criteria, approver, comments, disposition, and final version.
- One defect/exception taxonomy so migration errors, application defects, environment issues, and policy decisions are not conflated.
- Decision records that state context, options, decision, authority, date, impact, and superseded artifacts.
- Weekly metrics pack and monthly steering pack generated from system-of-record data wherever practical.

5.3 Stage-gate authority

Gate	Minimum evidence	Approval
G0 - Mobilize	Contract/delivery order, governance, security initiation, source access path, schedule-resolution action	Executive sponsors
G1 - Discover	Inventory complete; source access; profiles; classification; volumes; data risks; initial lineage	Data Governance Council
G2 - Design	Mappings/rules approved; target structures ready; automation design; exception model; test plan	Data + Architecture boards
G3 - Build ready	Code review complete; environments approved; unit tests; security checks; runbook v1	Test & Release Council
G4 - Mock conversion exit	Full mock meets agreed thresholds; timing proven; defects triaged; evidence accepted	Data + Test councils
G5 - Production readiness	All go-live criteria; two mock conversions; training; cutover/fallback; support; no prohibited defects	Steering Committee / Go-Live Authority
G6 - Production validation	Final reconciliation; business sign-off; monitoring stable; point-of-no-return decision	Go-Live Authority
G7 - Final acceptance	90 continuous days without Critical defect; deliverables closed; support/KT complete	WVDMV acceptance authority

6. Integrated schedule and stage gates

Schedule control point

The plan uses M0-M18 because the procurement materials contain a fixed January 1, 2028 final go-live and relative 12-/18-month obligations. The approved contract schedule must resolve this before baseline approval. No relative plan changes the fixed-date obligation unless WVDMV issues a written contractual clarification.

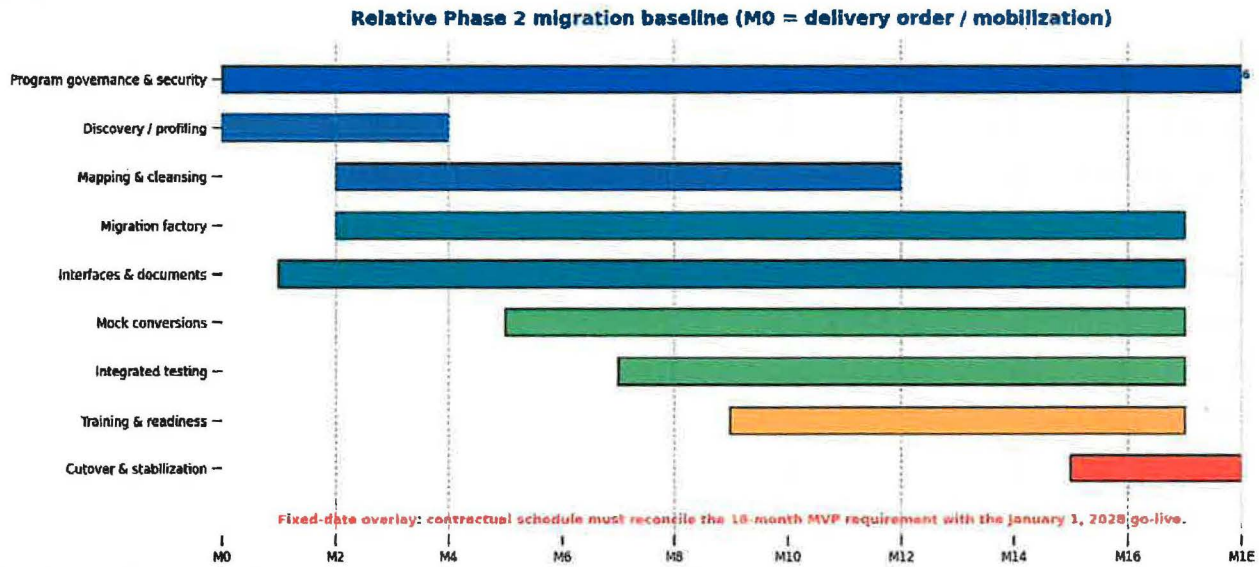


Figure 2. Relative Phase 2 baseline; workstreams overlap intentionally

6.1 Phase structure

Phase	Timing basis	Migration treatment
Phase 1 - AAMVA REST transition	Parallel delivery	Retire AAMVA UNI use while the mainframe remains interim system of record; design, build, certify, parallel validate, cut over, stabilize, and accept REST services.

Phase	Timing basis	Migration treatment
Phase 2 - Driver MVP and migration	M0-M18 maximum baseline	Replace the mainframe; migrate the full driver record; deliver required integrations, documents, training, cutover, support, and acceptance evidence.
Phase 3 - Enhanced capabilities	Follow-on delivery order	Expand customer and operational capabilities after MVP stabilization; reuse the migration factory and release controls for peripheral-system transition.
Phase 4 - Title and registration	State option	If exercised, migrate title/registration data and related interfaces using a separately approved plan and the same governance, quality, and cutover controls.

6.2 Relative Phase 2 milestone baseline

Window	Exit intent
M0-M1	Mobilize; security plan initiated; access, source inventory, RTM, detailed schedule, governance, and data workstream kickoff.
M1-M4	Profile DB2 and related sources; confirm volumes and classification; approve source inventory, target domains, initial lineage, and data-quality backlog.
M2-M6	Approve field mappings, crosswalks, cleansing and deduplication rules, reconciliation model, exception workflow, archive/document strategy.
M2-M9	Build migration factory, target load components, automated validation, evidence generation, secure promotion, monitoring, and restart controls.
M4-M15	Build and test interfaces/documents in parallel; execute sample loads and functional sprints; maintain end-to-end RTM.
M5-M8	Mock 1 before integration testing; establish baseline quality, runtime, bottlenecks, and exception themes.
M9-M12	Mock 2 before UAT; demonstrate improved reconciliation, production-like runtime, operational runbook, and repeatability.
M12-M16	UAT data refresh, cutover rehearsal, performance/security closure, training pilot and delivery, operations readiness.
M16-M18	Final readiness, change freeze, final conversion, production validation, go-live, command center, transition to 90-day stabilization/acceptance.

6.3 Critical path dependencies

- Award / delivery-order date and resolved contractual deadline.
- Source access, copybooks/data dictionaries, stable extracts, and DB2 subject-matter experts.
- Target data model and core configuration available early enough for repeated full loads.
- Attachment B interface packages, partner test windows, certificates, network routes, and certification slots.
- Security approvals, environment capacity, encryption/key management, and masked test-data method.
- Business decisions on duplicates, historical depth, special credentials, medical/PII handling, document treatment, and retention.
- Timely WVDMV mapping, exception, UAT, training, cutover, and production-readiness approvals.

7. Workstream execution plans

7.1 PMO, planning, and traceability

- Create the Project Management Plan, resource plan, release plan, quality plan, stakeholder/OCM plan, knowledge-transfer plan, master test plan, data migration plan, interface plan, training plan, support/help-desk plan, go-live plan, post-go-live plan, security plan, and service agreements.
- Decompose each contractual requirement into RTM rows linked to design, configuration/code, test, training, conversion, cutover, and acceptance evidence.
- Maintain a 90-day look-ahead, two-week work plan, critical-path view, decision forecast, and deliverable calendar.
- Run weekly baseline-versus-actual controls; forecast schedule and quality impacts before approving scope or rule changes.

- Produce gate packs from authoritative trackers rather than presentation-only summaries.

7.2 Environments, security, and access

Environment	Purpose and data controls
Development	Synthetic or approved masked data; unit tests; code analysis; developer least privilege.
Migration development	Representative masked extracts; profiling, mapping, ETL development, restart testing.
System / integration	Production-like schemas and partner stubs/connections; full technical validation.
UAT	Controlled production-like dataset; WVDMV-managed business testing; auditable refresh.
Training	Role-based dataset; managed through at least 90 days after go-live; repeatable refresh.
Performance / rehearsal	Production-scale or approved representative volume; isolated capacity; timed full conversion.
Production	Restricted access; approved change path; monitoring, backup/restore, DR, audit, and operational controls.

- Complete data classification and access matrix before receiving restricted data.
- Use individual identities, MFA where required, least privilege, privileged-access logging, and periodic access recertification.
- Encrypt in transit and at rest; document key ownership, rotation, recovery, and separation of duties.
- Approve data masking/tokenization and verify it does not invalidate required test relationships.
- Time-box landing/staging retention; securely dispose of superseded extracts and record evidence.
- Scan migration code, dependencies, infrastructure/configuration, and release packages before promotion.

7.3 Source inventory, profiling, and lineage

Step	Output
Inventory	Catalog every source table/file, owner, system, extract method, volume, update pattern, key, classification, retention, and target disposition.
Schema capture	Version DDL, copybooks, code lists, constraints, nullability, indexes, triggers, and source business-rule evidence.
Volume baseline	Capture record counts, storage, growth, largest objects, document volumes, delta rates, and extraction throughput.
Quality profile	Measure completeness, validity, uniqueness, format, range, referential integrity, temporal consistency, duplicates, and orphan rates.
Lineage	Map source-to-stage-to-target and identify every transformation, default, derivation, merge, split, and discarded field.
Risk segmentation	Flag critical identity, status, sanctions, medical, CDL, financial, audit, biometric, and law-enforcement records for enhanced controls.
Disposition	Classify migrate / transform / archive / retain-in-place / legally dispose, with owner and authority.

7.4 Mapping, cleansing, and deduplication

Control	Required treatment
Field mapping	Source field, target field, type/length, required/optional, rule, default, code translation, precision, truncation policy, owner, test, and approval.
Reference crosswalks	Central versioned tables for codes, statuses, offices, credential classes, counties, countries, and partner identifiers.
Cleansing	WVDMV-approved repairs for malformed values, invalid codes, obsolete addresses, impossible dates, and referential defects. Source correction remains WVDMV responsibility unless reassigned.

Control	Required treatment
Deduplication	Candidate-generation rules plus deterministic/probabilistic scoring as approved; no automatic merge of protected or ambiguous records without business authority.
Survivorship	Approved precedence by source, recency, verification level, statutory authority, and record type; preserve aliases and merge history.
Defaults and derivations	No hidden defaults. Each default/derived value has a business rationale, owner, effective date, validation, and exception treatment.
Irreversible transforms	Require impact review, sample proof, rollback/rebuild method, and explicit approval before production.

7.5 Migration factory and automation

Factory component	Minimum capability
Repository	Version-controlled mappings, code, configuration, schema, tests, runbooks, release notes, and evidence definitions.
Pipeline	Parameter-driven extract, receipt validation, stage, transform, load, validate, reconcile, report, archive, and cleanup steps.
Promotion	Peer review, automated checks, segregation of duties, immutable release package, environment-specific configuration, and approval.
Orchestration	Dependency-aware sequencing, retries only where safe, checkpoints, restart from verified state, timeout/alerting, and operator dashboard.
Validation	Automated row/control totals, hashes, referential checks, rule assertions, duplicate checks, code-set checks, critical-field comparisons, and performance timings.
Exceptions	Machine-created record with source key, rule/job version, severity, reason, owner, due date, disposition, approval, and rerun linkage.
Evidence	Auto-generated cycle manifest, code version, input hash, output counts, reconciliations, exceptions, runtime, defects, approvals, and lessons learned.
Observability	Job status, throughput, error rate, backlog, SLA aging, capacity, security events, and end-to-end cycle health.

Automation boundary

Automation accelerates and standardizes migration; it does not waive business ownership. A technically successful load cannot pass a gate until data owners accept material exceptions and test evidence.

7.6 Conversion cycles

Cycle	Data scope	Purpose	Gate
Cycle 0 - Profile / spike	Representative subset	Prove access, extraction, staging, profiling, target connectivity, and initial mapping feasibility.	G1
Cycle 1 - Sample conversion	Selected domains / edge cases	Exercise mappings, crosswalks, rejects, restart, document links, and validation queries.	G2/G3
Mock 1 - Full conversion	Full production-like extract	Baseline full runtime, counts, quality, interface readiness, and major exception themes before integration testing.	G4
Mock 2 - Full conversion	Full production-like extract	Prove repeatability and UAT readiness; demonstrate corrected rules, improved reconciliation, and production-like runbook.	G4
Cutover rehearsal	Full or approved production-scale	Execute production sequence, staffing, communications, timing, backup/restore, go/no-go, and fallback drill.	G5

Cycle	Data scope	Purpose	Gate
UAT refresh(es)	Approved production-like dataset	Provide stable business-test data and validate repeatable refresh without contaminating evidence.	G5
Final production	Baseline + delta(s)	Execute approved runbook; reconcile; business validate; authorize service opening or rollback.	G6
Post-go-live	Incremental checks	Repeat critical reconciliations, monitor late-arriving records/interfaces, and close accepted exceptions.	G7

7.7 Interfaces, documents, and external partners

- Maintain an interface catalog with ID, source/target, business purpose, direction, protocol, frequency, volume, security, owner, test window, phase, cutover step, fallback, monitoring, and support route.
- Build source-to-API and legacy-to-target parity matrices for AAMVA and other high-risk exchanges; retain message-level traceability without exposing restricted data.
- Use simulators/stubs only where partner access is unavailable, then complete partner end-to-end certification before go-live.
- Define treatment for in-flight, queued, rejected, retried, and late-arriving transactions across the freeze window.
- For AppEnhancer and other documents, reconcile both content and metadata/link integrity; test viewing, retention, legal hold, and authorized access.
- Coordinate printing, biometrics, mobile ID/HSM, Active Directory, testing, portal, appointment/queue, payment/cash drawer, notifications, and authorized extracts within the RTM.
- Provide interface cutover and rollback instructions, monitoring dashboards, contact trees, and production support ownership.

7.8 Testing and release assurance

- Unit-test every conversion program, rule, crosswalk, restart path, validation query, and critical exception path.
- Execute sprint/initial user testing, system testing, integration testing, security testing, performance testing, WVDMV-managed UAT, and regression testing in the approved sequence.
- Link tests to RTM requirements, source-to-target mappings, data-quality rules, interfaces, roles, procedures, and go-live criteria.
- Use production-representative volumes and peak transaction patterns; prove both application performance and conversion-window duration.
- Give WVDMV online visibility to defects and migration exceptions; WVDMV retains priority/severity authority.
- Retest corrected code and run targeted plus broad regression based on impact; preserve before/after evidence.
- Publish a signed test report and exit decision for every formal regimen.

7.9 Training, change, and knowledge transfer

Audience / asset	Plan
Stakeholders	Impact map, change network, readiness assessments, decision/communication calendar, and field feedback loop.
Core team	Deep-dive training for approximately 20 core participants as required; early hands-on access; administrator and support scenarios.
End users	Role-based curriculum for approximately 500 staff; trainer pilot; instructor-led/virtual options; practice environment; competency checks.
Public / partners	How-to videos and communications for approved customer-facing changes; partner cutover instructions and support routes.
Procedures	WVDMV-specific manuals, job aids, exception procedures, continuity steps, and searchable knowledge articles.
Technical transfer	Architecture, configuration, release, monitoring, security, backup/recovery, data model, integration, migration, troubleshooting, and support shadowing.
Evidence	Attendance, completion, knowledge checks, open readiness gaps, approvals, and 30/60/90-day reinforcement plan.

7.10 Cutover and stabilization workstream

- Build the runbook by rehearsal, not immediately before go-live; every step has an owner, predecessor, expected duration, evidence, escalation, and backout instruction.
- Define the point of no return and rollback triggers before the production freeze; do not improvise thresholds in the command center.
- Maintain a minute-by-minute command-center log, issue/decision record, business validation checklist, interface dashboard, and communication cadence.
- Use the original project team for at least 90 days through acceptance; prioritize data-integrity and service-restoration defects.
- Hold daily hypercare triage, twice-daily business health checks initially, and progressively reduce cadence based on objective stability criteria.
- Decommission only after archive access, retention, audit, security, final reconciliation, and acceptance obligations are met.

8. Data quality, reconciliation, and acceptance

8.1 Reconciliation framework

Dimension	Evidence
Completeness	Source and target record counts by domain/status/time period; mandatory population; missing/orphan analysis.
Accuracy	Field-level comparison for critical attributes; approved transformation outcomes; code translations; dates and precision.
Integrity	Primary/foreign key checks; relationship cardinality; no orphan credentials, sanctions, documents, payments, or histories.
Uniqueness	Duplicate candidates, confirmed merges, false-positive rate, preserved aliases, and no load-created duplicates.
Financial / control	Fees, payments, balances, reversals, batch totals, office/day totals, and accounting/control totals.
Temporal	Issue/expiry/effective dates, status sequences, transaction order, audit chronology, and time-zone handling.
Documents	Content or link presence, metadata, hash/size where applicable, viewability, retention, and authorization.
Interfaces	Message counts, acknowledgments, error/retry counts, parity, queue depth, and partner confirmation.
Security / audit	Users, roles, privileged accounts, audit history, consent/authorization, classification, and access verification.
Business sampling	Risk-based record reviews across common, edge, protected, historical, and exception scenarios.

8.2 Acceptance thresholds

Gate	Threshold
Automated reconciliation	At least 99.99% successful automated reconciliation using a Steering Committee-approved numerator/denominator and rounding rule.
Critical data	100% migration and validation for designated identity, credential status, sanction, financial/control, security/role, and other critical attributes unless WVDMV signs a specific exception.
Residual exceptions	Every remaining exception is documented, triaged, resolved, or formally accepted before cutover; no unresolved Critical exception.
Defects	No open Severity 1; no open Severity 2 unless an approved workaround and remediation plan exist; Severity 3 items have an approved dated plan.
Mock conversions	Minimum two full mock conversions approved; production timing and evidence generation proven.
Tests and training	System, integration, security, performance, UAT, required certification, and end-user training approved.
Operations	Monitoring, help desk, runbooks, backups, recovery, continuity, staffing, access, and communications approved.

Gate	Threshold
Final acceptance	90 continuous days of operation without a Critical defect, subject to the Agency acceptance terms.

99.99% calculation

The RFP does not, in the retrieved wording, define the reconciliation denominator. Before Mock 1, the Steering Committee must approve whether the percentage is measured by record, field, business object, control, or a weighted composite. If applied at record level to an approximately 12 million-record population, 0.01% equals 1,200 records; that mathematical ceiling does not permit any unaccepted critical-data exception.

8.3 Exception management

Step	Control
Detect	Automated rule, reconciliation, test, interface monitor, business review, or security control creates the exception.
Classify	Data vs. application vs. environment vs. partner vs. policy; severity and critical-data flag.
Assign	Named owner, due date, target cycle, linked source/target key, job/rule version, and business impact.
Resolve	Source correction, mapping/rule change, approved default, controlled merge, target fix script, archival disposition, or accepted exception.
Retest	Rerun affected validation and regression scope; capture before/after evidence.
Close	Business/data owner approves; link to cycle report and lessons learned; no deletion of history.

9. Cutover, fallback, and continuity

9.1 Readiness timeline

Window	Required activity
T-12 to T-8 weeks	Lock cutover scope; approve data/archive/interface inventory; complete early rehearsal; validate backup/restore and continuity; identify long-running steps.
T-8 to T-4 weeks	Complete final full mock; close critical defects; approve training and support staffing; test communications, contact tree, and partner sequence.
T-4 to T-2 weeks	Approve production runbook vFinal candidate; confirm access/certificates/capacity; perform go/no-go pre-read; lock mapping/rule changes except approved emergencies.
T-10 to T-5 days	Change freeze begins as approved; verify source cleanup status; baseline open transactions; confirm command center, war room, support rota, and rollback resources.
T-1 day to T0	Take approved backups/snapshots; validate manifest and clock synchronization; stop/queue agreed processing; extract baseline/delta; checksum and authorize load.
Cutover window	Execute ordered loads and interface transition; reconcile; perform business smoke tests; assess triggers; authorize open, continue, pause, or rollback.
T+1 to T+10 days	Command center and hypercare; daily critical reconciliations; interface and financial monitoring; controlled late-arriving loads; defect burn-down.
T+11 to T+90 days	Stabilization, operational transfer, KPI trend, accepted-exception closure, root-cause prevention, acceptance evidence, and decommission readiness.

9.2 Point of no return and fallback

Element	Plan
Fallback objective	Return to the last approved legacy operating state without losing captured transactions, audit history, or decision evidence.

Element	Plan
Point of no return	A named step after which rollback requires executive authorization and a documented forward-recovery strategy; established by rehearsal.
Illustrative triggers	Critical reconciliation failure; unrecoverable identity/status corruption; key interface failure; security incident; performance below safe operating threshold; cutover window exhausted; inability to validate critical business functions.
Fallback actions	Stop target writes; preserve logs/snapshots; restore/re-enable legacy; replay or reconcile queued transactions; notify partners/users; validate legacy health; document decision and recovery plan.
Forward recovery	Allowed only when safer than fallback and approved by the Go-Live Authority with time-boxed actions, validation, business continuity, and residual-risk acceptance.
Evidence	Trigger metric, decision authority, timestamp, system state, data preservation, communications, verification, and post-event review.

9.3 Go/no-go checklist summary

- ☐ Contractual schedule and go-live window confirmed.
- ☐ All required gate approvals complete; no prohibited defects/exceptions.
- ☐ Two full mock conversions and cutover rehearsal approved.
- ☐ Final migration release, input extract method, manifests, validation pack, and runbook approved.
- ☐ Backup, restore, failover, fallback, continuity, and communications tested.
- ☐ Interfaces, partner contacts, certificates, queues, monitoring, and support routes ready.
- ☐ Training complete; business offices, help desk, administrators, and command center staffed.
- ☐ WVDMV business owners available for critical-domain validation and exception decisions.
- ☐ Go-Live Authority signs proceed; every later decision is timestamped in the command-center log.

10. Testing and release assurance

10.1 Test regimen and migration evidence

Regimen	Scope	Exit evidence
Unit	Individual transformation/load/validation components, boundary values, negative cases, restart, and logging.	Pass results; code review; coverage; defects closed.
Sprint / initial user	Incremental functions and representative converted data.	Demo/test report; feedback incorporated; RTM updated.
System	End-to-end business functions within the solution using converted data.	Approved report; functional and data defects resolved.
Integration	Solution-to-solution and partner workflows, error/retry, batch/real-time, and security.	Interface results; partner evidence; queue/reconciliation report.
Security	Access, roles, segregation, vulnerability, audit, privacy, encryption, and incident controls.	Approved findings disposition; no prohibited exposure.
Performance	Peak workload plus concurrent conversion/batch where relevant; recovery and capacity.	SLA/threshold results; runtime inside cutover window.
UAT	WVDMV-managed business validation against approved requirements and procedures.	Agency sign-off; residual defects dispositioned.
Regression	Full critical suite plus impact-based coverage after fixes/enhancements.	Automated/manual report linked to release.
Cutover rehearsal	Production runbook, timing, staffing, communications, evidence, and fallback.	Readiness report and approved corrections.
Production validation	Smoke, critical records, financial/control totals, interfaces, documents, security, and monitoring.	Go/no-go decision and signed reconciliation pack.

10.2 Defect severity and release treatment

Class	Definition	Release treatment
Severity 1 - Critical	Safety, statutory operation, data integrity, security, or broad service unavailable; no viable workaround.	Blocks go-live; immediate command and executive escalation.
Severity 2 - High	Material function or population affected; workaround may exist.	Blocks unless approved workaround and dated remediation plan.
Severity 3 - Minor	Limited impact with acceptable workaround; does not compromise critical controls.	Allowed only with approved owner, date, and work plan.
Data exception	Specific record/control fails an approved rule; may map to any severity.	Must be documented, triaged, resolved, or formally accepted.
Enhancement	New or changed capability beyond accepted baseline.	Handled through change control; not recast as a defect.

11. Security, privacy, and compliance

Control area	Required implementation
Data residency and hosting	Use approved U.S.-based hosting for restricted data and align the hosting model with StateRAMP/security requirements stated in the procurement.
Data classification	Classify PII, biometric, medical, financial, law-enforcement, credential, audit, and public data; map handling rules to each migration layer.
Access	Least privilege, individual identities, MFA/privileged controls, segregation of duties, time-bounded access, quarterly or gate-based recertification.
Encryption	Approved encryption in transit and at rest; controlled keys, rotation, recovery, and separation between data and key administration.
Non-production data	Synthetic, masked, tokenized, or minimized by default; exceptions require written approval and equivalent controls.
Logging and monitoring	Log access, extracts, transfers, job execution, direct changes, privileged activity, exceptions, approvals, and disposal without logging sensitive payloads unnecessarily.
Retention and disposal	Define retention clock for extracts/staging/evidence; support legal hold; securely dispose and certify when no longer required.
Secure engineering	Peer review, dependency/code/configuration scanning, secrets management, hardened runners, signed/immutable releases, and emergency-change controls.
Incident response	Integrate migration events with incident response; preserve evidence; define security stop/go authority and notification route.
Accessibility and records	Validate public-facing accessibility and preserve legally required records, audit trails, and communication history.

11.1 Security exit criteria for production migration

- ☐ Security plan approved by required State authorities.
- ☐ Production access matrix approved and tested; dormant/shared access removed.
- ☐ Data-transfer path, landing zone, migration runner, logging, keys, backups, and recovery approved.
- ☐ Security findings resolved or formally accepted at the authorized level.
- ☐ No restricted data persists in unapproved locations; retention/disposal jobs validated.
- ☐ Incident and privacy escalation are staffed during cutover and hypercare.

12. Training, organizational change, and knowledge transfer

12.1 Readiness plan

Stage	Readiness outputs
Discover	Stakeholder map, change impacts, business process inventory, field constraints, readiness baseline.
Design	Future procedures, role mapping, curriculum outline, communication plan, support model, adoption measures.
Build	Job aids, system manuals, videos, knowledge articles, training data, trainer preparation, admin/support labs.
Validate	Training pilot before UAT, feedback, competency checks, procedure walk-throughs, support simulations.
Deploy	Role-based delivery, attendance/remediation, floor walkers, office communications, partner/public guidance.
Stabilize	Daily learning feedback, updated job aids, targeted refreshers, knowledge-gap closure, 30/60/90-day adoption reviews.

12.2 Knowledge-transfer acceptance

- Named WVDMV/WVDOT/WVOT recipients and competency objectives by role.
- Architecture, data model, configuration, deployment, monitoring, security, recovery, interface, migration, and support materials delivered.
- Shadow -> reverse-shadow -> supervised execution -> independent demonstration completed for agreed operational tasks.
- Open knowledge gaps tracked like defects with owner and due date.
- First-year technical training supports potential State takeover of application managed services.
- Final knowledge repository is searchable, versioned, and owned by WVDMV.

13. Operations, hypercare, and final acceptance

13.1 Hypercare operating model

Element	Plan
Command	Named incident commander, business lead, technical lead, data lead, interface lead, security lead, communications lead, and decision authority.
Coverage	On-site/off-site presence appropriate to WVDMV operations; original project team through at least 90 days; Tier 1 collaboration for first 60 days.
Monitoring	Availability, response, errors, queues, failed jobs, critical data controls, financial totals, security events, user volume, support backlog, and adoption.
Triage	Single intake; severity set by WVDMV; separate production incidents, data exceptions, user questions, and enhancements.
Cadence	Daily operations and defect review initially; executive summary as required; reduce only after agreed stability thresholds.
Change	Heightened approval during stabilization; emergency changes include tested backout and post-implementation review.
Acceptance	Maintain evidence of continuous operations, defects, workarounds, reconciliations, SLAs, training/support, and remaining obligations.

13.2 Legacy disposition

Stage	Control
Read-only transition	After target go-live and validation, restrict legacy writes while preserving authorized inquiry and audit access during the agreed period.
Archive	Preserve required historical data, documents, logs, source schemas, copybooks, reports, and retrieval procedures under retention policy.

Stage	Control
Decommission prerequisites	Final acceptance; legal/records/security approvals; no unresolved dependency; archive retrieval tested; backup and evidentiary obligations met.
Decommission execution	Remove integrations, schedules, credentials, network routes, licenses, and infrastructure through approved change; preserve disposal evidence.
Post-decommission verification	Confirm monitoring quiet, costs stopped as planned, records retrievable, data disposed securely, and CMDB/support documentation updated.

14. RAID management

14.1 Top migration risks

ID	Risk	Rating	Response	Owner
R-01	Schedule contradiction or delayed award	High	Resolve contract hierarchy; scenario-plan dates; protect critical access and decisions; baseline only after written direction.	Executive sponsor
R-02	Unknown DB2 quality / undocumented rules	High	Early profiling, code/copybook analysis, SME workshops, risk-based sampling, extra cycle capacity.	Data lead
R-03	Target design instability	High	Freeze domain baselines, version schemas, impact analysis, compatibility layers, controlled late changes.	Solution architect
R-04	Partner/AAMVA readiness	High	Interface owner matrix, early packages/certification slots, stubs then partner proof, escalation dates.	Integration lead
R-05	99.99% metric ambiguity	High	Approve denominator, critical-data overrides, rounding, and evidence before Mock 1.	Steering Committee
R-06	Conversion exceeds outage window	High	Benchmark early, parallelize safely, tune extracts/loads, delta strategy, checkpoint/restart, rehearse.	Migration lead
R-07	Duplicate identity / survivorship error	High	Conservative rules, protected-record controls, dual review, merge history, rollback/rebuild proof.	Data governance
R-08	Document/link loss	High	Inventory, hash/count metadata, viewability sampling, retention test, orphan detection.	Document lead
R-09	Restricted data exposure	High	Masking, encryption, least privilege, hardened transfer/runner, monitoring, disposal proof.	Security lead
R-10	Insufficient business decisions	Med/High	Decision forecast, due dates, delegated authority, escalation SLA, recorded assumptions.	PM / business lead
R-11	Training/readiness lag	Medium	Impact-led curriculum, early pilot, protected attendance, competency checks, field champions.	OCM lead
R-12	Premature legacy shutdown	High	Explicit decommission gate after acceptance, archive proof, dependency scan, approvals.	Operations lead

14.2 Escalation thresholds

- Any Critical data, security, statutory, or service-continuity issue: immediate command-center and executive escalation.
- Critical-path slippage greater than the approved tolerance or any milestone threatening the contractual date: same-day recovery plan.
- Decision overdue beyond its required-by date: escalate to the forum named in the decision log.
- Reconciliation below the agreed cycle threshold, full-conversion runtime above the cutover budget, or rising exception backlog: block the next gate.
- Unapproved mapping/code/configuration change detected in a controlled environment: stop promotion, preserve evidence, investigate, and revalidate.

15. Metrics and reporting

Category	Measures	Cadence
Schedule	Milestone variance; critical-path float; decision aging; deliverable review time.	Weekly / monthly

Category	Measures	Cadence
Scope / traceability	Requirements designed, built, tested, trained, and accepted; unmapped RTM rows.	Weekly
Data inventory	Sources profiled; mappings approved; critical fields with owner; archive/disposition decisions.	Weekly
Quality	Completeness, validity, uniqueness, referential defects, critical exceptions, cleansing backlog.	Per cycle / weekly
Conversion	Extract/load/reconcile runtime; throughput; restart count; failure rate; manual touches.	Per run
Reconciliation	Automated reconciliation %; record/control totals; critical-domain pass; residual exceptions.	Per cycle / daily cutover
Testing	Planned/executed/pass; requirement coverage; defect arrival/closure; reopen rate; aging by severity.	Weekly / daily near go-live
Interfaces	Partner readiness; executed scenarios; queue/error/retry rate; certification status.	Weekly / live
Security	Access exceptions; scan findings; privileged activity; unapproved data locations; disposal status.	Weekly / event
Readiness	Training completion and competency; procedure completion; support staffing; office readiness.	Weekly
Operations	Availability, response, incident volume, backlog, data-control exceptions, user adoption, SLA.	Daily hypercare / monthly

Metric definitions, data sources, owners, thresholds, calculation logic, and escalation actions are maintained in the approved Measurement Dictionary. Dashboards never replace the signed gate evidence.

16. Deliverables and acceptance matrix

ID	Deliverable	Minimum content	Approver
D01	Project Management Plan and integrated schedule	Governance, resources, quality, release, change, RAID, deliverables, dependencies, baselines.	Executive / PMO
D02	Security Plan	Classification, environments, access, encryption, logging, incident, retention/disposal, reviews.	State security authorities
D03	Data Migration Plan - approved baseline	Inventory, volumes, mappings, cleansing/dedup, tooling, roles, cycles, validation, rollback, schedule.	Data Governance Council
D04	Source-to-target mapping and rule catalog	Field-level lineage, crosswalks, defaults, transforms, owners, approvals, tests.	Business/data owners
D05	Migration factory release	Versioned code/config, unit tests, promotion evidence, restart, logging, security checks.	Architecture + Test/Release
D06	Cycle plan and report - each run	Inputs, versions, execution, counts, reconciliation, exceptions, defects, timing, approvals.	Data + Test councils
D07	Master Test Plan and reports	Regimens, data, environments, entry/exit, traceability, defects, signed results.	WVDMV test authority
D08	Interface plan and catalog	All interfaces, owners, mappings, certification, test, cutover/fallback, support.	Architecture / partner owners
D09	Training and knowledge-transfer package	Curriculum, manuals, videos, attendance, competency, admin/support transfer.	Business readiness / IT
D10	Go-Live Deployment Plan and runbook	Freeze, conversion, validation, communications, command center, triggers, fallback, continuity.	Go-Live Authority
D11	Production reconciliation and validation pack	Final counts/controls, critical samples, interface/doc/security evidence, exceptions, sign-offs.	WVDMV business owner
D12	Post-Go-Live / hypercare report	Incidents, defects, reconciliations, SLAs, adoption, KT, residual items, trend.	Operations + PMO

ID	Deliverable	Minimum content	Approver
D13	Final acceptance package	90-day evidence, obligations, deliverables, defects, KT, support, accepted risks.	WVDMV acceptance authority
D14	Legacy archive/decommission package	Archive proof, dependency closure, approvals, credential/license/infrastructure disposal, retrieval test.	Executive / records / security

17. RACI

Role abbreviations: ES = Executive Sponsors; PM = Vendor Project Manager / PMO; WBO = WVDMV Business Owner; DL = Vendor Data/Migration Lead; TA = Technology/Architecture & Security; TL = Test/Release Lead; OC = OCM/Training & Operations. A = accountable, R = responsible, C = consulted, I = informed.

Activity	ES	PM	WBO	DL	TA	TL	OC
Approve scope, schedule, and gates	A	R	A	C	C	C	C
Maintain integrated plan / RAID / decisions	I	A/R	C	C	C	C	C
Provide source access and expertise	I	C	A/R	C	R	I	I
Profile sources and produce lineage	I	C	C	A/R	C	C	I
Approve mappings, cleansing, dedup	I	C	A	R	C	C	I
Build/run automated conversion	I	C	C	A/R	C	C	I
Secure environments and data	I	C	C	R	A/R	C	I
Plan/execute technical testing	I	C	C	C	C	A/R	I
Plan/manage UAT and business sign-off	I	C	A/R	C	C	R	C
Approve reconciliation / exceptions	I	C	A	R	C	C	I
Deliver training and readiness	I	C	A	I	C	C	R
Execute cutover runbook	A	R	A	R	R	R	R
Authorize go/no-go or rollback	A	R	A	C	C	C	C
Operate hypercare and support	I	C	C	R	R	R	A/R
Approve final acceptance/decommission	A	R	A	C	C	C	R

Appendix A. Detailed cutover runbook template

Field	Required content
Step ID	Unique ordered identifier.
Window / planned time	Relative or clock time; predecessor; approved duration budget.
Activity	Exact command/action and expected result.
Owner / backup	Named operator and backup; decision authority if failure occurs.
System / data domain	Environment, source/target, interface, document set, or business function.
Prerequisites	Access, backup, manifest, freeze, approval, capacity, partner readiness.
Automation reference	Release/job/configuration version; parameters; secrets source; restart point.
Evidence	Log, screenshot, report, hash, count, ticket, approval, or business check.
Success criteria	Objective expected result and tolerance.
Failure / timeout trigger	Condition and deadline that invokes escalation, pause, retry, forward recovery, or fallback.
Backout action	Exact action to reverse or restore, including data/transaction preservation.
Actual / notes	Start/end, result, exceptions, decision ID, operator sign-off.

Appendix B. Mapping specification template

Mapping ID	Domain	Source table.field	Target entity.attribute	Type / length	Rule / transform	Default / reject	Crosswalk	Critical?	Owner	Test IDs	Approval / version
MAP-###	[domain]	[source]	[target]	[type]	[approved logic]	[handling]	[reference]	Y/N	[owner]	[tests]	[date/version]

Appendix C. Cycle evidence checklist

- ☐ Approved cycle plan, scope, release version, and input snapshot.
- ☐ Source manifest, record counts, schema version, checksums, and chain of custody.
- ☐ Environment/access/security readiness and pre-run backup/checkpoint.
- ☐ Execution log with start/end, step status, runtime, retries, restarts, warnings, and operator.
- ☐ Load counts, reject counts, control totals, referential results, duplicate results, and critical-field checks.
- ☐ 99.99% calculation with approved denominator and rounding; critical-data override results.
- ☐ Exception file and workflow status; defect links; corrective action; rerun evidence.
- ☐ Business sample results, interface/document evidence, performance results, and security review.
- ☐ Lessons learned, plan/code/mapping changes, impact analysis, approvals, and next-cycle entry decision.

Appendix D. Requirement-to-plan crosswalk

Requirement	Source reference	Plan coverage
Data migration plan per deliverable	§4.2.2.9	Sections 3-9; D03-D06
Legacy DB2 discovery/profiling; ~12M records	§4.2.2.9 / current state	Sections 2, 7.3, 8
Cleansing, deduplication, mapping, crosswalks	§4.2.2.9	Sections 7.4, 8.3
Automated conversion programs and scripts	§4.2.2.9	Sections 4.3, 7.5
At least two full mock conversions	§4.2.2.6 / go-live criteria	Sections 6, 7.6, 8.2
99.99% automated reconciliation	Go-live criteria	Sections 1, 8, 15
Rollback/fallback and cutover	§4.2.2.6 and §4.2.2.9	Sections 9; Appendix A
Structured test regimens / RTM	§4.2.2.6	Sections 5, 7.8, 10

Requirement	Source reference	Plan coverage
Training for ~500 and training environment +90 days	Mandatory implementation requirements	Sections 7.9, 12
Original project team support +90 days; Tier 1 first 60	Operations requirements	Section 13
Final acceptance after 90 continuous days without Critical defect	Acceptance criteria	Sections 8.2, 13
Security plan and restricted-data controls	Mandatory implementation / Attachment E	Sections 7.2, 11
REST phase and MVP run in parallel	Implementation overview	Sections 6.1-6.3
MVP within 18 months / January 1, 2028 date	Schedule requirements	Sections 1.2, 3.2, 6

Appendix E. Glossary

Term	Definition
AAMVA	American Association of Motor Vehicle Administrators
ADO	Agency delivery order / authorized delivery instrument, as applicable
CICS	Customer Information Control System
DB2	IBM relational database used by the current driver platform
ETL / ELT	Extract-transform-load / extract-load-transform
FRICEW	Forms, reports, interfaces, conversions, enhancements, and workflows
MVP	Minimum viable product that fully replaces required mainframe functionality for retirement
POC / PoNR	Point of control / point of no return within cutover
RAID	Risks, assumptions, issues, and dependencies
RACI	Responsible, accountable, consulted, informed
RTM	Requirements traceability matrix
RTO / RPO	Recovery time objective / recovery point objective
SIT	System integration testing
UAT	User acceptance testing
WVDMV	West Virginia Division of Motor Vehicles
WVDOT	West Virginia Department of Transportation
WVOT	West Virginia Office of Technology

Appendix F. Final planning checklist

- ☐ Contract schedule contradiction resolved in writing and reflected in the approved integrated master schedule.
- ☐ Source inventory, data-domain scope, historical depth, archive/document treatment, and legacy disposition approved.
- ☐ Target architecture, environment model, security plan, and production operating model approved.
- ☐ Mapping/rules/crosswalks, 99.99% denominator, critical-data controls, and exception authority approved.
- ☐ At least two full mock conversions and a cutover rehearsal accepted with production timing proven.
- ☐ All go-live test, training, operations, interface, partner, security, continuity, and support criteria satisfied.
- ☐ Fallback triggers, point of no return, decision authorities, and command-center staffing confirmed.
- ☐ Production reconciliation pack signed; 90-day stabilization and final-acceptance evidence plan active.
- ☐ Legacy archive/decommission remains gated until final acceptance and all records/security approvals are complete.

END OF CONTROLLED PLAN

Appendix F – Master Testing Plan

WVDMV DRIVER MODERNIZATION

MASTER TESTING PLAN

Iterative Testing for an Agile Implementation of TRANSPORT360

Purpose
Establish the governing strategy, controls, responsibilities, evidence, and acceptance gates for testing the WVDMV Driver Modernization solution from sprint development through production stabilization.

Prepared by i3 Verticals, LLC
CRFP DMV2700000001 | Appendix F
October 2026

Document Control

Field	Value
Document	WVDMV TRANSPORT360 Master Testing Plan
Version	Proposal Baseline 1.0
Owner	i3 Verticals Test Manager
Approval Authority	WVDMV Project Manager / designated testing authority
Applies To	Phase 1 AAMVA REST Transition and Phase 2 Full Driver License Implementation
Status	Submitted for WVDMV review and approval

Field	Value
Related Plans	Project Work Plan; RTM; Data Migration Plan; Interface Plan; Security Plan; Training Plan; Cutover Plan; Deployment Plan

Approval Record

Role	Name	Decision	Date
WVDMV Project Manager		Approve / Reject / Conditional	
WVDMV Business Lead		Approve / Reject / Conditional	
WVDOT/WVOT Technical Lead		Concur / Comment	
i3 Verticals Project Manager		Submit	
i3 Verticals Test Manager		Prepare	

Revision History

Version	Date	Description	Author
1.0	October 2026	Initial proposal baseline	i3 Verticals

1. Executive Summary

This Master Testing Plan establishes a single, controlled testing model for the WVDMV Driver Modernization Program. It integrates Agile sprint testing with formal system, integration, conversion, security, performance, accessibility, user acceptance, parallel, cutover, and stabilization testing. Testing is continuous, evidence-based, and governed by WVDMV acceptance authority.

2. Testing Principles

Quality is built into each sprint rather than deferred to the end of the project. Every mandatory requirement is traced to design, configuration or development, test cases, execution evidence, defects, retesting, and acceptance. No phase advances solely because a schedule date has arrived.

Controlling Principle
A capability is not complete when code is deployed. It is complete only when applicable requirements, testing, defect disposition, documentation, training impacts, release approvals, and production validation are complete and accepted.

2.1 Success Outcomes

Early discovery of requirement, design, data, and integration issues through sprint-level validation.

Objective evidence that TRANSPORT360 functions as an integrated, secure, reliable, accessible, and performant Driver License solution.

WVDMV control over UAT, defect priority, test acceptance, phase progression, and production readiness.

Repeatable automated regression assets for future releases and maintenance.

Controlled go-live supported by mock conversions, parallel validation, rollback readiness, and formal go/no-go gates.

2.2 Project Milestones Supported by Testing

Milestone	Testing Outcome
Phase 1 AAMVA REST Transition - January 1, 2028	Certified, secure, performant REST services with legacy parity, approved cutover/rollback, and production monitoring.
Full TRANSPORT360 Driver License Go-Live - July 1, 2028	Accepted functional scope, converted data, interfaces, security, accessibility, performance, training, cutover, and operational readiness.

3. Scope and Objectives

The testing program covers all project deliverables and associated software, configurations, hardware, cloud services, interfaces, converted data, reports, workflows, security controls, operational procedures, training impacts, deployment activities, and production stabilization controls.

3.1 In-Scope Solution Areas

Driver licensing and identification; REAL ID; CDL; learner and graduated licensing; testing and examinations; medical review; driver improvement; sanctions, suspensions, revocations, and reinstatements; credentialing; correspondence and document management; cashiering and financial controls; scheduling and queueing; customer portal; mobile services; reporting, analytics, auditing; common customer; roles and security; integrations; migrations; cloud operations.

3.2 In-Scope Technical Areas

TRANSPORT360 web, application, business service, integration, data, reporting, cloud infrastructure, identity, monitoring, backup, recovery, CI/CD, API management, and operational-support components, including Vendor, State, and partner integration boundaries.

3.3 Exclusions

Items explicitly approved as outside project scope, future enhancements not included in the accepted baseline, and third-party internal testing that is not part of WVDMV acceptance. Exclusions do not remove the need to validate an external dependency at the TRANSPORT360 boundary.

3.4 Test Objectives

Verify every applicable requirement has approved test coverage and objective evidence.

Validate complete business processes, including positive, negative, boundary, exception, recovery, and high-risk scenarios.

Demonstrate accurate and secure exchanges across WVDMV, WVDOT/WVOT, AAMVA, federal services, and external partners.

Prove converted data is complete, accurate, reconciled, usable, and auditable.

Demonstrate concurrency and response-time commitments under expected and peak workloads.

Confirm accessibility, security, privacy, logging, monitoring, backup, recovery, and operational readiness.

Provide WVDMV with sufficient evidence to approve or reject progression and production deployment.

4. Agile and Iterative Testing Model

The implementation is governed as a program and delivered incrementally. Multiple scrum teams may work in parallel, with testing embedded in the Definition of Ready, Definition of Done, sprint execution, sprint review, Program Increment validation, formal test phases, and release gates.

4.1 Quality Activities Within Each Two-Week Sprint

Sprint Point	Required Quality Activity	Evidence
Backlog Refinement	Confirm requirement traceability, acceptance criteria, dependencies, testability, data needs, interface impacts, security and accessibility considerations.	Refined story; RTM links; acceptance criteria; test notes.
Sprint Planning	Commit testing tasks with build tasks; identify automation candidates and regression impacts.	Sprint backlog; estimates; owners.
Design / Build	Peer review, static checks, unit tests, component tests, test-data preparation, and test-case drafting.	Review record; unit results; scripts.
Continuous Integration	Build validation and repeatable component/API checks on each eligible build.	Pipeline/build evidence.
Sprint Test	Execute acceptance, functional, negative, role, workflow, and preliminary usability tests.	Test execution log; defects.

Sprint Point	Required Quality Activity	Evidence
Sprint Demo	Demonstrate completed stories to WVDMV; record acceptance, comments, and follow-up.	Demo record; accepted stories.
Retrospective	Review escaped defects, rework, automation, environment and data issues; define improvements.	Improvement actions.

4.2 Definition of Ready

Requirement and business objective are understood and linked in the RTM.

Acceptance criteria are specific, measurable, and approved for sprint planning.

Required designs, interface contracts, data mappings, roles, and dependencies are available or explicitly planned.

Test approach, test data, environment, and automation feasibility are identified.

Security, privacy, accessibility, reporting, conversion, and operational impacts are considered.

4.3 Definition of Done

Configuration/code complete and peer reviewed.

Unit/component tests pass and evidence is retained.

Story acceptance tests pass; failed tests are linked to defects.

Applicable regression tests pass.

RTM, test cases, release notes, and documentation are updated.

No unresolved Priority 1 or Priority 2 defect blocks completion.

Product Owner/WVDMV acceptance is recorded where required.

4.4 Program Increment Quality Gate

At the end of each Program Increment, integrated capability is subjected to system and integration testing, risk-based regression, applicable nonfunctional testing, a Conference Room Pilot or release demonstration, defect closure review, and WVDMV acceptance. The final sprint in the increment supports UAT and deployment readiness for the increment.

5. Test Lifecycle and Phases

#	Phase	Scope	Lead	Entry	Exit
1	Unit / Component	Vendor-developed forms, reports, interfaces, conversions, extensions, workflows, services, rules, and configuration components.	Developer / component owner	Approved design; build available.	All planned tests pass; evidence retained; no blocking defect.
2	Sprint / Iterative User	Completed stories and configured functionality available during each sprint.	i3 Verticals with WVDMV participation	Story meets Definition of Ready; environment/data available.	Acceptance criteria met; demo completed; defects dispositioned.
3	System Testing	End-to-end internal business processes and module cohesion.	i3 Verticals	Stable integrated build; approved cases; unit/sprint completion.	Required coverage met; no open blocking P1/P2; report approved.
4	Integration Testing	TRANSPORT360, State, AAMVA, federal, partner, batch, API, file, synchronous and asynchronous exchanges.	Shared	ICDs/contracts approved; endpoints, credentials, test data and partner windows ready.	End-to-end scenarios, errors, retries, reconciliation, monitoring and support procedures pass.
5	Conversion Testing	Profiling, mapping, transformation, trial loads, reconciliation, mock conversions, data usability.	i3 Verticals / WVDMV	Approved mappings and extract; environment ready.	Counts/control totals reconcile; exceptions dispositioned; business validation accepted.
6	Security / Privacy	Identity, RBAC, least privilege, encryption, audit, session, interface security, scans, incident controls.	i3 with WVDMV/WVOT	Security plan and controls baselined.	Required controls pass; security defects remediated/retested or formally accepted.
7	Accessibility / Usability	Section 508, ADA, WCAG 2.1 AA, keyboard, screen-reader, contrast, labels, focus, errors.	i3 with WVDMV	Stable user interface and representative content.	Findings corrected/retested; required certification/evidence accepted.

#	Phase	Scope	Lead	Entry	Exit
8	Performance / Resilience	Concurrency, response time, load, stress, endurance, batch coexistence, recovery and failover.	i3 with WVDOT/WVOT	Production-like environment; scripts and load model approved.	Performance commitments met; bottlenecks resolved; results accepted.
9	User Acceptance Testing	Business correctness, policy, usability, roles, reports, outputs, converted data and readiness.	WVDMV	SIT/integration readiness; trained testers; UAT environment/data/cases approved.	WVDMV accepts results and approved exceptions; go-live gate evidence complete.
10	Parallel / Pilot	Representative transactions in legacy and new systems; operational process verification.	Shared	UAT readiness; conversion and interfaces stable.	Parity/reconciliation achieved; pilot findings closed or approved.
11	Cutover / Go-Live	Dress rehearsal, final conversion, smoke tests, interface activation, operational checks, rollback.	Shared	Go-live criteria satisfied; runbooks approved.	WVDMV authorizes production; validation succeeds.
12	Stabilization / Final Acceptance	Production monitoring, daily reconciliation, defects, performance, support transition.	Shared	Production launched.	90 consecutive days without a Critical defect for applicable acceptance; final evidence approved.

6. Detailed Test Coverage

6.1 Functional and Business Process Testing

Credential issuance, renewal, duplicate, amendment, transfer, replacement, and cancellation.

REAL ID and identity-document verification workflows.

Learner, graduated, standard, commercial, motorcycle, and identification-card processes.

Knowledge and skills testing, prerequisites, scheduling, results, retest and history.

Convictions, points, medical review, sanctions, suspensions, revocations, compliance and reinstatement.

Correspondence, forms, notices, document indexing, AppEnhancer retrieval, and retention metadata.

Fees, payment, allocation, distribution, reconciliation, refunds, adjustments, cashiering and auditability.

Reports, dashboards, ad hoc inquiries, audit trails, workflow, notifications and administrative configuration.

6.2 Interface and AAMVA Testing

State-to-State; DHR/SPEXS 6.2; EEE; DACH/SPEXS 6.3; NRCME; USPVS; CDLIS; PDPS; DLDV; SSOLV; DIAE; AppEnhancer; courts; law enforcement; eCitation; payment and financial systems; IRP/IFTA; credentialing and other Attachment B integrations.

Positive, negative, malformed, duplicate, timeout, retry, authentication, authorization, certificate, response-code, sequencing, reconciliation, volume, recovery and monitoring scenarios.

Interface Control Document and RTM traceability from requirement to transaction, field mapping, test case, defect and acceptance.

6.3 Conversion Testing

Iterative profiling, mapping, cleansing, transformation, trial loads, reconciliation, exception correction and repeatable mock conversions.

Minimum of two complete mock conversions, including AAMVA deployment proof and final go-live dress rehearsal.

Validation of driver, identity, history, commercial, medical, sanction, document, image, financial, reference and audit data.

Pre-conversion and post-conversion reporting, record counts, control totals, valid-value checks, link integrity, business sampling, error disposition and rollback proof.

6.4 Security, Privacy and Audit Testing

Authentication, SSO, MFA where applicable, RBAC, field/report/query restrictions, separation of duties, session timeout and lockout.

Encryption in transit and at rest, certificate and secret handling, interface protection, logging, monitoring, audit retention and unauthorized-access scenarios.

Vulnerability scanning, secure configuration, code and release controls, incident response participation, backup and recovery controls.

6.5 Performance and Reliability Testing

Support up to 500 concurrent Agency users and 800 concurrent public users.

At least 75% of transactions complete within one second; all transactions complete within five seconds, including application and database processing.

Batch, reporting, ad hoc query and business-intelligence workloads do not materially degrade online processing.

Load, stress, endurance, capacity, autoscaling, failover, recovery, interface throughput and peak-demand behavior.

7. Test Environments and Configuration Control

Environment	Purpose	Key Controls
Development	Developer and component validation.	Restricted access; synthetic or approved data; build and unit-test evidence.
Sandbox / Sprint	Early WVDMV review, story validation and demos.	Versioned release; representative data; traceability to sprint.
System / Integration Test	Formal system, interface, conversion and regression testing.	Production-like configuration; monitored integrations; controlled baselines.
Performance / Security	Load, stress, endurance, vulnerability and security validation.	Production-equivalent sizing where required; isolated testing; approved tools.
UAT	WVDMV business acceptance.	Stable release; trained testers; representative converted data; change freeze.
Training	Role-based training and rehearsal.	Controlled content; no impact on UAT results.
Production / Recovery	Go-live validation and operational recovery exercises.	Approved change, deployment, rollback, monitoring and evidence retention.

7.1 Environment Readiness Checklist

Approved configuration baseline and release version.

Required connectivity, endpoints, credentials, certificates, roles and access.

Monitoring, logging, batch scheduling, queues and support contacts.

Test tools, automation agents and evidence repositories.

Validated test data and refresh/purge procedures.

Known limitations and environment-specific risks documented.

Smoke test completed before formal execution.

8. Test Data Management

Test data will be representative, controlled, traceable to its source and version, protected according to the approved Security Plan, and retained only as required. Production data copies used in non-production environments will be encrypted, access-controlled, logged, and purged according to WVDMV direction.

Data Category	Examples
Normal	Valid customer, credential, transaction, financial and interface records.
Negative / Invalid	Illegal values, missing fields, invalid states, unauthorized access, malformed messages.
Boundary	Minimum/maximum values, dates, age thresholds, fee boundaries, expiration and effective dates.
Complex / High Risk	Commercial drivers, suspended/revoked records, medical review, duplicate identity, fraud, undercover records where authorized.
Converted	Legacy DB2/VSAM histories, images, documents, financial data and code tables.
Volume / Performance	Mass-generated or approved data supporting concurrency, peak, batch, stress and endurance tests.

9. Requirements Traceability and Test Design

The Requirements Traceability Matrix is the controlling thread across solicitation requirements, validated business requirements, designs, user stories, configuration, FRICEW objects, interfaces, conversion mappings, test cases, defects, retests, and acceptance. No mandatory requirement is complete until applicable evidence is linked and approved.

Traceability Element	Required Link
Requirement	Unique requirement ID and source section.
Design / Story	Approved functional/technical design and user story.
Build / Configuration	Release, component, configuration or interface version.
Test Condition / Case	Positive, negative, boundary, role, data and nonfunctional coverage.
Execution	Tester, date, environment, data version, actual result and evidence.
Defect	Defect ID, priority, owner, correction build and disposition.
Retest / Regression	Retest result and impacted regression scope.
Acceptance	Approver, date, exceptions and final decision.

9.1 Test Case Standard

Unique identifier, title, requirement and story links.

Objective, preconditions, environment, role and test-data reference.

Step-by-step actions and expected results.

Positive, negative, boundary and exception coverage as applicable.

Evidence to retain, including screenshots, logs, payloads, reports or reconciliations.

Automation status and regression-suite classification.

Reviewer, approval status, execution history and defect links.

10. Test Automation and Regression Strategy

Automation will be applied where it is practical, repeatable, high-value, high-risk, data-intensive, or regression-sensitive. Manual testing remains appropriate for exploratory testing, usability, visual validation, complex business judgment, and scenarios that are unstable or uneconomical to automate.

Candidate	Automation Approach	Regression Use
Core workflows	UI/service-driven repeatable transaction checks.	Run for each eligible build and release.
Business rules	Parameterized validation across valid, invalid and boundary values.	Run when rules/configuration change.
APIs / interfaces	Contract, schema, authentication, payload, response and negative tests.	Run on interface and shared-service changes.
Conversion / reconciliation	Automated counts, control totals, valid values, mappings and exceptions.	Run each trial, mock and final conversion.
Security controls	Automated scans and repeatable authorization/control checks.	Run by release and after security-sensitive changes.
Performance	Scripted load, stress and endurance workloads.	Run at planned gates and after material architecture changes.
Regression suite	Risk-based mix of automated and manual cases.	Run after fixes, configuration, interfaces, conversion or release changes.

10.1 Regression Selection

Impact analysis identifies changed components, dependent services, business processes, interfaces, reports, roles, data mappings, and operational procedures.

Mandatory regression includes the corrected scenario, adjacent functions, prior defect areas, high-volume/high-risk transactions, and affected interfaces.

WVDMV determines required retesting after Priority 1 and Priority 2 corrections and may direct additional regression.

The reusable regression suite is maintained as a project deliverable and updated with each accepted release.

11. Defect Management

All defects will be logged in an online-accessible tracking system with WVDMV visibility. WVDMV establishes defect priority and retains authority over retesting, closure, phase progression, exceptions, and go-live acceptance.

Priority	Definition	Treatment
P1 - Critical	Materially impacts daily operations or creates a showstopper condition.	Immediate escalation; affected testing stops; correction, retest and regression required before resumption.
P2 - Significant	Impedes operations but does not stop all operations.	Correct before affected testing continues unless WVDMV approves a workaround and remediation plan.
P3 - Low	Administrative or lower-impact deviation.	Track to approved correction schedule; may proceed only with WVDMV-approved disposition.

11.1 Required Defect Record

Unique ID, title, description, detection date/time, phase and environment.

Affected requirement, test case, process, component, interface or data set.

Reproduction steps, expected and actual results, screenshots/logs/payloads and impact.

WVDMV-assigned priority, owner, root-cause analysis and correction approach.

Correction build/release, environments updated, retest and regression required.

Retest results, closure evidence, approver, date and residual risk.

11.2 Defect Workflow

Identify and log

Validate and reproduce

WVDMV assigns priority

Assign owner

Analyze root cause

Correct and unit test

Promote controlled fix

Retest

Execute regression

WVDMV approves closure

11.3 Suspension and Resumption

Testing may be suspended when an unstable build, environment outage, corrupt test data, unresolved P1/P2 defect, security concern, failed prerequisite, or excessive blocker rate prevents meaningful execution. Resumption requires documented correction, environment smoke test, updated schedule, approval by the Test Manager, and WVDMV concurrence for formal phases.

12. Entry, Exit, and Acceptance Gates

Gate	Minimum Evidence
Sprint Acceptance	Completed stories; unit and sprint tests pass; demo held; RTM updated; blocking defects closed.
System Test Exit	Planned scope executed; required coverage met; defects dispositioned; test summary approved.
Integration Exit	All required endpoints/scenarios tested; reconciliation, errors, monitoring, support and partner evidence accepted.
AAMVA Production Readiness	Certification/readiness evidence; parallel parity; cutover/rollback; production monitoring and support approved.
UAT Readiness	Stable release; trained testers; approved cases/data; SIT/integration/conversion evidence ready.
UAT Exit	WVDMV acceptance; no open P1; P2 resolved or covered by approved workaround/remediation; P3 schedule approved.
Final Go-Live	Testing approved; certifications complete; training complete; two mock conversions successful; automated reconciliation at least 99.99%; cutover/rollback approved.
Final Acceptance	Applicable production period completed; no Critical defect during required continuous-operation window; remaining obligations accepted.

Production Decision Authority
WVDMV may withhold approval until corrective actions are completed successfully. Agency participation,

witnessing, review, or approval does not relieve i3 Verticals of responsibility for contractual quality and compliance.

13. Integrated Testing Schedule

Testing is integrated with the Agile delivery schedule and the two fixed production outcomes. Detailed dates will be baselined in the Agency-approved Project Work Plan and updated through formal schedule control.

Window	Testing Focus	Gate / Outcome
Feb-Apr 2027	Test planning, RTM, interface confirmation, acceptance criteria, environment and data planning.	Baseline and solution confirmation.
May-Jul 2027	Sprint testing; AAMVA connectivity and readiness; early conversion trials; automation buildout.	Phase 1 test readiness.
Aug-Nov 2027	AAMVA system/integration/security/performance, parallel validation, regression and certification.	Phase 1 evidence complete.
Sep-Dec 2027	Certification remediation/retest; cutover rehearsal; REST production readiness.	December 2027 go-live approval.
January 1, 2028	AAMVA REST production cutover and stabilization.	Phase 1 complete.
Throughout 2027-Jan 2028	Driver sprints, system testing, interfaces, conversion iterations, security/accessibility/performance preparation.	Driver UAT readiness.
Jan-May 2028	Formal SIT, integration, conversion validation, security, accessibility, performance, regression and UAT.	UAT acceptance and final readiness.
Apr-Jun 2028	Final mock conversion, dress rehearsal, pilot/parallel, training validation, go-live testing.	June 2028 go-live approval.
July 1, 2028	Final conversion, smoke, interface activation, business validation and command center.	Full Driver go-live.
Post Go-Live	Daily validation, reconciliation, defect burn-down, performance/security monitoring and acceptance tracking.	Stabilization and final acceptance.

14. Governance, Roles, and RACI

14.1 Core Roles

Role	Responsibilities
i3 Verticals Test Manager	Own MTP, test strategy, schedules, environments, execution coordination, dashboards, phase reports and readiness recommendations.
i3 Verticals QA Team	Develop/execute tests, maintain automation/regression, log defects, retest, retain evidence and update RTM.
i3 Verticals Development / Technical Teams	Unit test, analyze and correct Vendor defects, support integration, security, performance, conversion and release validation.
WVDMV Project Manager	Approval authority for plans, priorities, phase progression, readiness, exceptions and testing sign-off.
WVDMV Business SMEs / UAT Testers	Validate business correctness and policy; develop/review scenarios; execute UAT; approve business outcomes.
WVDOT/WVOT	Support environments, connectivity, security, State interfaces, performance, infrastructure and technical validation.
External Partners / AAMVA	Provide endpoints, test windows, certification support, partner-side execution and evidence as applicable.

14.2 Testing RACI

Activity	i3	WVDMV	WVDOT/WVOT	Partners
Master Test Plan / strategy	R	A	C	I
RTM and test coverage	R	A	C	I
Environment provisioning	R	C	C	I
Test data preparation	R	A	C	C
Unit testing	A/R	I	I	I
Sprint testing	R	A	C	I
System testing	A/R	C	I	I

Activity	i3	WVDMV	WVDOT/WVOT	Partners
Vendor interface testing	A/R	C	I	C
State interface testing	C	A	R	C
Partner interface testing	C	A	I	R
Conversion testing	R	A	C	I
Security / performance	R	A	C	I
UAT planning	R	A	C	I
UAT execution	C	A/R	C	I
Regression execution	R	C	I	I
Phase exit / readiness	R	A	C	C
Go-live validation	R	A	C	C

14.3 Defect RACI

Activity	i3	WVDMV	WVDOT/WVOT	Partners
Log / investigate	R	C	C	C
Assign owner	R	A	C	C
Set priority	C	A	I	I
Correct Vendor defect	A/R	I	I	I
Correct State defect	C	A	R	I
Correct partner defect	C	A	I	R
Validate fix / determine retest	R	A	C	C

Activity	i3	WVDMV	WVDOT/WVOT	Partners
Execute retest / regression	R	C	C	C
Approve closure	C	A	I	I
Go-live defect decision	C	A	C	I

15. Test Management, Reporting, and Metrics

i3 Verticals will publish transparent status through the agreed project collaboration and defect-management environment. Metrics are used to support decisions, not to replace review of business impact and unresolved risk.

Metric	Purpose
Requirements coverage	Percent of applicable requirements with approved cases, executed cases and passed evidence.
Execution progress	Planned, executed, passed, failed, blocked and deferred tests by phase.
Defect profile	Open defects by priority, status, age, component, cause and phase.
Defect trends	Arrival, closure, reopen, leakage, density and burn-down trends.
Retest / regression	Required, completed, passed and failed retests and regression runs.
Automation	Automated candidates, implemented scripts, run frequency, stability and coverage.
Environment / data readiness	Availability, outages, blockers, refreshes and data-quality exceptions.
Performance	Response time percentiles, throughput, concurrency, errors, saturation and endurance.
Readiness	Entry/exit criteria status, open risks, exceptions, approvals and forecast.

15.1 Reporting Cadence

Forum / Report	Cadence	Content
Daily test stand-up / triage	During active cycles	Execution, blockers, defects, retest, environment/data issues and next actions.
Sprint status and demo	Each sprint	Story acceptance, test results, defects, velocity/quality observations and feedback.
Test dashboard	At least weekly; daily during critical cycles	Coverage, execution, defects, readiness and risk.
Formal test summary	End of each formal phase	Scope, results, coverage, anomalies, defects, residual risk and recommendation.
Stage-gate review	At each gate	Evidence review and approve / conditionally approve / reject decision.
Executive status	Monthly or as needed	Milestone confidence, major quality risks, decisions and escalation.

16. Tools, Repositories, and Evidence

The final toolset will be confirmed during mobilization. The proposed control model uses Jira for backlog, sprint, defect, and change tracking; Confluence or an approved repository for working documentation; Microsoft Project for schedule control; and SharePoint or a State-approved repository for controlled deliverables. Automation and performance tools will be selected to fit the approved TRANSPORT360 technology stack and State standards.

16.1 Required Testing Artifacts

Master Testing Plan and detailed phase plans

Requirements Traceability Matrix

Test inventory, test cases, scripts, data and automation assets

Environment readiness and smoke-test checklists

Execution logs and evidence packages

Defect log, root-cause records, correction and retest evidence

Interface test results, payload/log evidence and reconciliation reports

Conversion test reports, exception reports and mock-conversion audit packages

Security, accessibility and performance test reports

UAT plan, tester roster, results, exceptions and sign-off

Cutover validation, rollback test and go-live evidence

Formal test summary reports and acceptance records

Reusable regression suite and maintenance testing guidance

16.2 Evidence Retention

Evidence will identify the requirement, test case, build, environment, data version, tester, date, expected and actual result, defects, retest and final disposition. Controlled artifacts will be versioned, access-restricted as appropriate, auditable, and retained according to the contract and State records requirements.

17. Testing Risks and Mitigations

Risk	Primary Mitigation
Late or unstable environments	Baseline environment dates; readiness checklist; smoke testing; daily escalation; temporary test harnesses only when approved.
Insufficient WVDMV SME availability	Publish participation calendar early; name primary/backup SMEs; prioritize high-risk processes; escalate conflicts through governance.
External partner test-window constraints	Confirm windows during discovery; maintain interface dependency tracker; use approved simulators/recorded messages where permitted; retain final partner validation.
Legacy data quality issues	Profile early; publish cleanup reports; run iterative conversions; require WVDMV dispositions; repeat reconciliation.
Compressed schedule	Parallel workstreams, shift-left testing, automation, risk-based prioritization, stage-gate discipline and rapid defect triage without removing exit criteria.
High defect volume	Root-cause trending, quality thresholds, build stabilization, swarm remediation and targeted regression.
Requirements churn	Formal change control, RTM impact analysis, test update, schedule/cost/resource assessment and approval before baseline change.
Performance issues discovered late	Early workload model, architecture instrumentation, incremental performance checks and full production-like testing.
Security/accessibility findings	Embed controls and automated checks in development; conduct early scans/reviews; reserve remediation and retest capacity.
Conversion exceeds cutover window	Timed mocks, bottleneck analysis, parallelized loads, pre-staging and proven rollback.

Appendix A - Phase-Level Entry and Exit Checklist

Checklist Item	Ready?	Evidence / Notes
Scope and requirements approved		
RTM coverage reviewed		
Environment and build baselined		
Test data approved and protected		
Test cases reviewed and approved		
Resources and partner windows confirmed		
Prior-phase blockers closed		
Execution completed to approved scope		
P1/P2 defects dispositioned		
Retest and regression complete		
Formal report delivered		
WVDMV decision recorded		

Appendix B - Test Case Template

Field	Content
Test Case ID / Title	
Requirement / Story / Design Links	
Objective	
Preconditions / Dependencies	

Field	Content
Environment / Build / Data Version	
Role / Tester	
Steps and Expected Results	
Actual Result / Status	Pass / Fail / Blocked / Deferred
Evidence	
Defect IDs	
Retest / Regression	
Approval / Date	

Appendix C - Defect Template

Field	Content
Defect ID / Summary	
Priority Assigned by WVDMV	P1 / P2 / P3
Detected Date / Phase / Environment	
Requirement / Test / Component	
Steps to Reproduce	
Expected / Actual	
Evidence and Business Impact	
Owner / Root Cause	
Correction / Build / Release	

Field	Content
Retest and Regression Results	
Closure Decision / Approver / Date	

Appendix D - Go-Live Testing Checklist

All required formal test phases approved.

AAMVA and other required certifications/readiness evidence complete.

No open Severity 1/Priority 1 defects.

Severity 2/Priority 2 defects resolved or covered by an Agency-approved workaround and remediation plan.

Remaining Severity 3/Priority 3 schedule approved.

Two complete mock conversions successfully executed.

Automated reconciliation achieves at least 99.99% success for final deployment criteria.

Performance, security and accessibility results accepted.

UAT and training complete; business and technical support resources ready.

Cutover, rollback, communication, monitoring, command-center and escalation runbooks approved.

Final production smoke, interface, data, report and business validation scripts ready.

WVDMV formal go/no-go authorization recorded.

Appendix E - Source Alignment

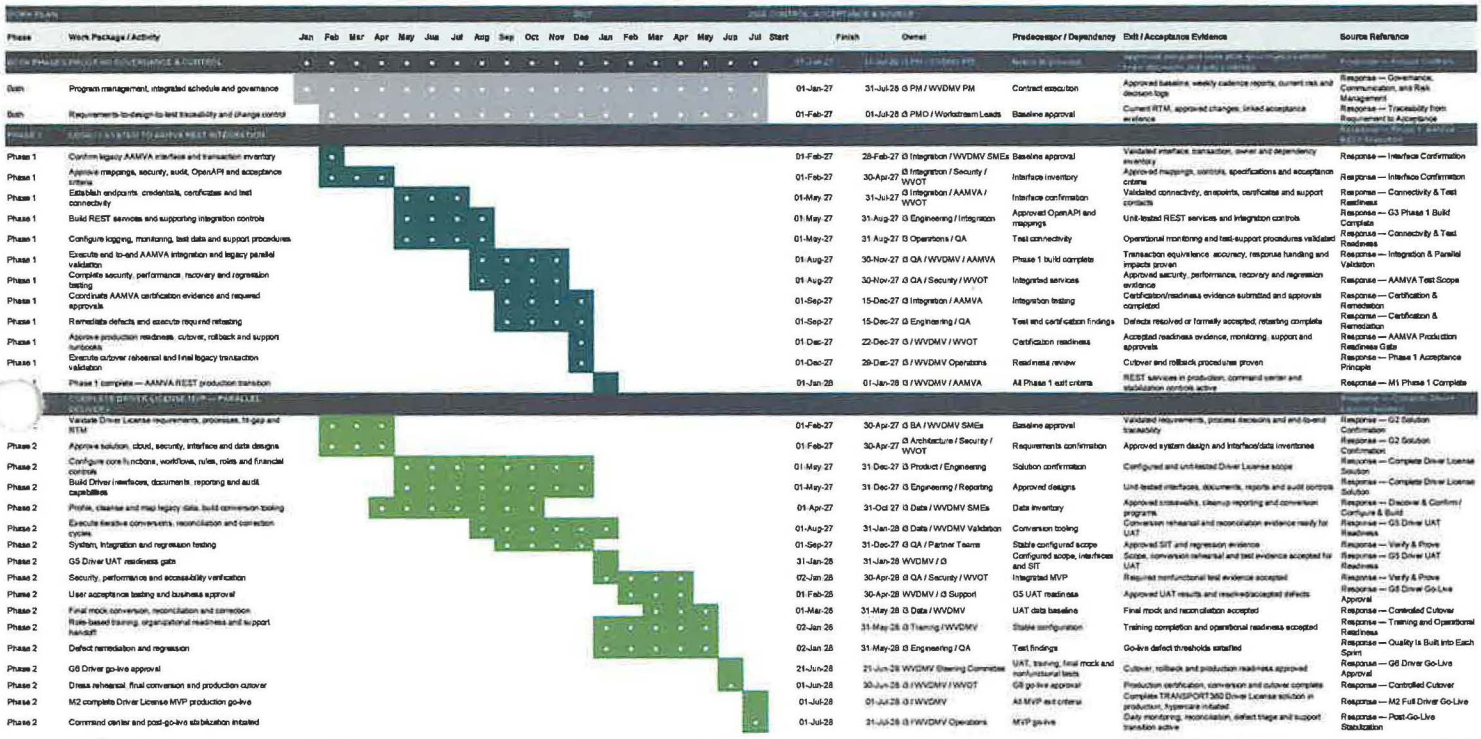
This plan is based on the testing, defect management, Agile implementation, program increment, migration, interface, performance, security, accessibility, cutover, RACI, and acceptance commitments contained in the i3 Verticals response for the WVDMV Driver System Modernization. If any conflict exists, the executed contract, approved requirements baseline, and WVDMV-approved project plans control.

Appendix G – WVDMV Project Timeline Gannt Chart

WVDMV DRIVER MODERNIZATION — TWO-PHASE WORK PLAN SCHEDULE

Planning basis: 01-Jan-2027 notice to proceed per the referenced response. Phase 1 and Phase 2 execute in parallel under one integrated master schedule.

Legend: Phase 1 = teal | Phase 2 = green | ◆ milestone | Source: Response to 5.3 & 2.5.6 & 6 docx



Phase	Work Package / Activity	Start	Finish	Owner	Predecessor / Dependency	Exit / Acceptance Evidence	Source Reference
Both	Program management, integrated schedule and governance	01-Jan-27	31-Jul-28	Ω PM / WVDMV PM	Contract execution	Approved baseline, weekly cadence reports, current risk and decision logs	Response — Governance, Communication, and Risk Management
Both	Requirements-to-design-to-test traceability and change control	01-Feb-27	01-Jul-28	Ω PMO / Workstream Leads	Baseline approval	Current RTM, approved changes, linked acceptance evidence	Response — Traceability from Requirement to Acceptance
Phase 1	Confirm legacy AAMVA interface and transaction inventory	01-Feb-27	28-Feb-27	Ω Integration / WVDMV SMEs	Baseline approval	Validated interface, transaction, owner and dependency inventory	Response — Interface Confirmation
Phase 1	Approve mappings, security, audit, OpenAPI and acceptance criteria	01-Feb-27	30-Apr-27	Ω Integration / Security / WVOT	Interface inventory	Approved mappings, controls, specifications and acceptance criteria	Response — Interface Confirmation
Phase 1	Establish endpoints, credentials, certificates and test connectivity	01-May-27	31-Jul-27	Ω Integration / AAMVA / WVOT	Interface confirmation	Validated connectivity, endpoints, certificates and support contacts	Response — Connectivity & Test Readiness
Phase 1	Build REST services and supporting integration controls	01-May-27	31-Aug-27	Ω Engineering / Integration	Approved OpenAPI and mappings	Unit-tested REST services and integration controls	Response — G3 Phase 1 Build Complete
Phase 1	Configure logging, monitoring, test data and support procedures	01-May-27	31-Aug-27	Ω Operations / QA	Test connectivity	Operational monitoring and test-support procedures validated	Response — Connectivity & Test Readiness
Phase 1	Execute end-to-end AAMVA integration and legacy parallel validation	01-Aug-27	30-Nov-27	Ω QA / WVDMV / AAMVA	Phase 1 build complete	Transaction equivalence, accuracy, response handling and impacts proven	Response — Integration & Parallel Validation
Phase 1	Complete security, performance, recovery and regression testing	01-Aug-27	30-Nov-27	Δ QA / Security / WVOT	Integrated services	Approved security, performance, recovery and regression evidence	Response — AAMVA Test Scope
Phase 1	Coordinate AAMVA certification evidence and request approvals	01-Sep-27	15-Dec-27	Ω Integration / AAMVA	Integration testing	Certification/readiness evidence submitted and approvals completed	Response — Certification & Remediation
Phase 1	Remediate defects and execute required retesting	01-Sep-27	15-Dec-27	Ω Engineering / QA	Test and certification findings	Defects resolved or formally accepted; retesting complete	Response — Certification & Remediation
Phase 1	Approve production readiness, cutover, rollback and support runbooks	01-Dec-27	22-Dec-27	Ω / WVDMV / WVOT	Certification readiness	Accepted readiness evidence, monitoring, support and approvals	Response — AAMVA Production Readiness Gate
Phase 1	Execute cutover rehearsal and final legacy transaction validation	01-Dec-27	29-Dec-27	Ω / WVDMV Operations	Readiness review	Cutover and rollback procedures proven	Response — Phase 1 Acceptance Principle
Phase 1	Phase 1 complete — AAMVA REST production transition	01-Jan-28	01-Jan-28	Ω / WVDMV / AAMVA	All Phase 1 exit criteria	REST services in production, command center and stabilization controls active	Response — M1 Phase 1 Complete
Phase 2	Validate Driver License requirements, processes, fit-gap and RTM	01-Feb-27	30-Apr-27	Ω BA / WVDMV SMEs	Baseline approval	Validated requirements, process decisions and end-to-end traceability	Response — G2 Solution Confirmation
Phase 2	Approve solution, cloud, security, interface and data designs	01-Feb-27	30-Apr-27	Ω Architecture / Security / WVOT	Requirements confirmation	Approved system design and interface/data inventories	Response — G2 Solution Confirmation
Phase 2	Configure core functions, workflows, rules, roles and financial controls	01-May-27	31-Dec-27	Ω Product / Engineering	Solution confirmation	Configured and unit-tested Driver License scope	Response — Complete Driver License Solution
Phase 2	Build Driver interfaces, documents, reporting and audit capabilities	01-May-27	31-Dec-27	Ω Engineering / Reporting	Approved designs	Unit-tested interfaces, documents, reports and audit controls	Response — Complete Driver License Solution
Phase 2	Profile, cleanse and map legacy data; build conversion tooling	01-Apr-27	31-Oct-27	Ω Data / WVDMV SMEs	Data inventory	Approved crosswalks, cleanup reporting and conversion programs	Response — Discover & Confirm / Configure & Build
Phase 2	Execute iterative conversions, reconciliation and correction cycles	01-Aug-27	31-Jan-28	Ω Data / WVDMV Validation	Conversion tooling	Conversion rehearsal and reconciliation evidence ready for UAT	Response — G5 Driver UAT Readiness
Phase 2	System, integration and regression testing	01-Sep-27	31-Dec-27	Ω QA / Partner Teams	Stable configured scope	Approved SIT and regression evidence	Response — Verify & Prove
Phase 2	G5 Driver UAT readiness gate	31-Jan-28	31-Jan-28	WVDMV / Ω	Configured scope, interfaces and SIT	Scope, conversion rehearsal and test evidence accepted for UAT	Response — G5 Driver UAT Readiness
Phase 2	Security, performance and accessibility verification	02-Jan-28	30-Apr-28	Ω QA / Security / WVOT	Integrated MVP	Required nonfunctional test evidence accepted	Response — Verify & Prove
Phase 2	User acceptance testing and business approval	01-Feb-28	30-Apr-28	WVDMV / Ω Support	G5 UAT readiness	Approved UAT results and resolved/accepted defects	Response — G6 Driver Go-Live Approval
Phase 2	Final mock conversion, reconciliation and correction	01-Mar-28	31-May-28	Ω Data / WVDMV	UAT data baseline	Final mock and reconciliation accepted	Response — Controlled Cutover
Phase 2	Role-based training, organizational readiness and support handoff	02-Jan-28	31-May-28	Ω Training / WVDMV	Stable configuration	Training completion and operational readiness accepted	Response — Training and Operational Readiness
Phase 2	Defect remediation and regression	02-Jan-28	31-May-28	Ω Engineering / QA	Test findings	Go-live defect thresholds satisfied	Response — Quality Is Built Into Each Sprint
Phase 2	G6 Driver go-live approval	21-Jun-28	21-Jun-28	WVDMV Steering Committee	UAT, training, final mock and nonfunctional tests	Cutover, rollback and production readiness approved	Response — G6 Driver Go-Live Approval
Phase 2	Dress rehearsal, final conversion and production cutover	01-Jun-28	30-Jun-28	Ω / WVDMV / WVOT	G6 go-live approval	Production certification, conversion and cutover complete	Response — Controlled Cutover
Phase 2	M2 complete Driver License MVP production go-live	01-Jul-28	01-Jul-28	Ω / WVDMV	All MVP exit criteria	Complete TRANSPORT360 Driver License solution in production, hypercare initiated	Response — M2 Full Driver Go-Live
Phase 2	Command center and post-go-live stabilization initiated	01-Jul-28	31-Jul-28	Ω / WVDMV Operations	MVP go-live	Daily monitoring, reconciliation, defect triage and support transition active	Response — Post-Go-Live Stabilization

PHASE GATES & ACCEPTANCE REGISTER

Supports the acceptance of S.2.6.2.5.5 and S.2.6.2.5.6 for Phase 1 (Legacy AAMVA REST transition) and Phase 2 (the complete Driver License MVP).

Phase	Gate	Criterion	Evidence / Deliverable	Accountable Owner	Target Date	Source Reference
Both	G1 Baseline Approval	Approved work plan, WBS, governance, scope/resource/risk/environment plans	Approved baseline package	I3 PM / WVDMV PM	26-Feb-27	Response — Key Stage Gates
Both	G2 Solution Confirmation	Validated requirements, RTM, fit-gap, system design, interface and data inventories	Approved solution confirmation package	WVDMV / I3	30-Apr-27	Response — Key Stage Gates
Phase 1	G3 Phase 1 Build Complete	REST services, integration controls, environments, unit tests and documentation ready	Build completion evidence	I3 Integration Lead	31-Aug-27	Response — G3 Phase 1 Build Complete
Phase 1	G4 Phase 1 Go-Live Approval	Certification readiness, parallel validation, cutover/rollback and production readiness approved	Go-live approval package	WVDMV / AAMVA / WVOT	22-Dec-27	Response — G4 Phase 1 Go-Live Approval
Phase 1	**M1 Phase 1 Complete**	**AAMVA REST transition is in production with stabilization and acceptance controls active**	**Production transition evidence**	**WVDMV / I3**	**01-Jan-28**	**Response — M1 Phase 1 Complete**
Phase 2	G5 Driver UAT Readiness	Configured scope, conversion rehearsal, interfaces, SIT and test evidence ready for UAT	UAT readiness package	WVDMV / I3	31-Jan-28	Response — G5 Driver UAT Readiness
Phase 2	G6 Driver Go-Live Approval	UAT, training, final mock, security/performance, cutover and rollback approved	Go-live approval package	WVDMV Steering Committee	21-Jun-28	Response — G6 Driver Go-Live Approval
Phase 2	**M2 Full Driver Go-Live**	**Complete TRANSPORT360 Driver License MVP in production; command center and hypercare initiated**	**Production launch evidence**	**WVDMV / I3**	**01-Jul-28**	**Response — M2 Full Driver Go-Live**
Phase 1	Acceptance criterion	Applicable AAMVA interface requirements, mappings, security, certificates, audit and operations validated	Approved ICDs, mappings and control evidence	I3 Integration / Security	15-Dec-27	Response — AAMVA Test Scope
Phase 1	Acceptance criterion	End-to-end, negative, exception, security, regression, performance and recovery testing complete	Approved test results and traceability	I3 QA / WVDMV / AAMVA	15-Dec-27	Response — AAMVA Test Scope
Phase 1	Acceptance criterion	Legacy parallel comparison confirms transaction equivalence, accuracy and downstream impacts	Parallel validation report	I3 / WVDMV Operations	30-Nov-27	Response — AAMVA Test Scope
Phase 1	Acceptance criterion	Certification evidence submitted; defects corrected or accepted; required retesting complete	Certification and defect evidence	I3 Integration / QA	15-Dec-27	Response — Phase 1 Acceptance Principle
Phase 1	Acceptance criterion	Cutover, rollback, monitoring, escalation and support procedures approved	Production readiness package	WVDMV / I3 / WVOT	22-Dec-27	Response — Phase 1 Acceptance Principle
Phase 2	Go-live criterion	UAT acceptance and go-live defect thresholds satisfied	UAT approval and defect register	WVDMV Steering Committee	21-Jun-28	Response — G6 Driver Go-Live Approval
Phase 2	Go-live criterion	Training, organizational readiness and support handoff complete	Training and readiness evidence	I3 Training / WVDMV	21-Jun-28	Response — Training and Operational Readiness
Phase 2	Go-live criterion	Final mock conversion and reconciliation accepted	Conversion and reconciliation reports	I3 Data / WVDMV	21-Jun-28	Response — G6 Driver Go-Live Approval
Phase 2	Go-live criterion	Security, performance and accessibility acceptance complete	Approved nonfunctional test evidence	I3 QA / Security / WVOT	21-Jun-28	Response — G6 Driver Go-Live Approval
Phase 2	Go-live criterion	Cutover and rollback approved; final conversion and launch authorized	Approved production readiness package	WVDMV / I3 / WVOT	30-Jun-28	Response — Controlled Cutover

Appendix H – Project Organization & i3 Verticals Project Team Resumes

Detailed within Section 2 is a complete review of our **Project Management Office and Project Organization**. Background checks of all team members can be provided at contracting or upon request.

i3 Verticals Key Team Resumes

STONEY M. HALE II

Executive Sponsor (Executive Vice President)

PROFESSIONAL EXPERIENCE

Summary of Relevant Experience:

- 13 years of experience in executive leadership role and 25 plus years of experience in sales
- Project Sponsor of major statewide software and hardware upgrade
- Overlooked large scale statewide projects, acting as Senior Manger resolving conflicts for funding, priorities, external commitments, cross-organizational boundaries, and clients.
- Served as a link between the Project Manager, Product manager and other stakeholders, resolving conflicts.

SPECIFIC EXPERIENCE RELEVANT TO PROJECT

i3 Verticals, LLC

Executive Vice President, Public Sector, Transportation Division, i3 Verticals, **April 2023 – Present**

Develops and implements the strategic plans for the i3 Verticals Transportation Division that aligns with our company mission, vision, and strategic objectives.

Manages and oversees budgeting, forecasting, reporting, and works daily with Project Managers and stakeholders to ensure specific client visions are implemented throughout the lifecycle of projects.

Leverages corporate and division resources for support throughout the project with clients and vendors.

Works closely with project stakeholders to ensure that the project is aligned with the overall vision of the organization. Provides guidance and support to other members of the project team.

SPECIFIC EXPERIENCE RELEVANT TO PROJECT

Executive Vice President over Transportation Division
Dec 2011 – April 2023
Treasurer, Board of Directors and Solutions Consultant i3-BIS

Consultant for all 95 counties in Tennessee including the State's Vantage Way office in Nashville, TN, Indiana, and Wyoming.

Carry out the responsibilities of a Board of Directors making decisions to guide our company.

Assists in preparation of budget and monitors the budget.

Ensures the Boards financial policies are being followed.

Maintains bank accounts and oversees all financial transactions.

Continue to drive sales growth for BIS' software development and computer hardware sales and hold full responsibility for planning and executing marketing and sales strategy in a competitive market.

Utilize product and software knowledge to provide consulting services to drive new products for BIS.

Generate sales growth throughout Tennessee by starting with 62 County Clerk customers in 2005 to 95 County Clerk customers in 2015.

Generate new revenue within our County Clerk department by selling an online and credit/debit card solution starting with 1 County Clerk customer in 2005 and growing now to service 95 County Clerk customers in 2018.

Key member in selling and installing State of Tennessee contract for a Vehicle Title and Registration System.

Key member in selling and installing State of Tennessee contract for an Electronic Insurance Verification System.

Manage all phases of the sales cycle that involves establishing initial client contact, identifying needs, setting-up presentations, closing the sale, training clients on product applications, meeting with clients to customize new solutions to fulfill their needs, and when needed meet with clients to resolve issues.

Consulted over 65 clients during a statewide upgrade from Databus software and OkiData printers to modern web-based software with laser printers.

Consulted every county and the State of Tennessee in a statewide upgrade from rolls of validation decals to a print-on-demand solution.

Key member in the implementation of over 60 KIOSK implementations in Tennessee.

Meet regularly with County Clerks and their staff to develop software solutions to help make their office more efficient.

Key personnel in over 100 upgrades and new software installations.

EDUCATION

- **BS East TN State University, CIT** – Johnson City, TN

CERTIFICATIONS

- **Comp TIA A+**
- **CompTIA Network**
- **Cisco Certified Network Associate**

ROB MELLO

Engagement Manager

PROFESSIONAL EXPERIENCE

20+ years of professional IT experience with a strong background in engineering, project and product management. Brings 15+ years of experience working in the Motor Vehicles Domain Business. Has held leadership positions as a Software Development Manager, a Senior PMO/EPMO Director and VP of Product. As a Senior Project Manager, led successful and complete system modernization efforts across multiple states and jurisdictions leading to 5:1 efficiencies and providing increased and residual revenue.

SPECIFIC EXPERIENCE RELEVANT TO PROJECT

- Sr. Project Manager for iPRIME (Indiana Plate and Registration Inventory Management E-suite) State of Indiana BMV contract for license plate manufacturing and vehicle registration printing, including packaging and shipping
- Project Director Inventory 2.0 - modernization project for a web-based State level IMS (Inventory Management System)
- Project Director for Kiosk 2.0 – modernization project for custom built self-service kiosks for processing registration renewals, court payments, tax payments, utility payments, etc.
- Sr. Project Manager for NMVTIS integration for the State of Tennessee, Department of Revenue, Motor Vehicles Division
- Sr. Project Manager for STARS (State Title and Registration System) web based statewide motor vehicle system for the State of Tennessee and all 95 counties
- Project Director for EIVS (Electronic Insurance Verification System) for the State of Tennessee; Project was successfully completed on time and in budget
- Sr. Project Manager for VTRS (Vehicle Title and Registration System) Contract for the State of Tennessee; Project was successfully completed on time and in budget
- Project Manager and assisted in overall design for iPhone and Android mobile applications: Auto Assistant' for managing Vehicle registrations, Insurance Information and Registration renewals
- Designed and Managed project for a web-based audience response management system and mobile browser application (emeetinganytime.com)
- Designed and Managed multiple projects for payment websites including administrative and report interfaces for local Government offices, Courts and Utilities
- Designed and Managed project for iPhone and Android mobile application for Utility account management and payments

i3 Verticals 2010 – Current

VP of Product, Public Sector – Transportation

Oversee the program management and the life cycle of product development. Guide the product team members in their jobs and trouble shoot any challenges they encounter. Plans strategy development, creates a program and product roadmap and helps contribute to the vision and development of the program and product itself.

Key Functions:

- Developing strategic roadmaps
- Brainstorming both short-term and long-term milestones and goals
- Managing program and product vision
- Aligning product strategy with business goals
- Driving product discovery, market research, and competitor research
- Driving innovation and new product development initiatives
- Communicating product vision and strategy to stakeholders
- Tracking product success
- Provide market strategy and expertise on RFx's
- Product roadmaps and release management
- Cross-functional collaboration

- Executive communication
- Partner closely with Sales, RFP, and Support teams to monitor changing customer needs, industry trends, upcoming business opportunities, and customer feedback to support continuous product evolution and business growth
- Partner within the Transportation Team to foster teamwork, effective communication, and team successes
- Facilitate communications across Transportation Division and Corporate Resources on product roadmaps, enhancement planning, development, project prioritization, marketing and sales opportunities, and operational teams

Senior Director, EPMO

Enterprise Project Management Office, i3 Verticals, LLC.

Responsibilities in the role of EPMO Director for i3 Verticals includes: Leadership and Strategic Direction, Governance and Portfolio Management, Resource and Risk Management, Performance Reporting, Continuous Improvement, Team Development and Mentoring, and Stakeholder Engagement.

Key Role Dimensions

- Establishing the organization's approach to the full life cycle of projects
- Set the strategy for how the enterprise's portfolio of projects is managed from start to finish, including planning, prioritization and value realization
- Ensure the company's projects are aligned with its strategic objectives
- Ensuring the EPMO meets performance targets
- Acting as a trusted strategic advisor
- Set standards for project management capabilities, including training, certifications and qualifications for Project Managers, success measurement criteria, project management methodologies, tools to be used, etc.
- Create a 'Centre of Excellence' to nurture project management practitioners and share knowledge of industry best practices.

EDUCATION

Bachelor of Science in Computer Science, 12/2009

Concentration: Information Technology

East Tennessee State University, Johnson City, TN

KOME MOFE-DAMIJO

Product Owner

PROFESSIONAL EXPERIENCE

Functional Product, Transportation – Motor Vehicle Solutions i3 Verticals, 2022 - Current

SPECIFIC EXPERIENCE RELEVANT TO PROJECT

Business & Functional Requirements Analysis: Led requirement gathering and analysis efforts for major system modernization projects, including Nebraska Motor Carrier Services and Manitoba Public Insurance, ensuring that business requirements were effectively mapped to system functionalities.

Solution Design & Configuration: Designed functional solutions to meet client-specific needs, including system configuration and customization for projects like **Personalized License Plates** and **Direct-to-Customer (DTC)** plate projects, resulting in significant time and cost savings, as well as increased customer satisfaction.

Stakeholder Management: Acted as the liaison between business stakeholders, IT teams, and external vendors to ensure the successful delivery of projects. Led Joint Application Design (JAD) sessions and facilitated ongoing communication with all stakeholders to validate requirements and ensure system alignment.

Testing & Quality Assurance: Conducted functional testing and collaborated with development teams to ensure that system configurations met business needs. Led user acceptance testing (UAT) sessions to validate the end solution and documented defects for resolution.

End-User Training & Support: Provided comprehensive end-user training and created detailed documentation to facilitate the adoption of new systems. Acted as a subject matter expert for the Warranty of License Plate project, ensuring all stakeholders were equipped with the knowledge required to use the system effectively.

Continuous Improvement: Identified opportunities for process improvements and system enhancements to maximize business value. Led initiatives that increased operational efficiency and customer satisfaction.

Project Management & Reporting: Actively participated in scrum ceremonies and project planning meetings, presenting project roadmaps, status updates, and risks to ensure timely delivery and client satisfaction.

EDUCATION

London School of Business & Finance, 2022

Project Management

London School of Business & Finance, 2012

International Business & Negotiations

The University of Winnipeg, 2009

Bachelor of Business Administration (B.B.A)

The University of Winnipeg, 2009

Bachelor of Arts – Conflict Resolution Studies (B.A.)

CERTIFICATIONS

Professional Scrum Product Owner, 2022 | Scrum.org

SAFe Product Owner/Product Manager, 2021 | Scaled Agile, Inc.

Lean Six Sigma Yellow Belt, 2021 | Six Sigma Global Institute

Scrum Fundamentals Certified (SFC), 2021 | SCRUMstudy

Agile Principles and Methodologies, 2020 | Skillsoft

Other Tools - MySQL, MSSQL, MS Office Suite, Insomnia, Jira

Mahip Sharma

Project Manager

PROFESSIONAL EXPERIENCE

Project Manager / Senior Business Analyst

i3 Verticals (formerly Celtic Systems, USA) 2013 - Current

SPECIFIC EXPERIENCE RELEVANT TO PROJECT

Experience with Motor Carrier Solution, 6 Years

Possesses knowledge in the areas of IRP, IFTA, CVIEW, PRISM, and Document Management System with end-to-end project management and system development.

Implementation Experience, 6 Years

Leading project initiatives, coordinating resources and staff involvement, providing oversight and direction and ensuring project completion. Business operations projects and assignments may involve but are not limited to, such areas as program management, business development, contract and functional management, proposal support, acquisition integration and other areas.

Project Management Experience, 10 Years

Planned iteration and releases, prioritized product backlog and monitored team throughput using Agile methodology resulting in timely completion of iteration goals. Engaged with internal and external stakeholders to document product backlog and developed schedule and cost baseline documents. Monitored project schedule and budget using Burndown charts and distribute project status reports to stakeholders. Analyzed ongoing processes, performed root cause analysis on process issues, identified Kaizen bursts and provided recommendations to management that improved project execution and standardized processes. Identified risks, developed a contingency plan, and presented weekly project updates to higher management that kept risks under check, and kept projects on schedule within budget. Acted as liaison between customer, design and development and testing teams. Daily communicated issues and gauged the performance of the offshore team.

EDUCATION

Bachelor of Engineering (B.E.) in Computer Engineering - S.I.E.S Graduate School of Technology, Mumbai, India, 2006

European Business Environment Study - CMC Graduate School of Business, Czech Republic, 2013

MBA in Global Management - Thunderbird School of Global Management (ASU), 2013

Project Management Professional (PMP) - Project Management Institute, Phoenix, AZ, 2013 Certificate to be provided at contracting.

TECHNICAL SKILLS

Programming Tools & Languages - C, C++, Java, J2EE

Web-based skills - AJAX, JSP, Java Script, HTML, XML

DBMS - SQL Server, Oracle, and My SQL

Other Tools - MS Project, MS SharePoint, MS Visio, MS Office tools and Mantis BT Incident Tracking System

Andrew Black

Functional Lead

PROFESSIONAL EXPERIENCE

SPECIFIC EXPERIENCE RELEVANT TO PROJECT

Product Owner Vehicle and Driver Services, i3 Verticals, 2024 – Present

- Prioritize product features based on customer feedback and collaboration with stakeholders
- Execute product roadmaps to increase customer satisfaction and drive innovation
- Create user stories and define product requirements to meet customer and business objectives.

VTRS (Tennessee) Team Lead, i3 Verticals, 2015 – 2023

- Presented project specifications, timelines, and weekly status reports to state department executives.
- Lead analyst for state of TN Insurance Verification System from design to implementation.
- Worked extensively with State of TN officials on design and development of Vehicle Title and Registration system.
- Integrated state of TN with the National Motor Vehicle Title Information System (NMVTIS).
- Responsible for planning and conducting initial training and quality testing of applications.
- Designed software layouts, workflows, graphic user interface, and collateral training documentation.

Clerk Application Specialist, i3 Verticals, 2012 – 2015

- Phone Support of specialized software, windows operating systems, and hardware
- Linux server support for backups and domain control
- Customer training and onsite installation of hardware and software

EDUCATION

Bachelor of Science, East Tennessee University, 2012
Associate degree, New River Community College, 2010

TECHNICAL SKILLS

- Microsoft Word
- Excel
- Photoshop
- Illustrator
- MySQL, SQL

Summary of Qualifications

- Gathering, analyzing, documenting, and validating the needs of project stakeholders.
- Provide support for corporate environment, including hardware, software, and network maintenance
- Experienced in team-oriented approach to problem definition, mapping solutions and implementing required changes
- Worked with MySQL and Microsoft SQL database systems on Linux servers.
- Manager of a team of analysts supporting multiple statewide software systems.
- Collaborated closely with project stakeholders, business partners, and software development teams.

Scott Bigliardi

Solutions Architect / Technical Architect

PROFESSIONAL EXPERIENCE

23 years of IT infrastructure experience with i3 Verticals (formerly Business Information Systems), supporting public sector customers across Tennessee, North Carolina, South Carolina, Kentucky, and Arkansas. Specializes in highly available, secure, and automated infrastructure, from network and Linux systems engineering to private cloud and AWS migrations and solution architecture.

i3 Verticals (formerly Business Information Systems), Piney Flats, TN 2003 – Present

Solutions Architect, 2026 – Present

- Leads technical solution design for Public Sector Transportation proposals and implementations, translating RFP requirements (availability, security, disaster recovery, performance) into hosting, infrastructure, integration, and security architecture.
- Coordinates with i3 Verticals' cloud engineering team to plan new AWS environments (EC2, S3, ALB, RDS, CloudWatch) and migrate legacy systems onto them, with Cloudflare providing caching, WAF, and DDoS protection.
- Works with Product, Development, Database, and Project Management teams to keep proposed solutions deliverable, supportable, and aligned with client standards.

Site Reliability Engineer, 2024 – 2026

- Migrated aging systems to a private cloud using infrastructure-as-code (SaltStack), designing robust, redundant, and secure infrastructure.

Systems Engineer, 2021 – 2024

- Helped build a multi-datacenter, fault-tolerant environment for hosting in-house web applications and databases.
- Designed, managed, monitored, and supported systems for hundreds of customer locations across multiple states, including a vehicle title and registration service used by state government, with 100+ customer servers and highly available Red Hat Cluster Suite clusters.
- Wrote and peer-reviewed Bash scripts, Salt states, and Ansible playbooks to automate processes and ensure consistency across systems.

Network Services Manager, 2019 – 2021

- Managed a team of 5–6 systems engineers and analysts, including performance reviews and management meetings, while remaining hands-on in systems engineering and top-level technical support.

Senior Network Engineer, 2005 – 2019

- Configured and maintained site-to-site VPNs (Cisco ASA, Cisco PIX, Vyatta) and a Vyatta-based BGP router for the company network; worked with major ISPs to restore customer connectivity.
- Deployed and supported Xen and Citrix XenServer virtualization and core Linux services (BIND, Samba, Apache, MySQL, iptables).

Service Technician, 2003 – 2005

- Performed on-site hardware and software installation, troubleshooting, and repair at county government offices, including County Clerk and Register of Deeds locations.

SPECIFIC EXPERIENCE RELEVANT TO PROJECT

Experience with Motor Vehicle Solutions, 20+ Years

Helped design, deploy, and support the infrastructure for the State of Tennessee Vehicle Title and Registration System (VTRS), which runs on State-owned hardware. Designed, deployed, and supported servers, network connectivity, and on-site equipment for county government offices, including Tennessee County Clerk offices that process vehicle title and registration transactions.

EDUCATION

- **Computer Science coursework** - East Tennessee State University, Johnson City, TN, 1997 – 1999

CERTIFICATIONS

- **Google AI Professional Certificate** - Google (via Coursera), June 2026; verify at coursera.org/verify/professional-cert/UCVYZV2R012S

TECHNICAL SKILLS

- **Cloud:** Amazon Web Services (EC2, S3, ALB, RDS, CloudWatch), private cloud
- **Edge / Security:** Cloudflare (caching, WAF, DDoS protection)
- **Operating Systems:** Linux (Red Hat Enterprise Linux, Ubuntu)
- **Automation / IaC:** SaltStack, Ansible, Bash shell scripting
- **High Availability / Load Balancing / Virtualization:** HAProxy, XCP-ng
- **Networking:** Cisco ASA, Ubiquiti UniFi and EdgeMAX, Vyatta, BGP, site-to-site VPN
- **Services / Monitoring:** BIND (DNS), Apache, Samba, MySQL, Zabbix

Iain Anderson

Development Manager

PROFESSIONAL EXPERIENCE

Server Development Team Lead, System Architect for State Title and Registration System (STARS) build and implementation

Team Lead for Server-Side Development, Technical Director, Software Architect of County and State-level Inventory Management 2.0 solution

Lead API Developer, Server Configuration Manager, Coding assist and ongoing Support for State of Tennessee Vehicle Title and Registration System (VTRS) project

API Integration Development Lead for State of Tennessee Electronic Insurance Verification System (EIVS) since 2014

Cross-solution Software Developer for Reverse Proxies, Database Proxies, Load-Balancing and Distributed software

Director of Software Engineering

i3 Verticals 2020 – Current

Senior Director of Software Engineering for all Motor Carrier & Motor Vehicle Projects

Engineering oversight of all Transportation products for both motor carrier and motor vehicle products. Regular assessment of engineering roadmap, development, and product mapping.

Server Side Dev Manager

SPECIFIC EXPERIENCE RELEVANT TO PROJECT

Motor Carrier Solution, 13 Years

Extensive knowledge in the areas of software engineering for all motor vehicle and motor carrier products

Software Management Experience, 21 Years

Oversaw Implementation of Motor Carrier & Vehicle Solutions for IRP, IFTA, CVIEW, PRISM, Permitting & Automated Routing, Driver's License and Registration Systems.

Implementation Experience, 10 Years

Successfully administered software development as Dev 1, API Dev, Server Dev Lead, Software Dev Manager, Director of Software Engineering.

EDUCATION

- 7 Microsoft Certified Professional (MCP) Exams
- **Bachelor of Science** – St. Andrews University, 2004

Alok Shah

Technical Lead

PROFESSIONAL EXPERIENCE

- 15+ years of Experience in application design, architecture and development.
- Define integration architecture & standards for integrating heterogeneous applications.
- Technology evaluation and selection to meet the business requirements.
- End to end experience in application delivery starting from business requirements elicitation, solution design & implementation to solution rollout.
- Drive the adoption of new technologies to help differentiate the client experience.
- Automation through Tools for Productivity and Quality Improvements.
- CI/CD implementation using Jenkins and Azure DevOps to improve Time to Market for new functionalities.
- Extensive knowledge in C#, ASP.NET MVC, Web API and .Net Core.
- Strong knowledge of Microsoft SQL.
- Hands on experience with UI Frameworks such as Angular, Knockout.
- Extensive experience in working with global teams.

i3 Verticals (formerly Celtic Systems, USA), July 2019 – Current

Application Architect

Mentor and lead the team. Client interaction, requirement gathering and solution framing, estimations. Participates in activities such as analysis, design, reviews, problem solving, gap analysis, and root cause analysis and configuration resolutions. Identify root causes of technical issues in production and out of box failures. Design and develop solutions to fix identified problems. Documentation of various processes and issues for future reference. Assess opportunities for application and process improvement and prepare documentation of rationale to share with team members and other affected parties. Provide resolutions to issues identified with application in scope during execution of integration test/system. Prepare reports, manuals and other documentation on the status, operation, and Software maintenance. Design the responsive web application, design, develop, and unit test applications in accordance with established standards. Participate in peer-reviews of solution designs and related code. Participated in code and design reviews and used code analysis for code quality improvements. Coordinated with multiple vendors from geographically distributed teams for a successful development, testing and deployment of a single project.

EDUCATION

B.E. Computer Science & Engineering - Faculty of Technology and Engineering, Maharaja Sayajirao University, India, June 2008.

TECHNICAL SKILLS

Programming Languages & Technologies / Application Development Tools - MVC, ASP.NET, C#.NET, Web API, .Net Core, Web Services, jQuery, Angular JS, Knockout, TypeScript, JavaScript, Ajax, HTML, XML, CSS, ArcGIS 9 Products [ArcCatalog, ArcMap, ArcSDE, ArcGIS Server, webADF-Developer Tool for .Net], Cloud-made map API, Syncfusion MVC controls, Microsoft Dynamics CRM, Microsoft Dynamic NAV 2009 SP1 & the C/AL programming language, xUnit

Databases - MS SQL Server, Oracle 10g, MySQL, Azure Cosmos DB

Front End Tools - Visual Studio, Visual Studio Code

Reporting Tools - Antenna House, ABCPDF, NAV Reporting tools, iText

Version Controls - TFS, Git, SVN

Architecture - MVC, SOA (Service Oriented Architecture), 3-tier Architecture

Kenneth Gilford

Lead Database Engineer, Database Team Lead

PROFESSIONAL EXPERIENCE (10 Yrs.)

Passionate Lead Business Intelligence Developer Analyst with hands-on experience in cost-effective, multi-tiered, high-performance Business Intelligence applications. Proven success developing strong stakeholder relationships using interpersonal communication skills and leading high-performing agile development teams through the agile development life cycle. Skilled in all facets of the Business Intelligence system development life cycle from requirements gathering, analysis and conceptual design through architecture and implementation. Core strengths in:

- Object-oriented Analysis, Design & Programming
- SQL stored procedures
- Report development
- .NET software development
- System analysis and design

SPECIFIC EXPERIENCE RELEVANT TO PROJECT

i3 Verticals, Piney Flats, TN

Database Engineer, Database Team Lead 2015 - Present

Leading a team of database engineers to support database efforts in i3 Verticals suite of products. Including database design, database conversions, database optimization, and all levels of database support.

- Database Team lead
- Database design
- Database data conversion

EDUCATION

Bachelor of Science (BS), Computer Science
Salem State University, Salem, MA
Associates of Science (AS) Computer Science
North Shore Community College, Beverly, MA

CERTIFICATION

PMP Certification, PMI Institute

TECHNICAL SKILLS

Platforms:	Unix, Windows
Languages:	VB.NET, T-SQL, JavaScript, HTML, CSS
Databases:	Oracle 10g / 9 / 8 / 7, MS SQL Server, MySQL, SYBASE 15
Methodologies:	Agile, UML and Waterfall
Development Tools:	MS SQL Server Enterprise Management Studio, Microstrategy, Visual Studio, ESRI ArcMap, MYSQL Workbench
Project Mgmt & Version Control:	Microsoft Project, Visual Source Safe, CVS, Starteam, Visual Paradigm

Project Title: North Carolina Department of Transportation, State Title and Registration System (STARS)

Duration: September 1994 - November 1998

Role and Responsibilities: Programmer Analyst II

Responsible for coding and testing assigned specifications during the development stage of the project. In the maintenance phase Mr. Stack became the lead analyst for Title, Inquiry, and Special Plates sub-systems. Analyzed change requests, designed, generated program specifications, and was responsible for the assignment of the programming tasks to various team members.

EDUCATION

BS CIS - Phoenix, AZ

CERTIFICATION

Oracle Database Administrator, June 2010

Linux Operating System Administrator, August 2010

Linux Internet / Intranet Server Administration, May 2011

TECHNICAL SKILLS

- **Specific areas of expertise**: CICS/TXSERIES, DB2/UDB, ORACLE, COBOL, SQL, and PERVASIVE DATA INTEGRATOR
- **Additional skill sets**: PL/SQL, JCL, VSAM, QMF, FILE-AID, EXPIDITOR, ENDEVOR, Platinum Tools, SQL SERVER, VMware

Appendix I – WVDMV Training Plan

WVDMV Proposed Training Plan

Introduction

The i3 Verticals training methodology aligns training curriculum, course design, material preparation, and delivery mechanisms with the unique needs of the WVDMV. We separate training sessions by user groups, so all personnel experience training specific to their responsibilities and overall Agency function.

i3 Verticals can develop training videos specific to the WVDMV as required. Additional courses may be developed on a time and materials basis, facilitating future use by the Client for new hires, refreshment courses, and more. Collaboration with the WVDMV during the development of the tailored Training Plan ensures the integration of processes specific to users and sustainment for those who receive classroom training. i3 Verticals' believes well-trained internal and external users with the requisite skills, knowledge, and user adoption are essential to realizing the full value of the solution. Achieving these objectives necessitates a comprehensive Training Strategy.

The detailed Training Plan documents the training approach, needs analysis, curriculum, delivery schedule, and learning paths for each release of i3 TRANSPORT360 throughout the project lifecycle. The Training Content Development section addresses each type of training document, the tools and software utilized for development, and the desired file format for documents provided to the WVDMV.

This Training Plan encompasses details regarding the training environment, course delivery, evaluation, and overall training project management. i3 Verticals' proven Training Plan and strategies incorporates established standards and guidelines to ensure the development of high-quality training materials and to clarify the responsibilities and accountabilities of both i3 Verticals and the WVDMV in the training development, review, and approval process.

Proposed Training Specific to the System and Implementation

i3 Verticals will designate a Lead Trainer who will coordinate with both i3 Verticals and the i3 TRANSPORT360 Project Managers. The Lead Trainer's deliverables include identifying the WVDMV expectations, creating and delivering materials, specifying topics for each target audience, detailing the quantity and duration of each session, proposing the training schedule, and outlining facilities and requirements for training.

i3 Verticals will provide comprehensive training to the WVDMV technical support staff prior to Go Live of thei3 TRANSPORT360 system. The proposed Train-the-Trainer online classroom training course is available for this project. Should in-person training be required, i3 Verticals is prepared to support and will coordinate with the WVDMV regarding specifics and pricing approval. The training program includes video training, electronic manuals, and additional resources to support future staffing changes throughout the contract term.

i3 Verticals brings extensive training, expertise, experience, and capacity to manage the learning lifecycle for the implementation of the WVDMV solution.

Technical Knowledge Transfer Approach

To facilitate effective knowledge transfer across operations, configuration/development, workflow, business setup, and maintenance for the solution, i3 Verticals recommends the use of structured documentation in the form of Build Books and Runbooks.

Build Book

The Build Book serves as a comprehensive reference for the system's configuration and development setup. It typically includes:

- Environment setup details
- Configuration parameters
- Customizations and extensions
- Integration points
- Deployment procedures

This document enables technical staff to understand the system's construction and to replicate or modify the setup as necessary.

Runbook

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

- Step-by-step instructions for routine operations
- Troubleshooting guides
- Workflow execution details

- Monitoring and alerting procedures
- Backup and recovery steps

Runbooks are essential for ensuring consistent operations and empowering support teams to respond promptly and effectively to issues.

Benefits

The use of Build Books and Runbooks offers several key advantages:

- Consistency in system setup and operations
- Accelerated onboarding for new technical staff
- Reduced reliance on individual knowledge
- Enhanced incident response and system reliability
- Clear documentation for audits and compliance

i3 Verticals will collaborate with the WVDMV tailoring these deliverables to the specific environment, ensuring alignment with all WVDMV operational needs, preparation of WVDMV trainers, i3 TRANSPORT360 support staff, and team stakeholders.

i3 Verticals provides a systematic approach to training to ensure personnel are prepared with the necessary knowledge and skills to assist customers with the WVDMV solution. i3 Verticals offers technical and functional training for a core group of employees who will ultimately become subject matter experts for WVDMV. i3 Verticals has assumed that this training will be delivered virtually but can be provided on-site if required.

Specific User Groups to be trained:

Group 1: WVDMV *Trainers and user acceptance testers (*WVDMV *staff or consultants).*

Group 2: System Administration technical group responsible for understanding and building WVDMV*'s integrations from and to the system.*

Group 3: WVDMV*'s Front-line Resources who will be users of the* i3 TRANSPORT360 *application, who have daily contact with* WVDMV *customers.*

Group 4: WVDMV*'s Back Office Supervisors and departmental resources in Billing, Collections, and Payments.*

Group 5: WVOT and/or technical staff who may be responsible for hosting environment, if required.

A detailed training assessment will be conducted based on the SOW and defined functional requirements for the project. Based on training needs assessment a new detailed training plan can be created or this one modified, whichever the WVDMV prefers.

Goals of the Training Plan

1. Ensure that WVDMV's needs for initial, technical, and future staff training is met.
2. Present details about the training process and the support required to ensure its successful delivery to end users.
3. Create alignment of responsibilities and expectations from both i3 Verticals and WVDMV.

Objectives of the Training Plan

1. Describe scheduling and invitation process.
2. Define roles and responsibilities of different support groups throughout the stages of the training deployment process.
3. Specify communications about the training process that are necessary for different audiences and stakeholders.
4. Present success factors of the training process.
5. Describe how the success of the training process will be measured.
6. Capture feedback from trainees on their comfort with the new system and training coverage.

Training Deployment Scope

<u>IN Scope</u>

1. Training Plan
2. Training Goals and Objectives
3. Detailed Training Schedule
4. Assign Training Resources to Sessions
5. Training materials including any video instruction
6. WVDMV Facilities and Infrastructure

7. Training Schedule and Enrollment Procedures
8. Internal and external communications about training
9. Support roles, responsibilities, and resources across stages of deployment
10. Training successful factors and measurements

OUT of Scope

1. Post-deployment support criteria and contacts
2. Basic Computer Skills Training
3. Configuration and Conversion
4. Rental of facilities for training
5. the WVDMV Business Rules
6. the WVDMV Business Procedures

Assumptions

The design of this plan was based on the following assumptions which will be established in the Training Needs Assessment and the Training Plan deliverables:

1. WVDMV users of the system will have a basic understanding of computers and systems as certified by their supervisors who will also be responsible of ensuring that they take any relevant training of the application.

2. WVDMV users will have a basic understanding of Web Based Meeting platforms.

3. WVDMV Managers/Supervisors of all participants will be contacted to validate internet access for remote training. Also, for any other accommodation that could be required (On-site classrooms outfitted with classroom resources (Monitors, projectors, appropriate sound requirements, etc.)

4. WVDMV end-users have an understanding and experience with existing the WVDMV's business processes and procedures relevant to their roles.

5. The target audience for the training program will be the WVDMV's staff who require i3 TRANSPORT360 to perform their daily work or in their daily interactions with customers; they will be trained prior to Go-Live in WVDMV functionalities, including the three user groups provided below.

6. WVDMV's employees, who do not interact with i3 TRANSPORT360, could be trained after Go-Live if deemed necessary and feasible.

7. Equipment, materials, and supplies will be in place at all training locations or available for remote trainees and trainers

8. Key stakeholders such as Department Managers/Supervisors and Project Managers fully support the training process.

9. Participants are allowed time from their typical daily responsibilities to attend training and practice thereafter.

10. Participants will be available for training as scheduled.

11. Managers' and supervisors' expectations of participant performance after Go-Live will be aligned with the realities of learning to use a new Admin Portal and its impact on employee performance during training sessions.

12. Accommodation will be made for remote training, if required (access to computer with front-facing cameras, microphones, and speakers, or within a classroom with monitors and sound equipment as necessary).

Risk Assessment

Risks associated with implementing the WVDMV's Training Plan, the probability they will occur, the impact on the WVDMV project, if allowed to occur, and the corresponding risk responses will be identified as part of the development of the Training Needs Assessment and specific Training Plan.

The WVDMV's Training Team and the WVDMV's Project Training Lead with the support of the Project Implementation Team will focus on reducing the threat of these risks (and others) from impacting the training deployment as well as the overall success of the system Go-Live.

Support Roles, Responsibilities, and Resources

The table below presents the support roles needed for a successful training deployment as well as the responsibilities that those roles entail and their owners. These roles and responsibilities will be discussed with their owners before training deployment.

Training Delivery Methodology

Unless otherwise determined by the Training Needs Assessment, the preferred delivery method would be instructor-led virtual instruction.

Instruction will be presented in a repeatable and structured approach. Each session will be led by the i3 Verticals Training Lead with the support of at least one resource from WVDMV. Technical resources will be available via telephone for any issues that arise. To maximize individual attention and retention of training content, a maximum of 10 participants will be invited to each training session. The number of classes and class size will be dependent upon total number of end-users available and their respective commitment to operational duties.

Scheduling and Invitation Process

The registration process is grouped as follows:

1. The WVDMV's Training Lead requests lists of end-users and their job roles from managers. Expected participant requests for reasonable accommodation, including those of the hearing-impaired population, to adjust the Training Schedule accordingly. Conformation for internet access for each employee for remote training is required.
2. The WVDMV's Training Lead will create training sessions which invites following the Training Schedule.
3. The Managers will assign participants from their areas to trainings that they need to attend as determined by the WVDMV Training Lead.
4. The Training Lead will enroll participants in their corresponding sessions using WebEx or MS Teams invitations or per classroom, if on-site.
5. The WVDMV's Training Lead will notify participants when and where they need to attend trainings as well as other details of their participation as they coordinate sessions.
1. i3 Verticals Trainer will receive copies of the training rosters prior to delivering their sessions and will ensure that all participants are documented as attending.

Appendix J – WVDMV Mock Database Conversions

WVDMV Driver Modernization

Mock Conversion Plan: Full Mock Conversions for AAMVA Deployment and Final Go-Live

Transpo360 | CRFP DMV2700000001 | Prepared by i3 Verticals

1. Overview of the Two Full Mock Conversions

A Full Mock Conversion is a complete, end-to-end rehearsal of the data conversion in a non-production environment, using a full copy of WVDMV production data and the same tools, scripts, sequence, and reconciliation controls that will be used in production. Each mock is timed, reconciled, defect-logged, and formally signed off by WVDMV. Mock results prove the conversion is accurate and repeatable, and they establish the true elapsed time needed to schedule the production cutover.

i3 Verticals will execute two Full Mock Conversions as the formal readiness gates within our iterative migration cycle. Each follows the same Landing Zone, Staging, and Target database pattern and the same two-way table and column mapping described in our Data Migration approach. They differ in scope and purpose:

	Full Mock Conversion 1: AAMVA Deployment	Full Mock Conversion 2: Final Go-Live
Purpose	Prove the data foundation and field-level mappings behind the REST services that replace the AAMVA UNI connection, and prove the parity evidence needed for Agency approval.	Prove the complete driver record conversion, cutover duration, reconciliation, and rollback for the production go-live of Transpo360.
Source	Legacy mainframe Driver License System (DB2/VSAM); copybook layouts for AAMVA-facing data.	Full legacy mainframe Driver License System extract, including history, images, and documents.
Target	Transpo360 data store and Enterprise API gateway services (AAMVA-facing REST endpoints), operating against the existing mainframe.	Production-equivalent Transpo360 OLTP database and all integrated modules.
Scope	Data elements, code values, and transactions exchanged with AAMVA and State-to-State partners.	100% of in-scope driver, ID, history, case, document, and financial data.
Primary evidence	Copybook-to-API field traceability, parity results against legacy UNI, exception rates.	Control-total reconciliation, timed cutover rehearsal, rollback test, audit package.
Gate	Go-Live criteria for the REST services and Agency approval to decommission the UNI connection.	Go/No-Go decision by the WVDMV Project Steering Committee.
Mock run type	Full functional and parity mock (production data copy).	Full dress rehearsal (production data copy, production runbook, production-equivalent infrastructure, timed).

Both mocks are preceded by earlier trial conversions that identify and eliminate exceptions. Neither mock is the first time a data set is converted; each is the point at which the conversion must pass formal acceptance criteria.

2. Common Framework for Both Mock Conversions

2.1 Environment

- **Source Data Landing Zone:** Holds raw, unaltered extracts from the legacy mainframe for review, profiling, and cleansing.
- **Staging Database (ETL Source):** Holds cleansed data ready for transformation; counts are reconciled to the Landing Zone.
- **Target Database (ETL Target):** Holds converted data ready for reporting, review, and testing; counts are reconciled to Staging.

- **Tooling:** Metadata-driven ETL using Actian Pervasive and SQL Server Integration Services (SSIS), i3 Verticals profiling, cleansing, and validation tools, and Microsoft SQL Server for staging and target.
- **Security:** Production data copies are handled under the same access controls, encryption, and audit logging as production, and are purged from non-production environments on completion in accordance with WVDMV direction.

2.2 Standard Execution Sequence

Step	Activity	Output	Owner
1	Confirm entry criteria and freeze mapping and conversion code (baseline version)	Signed entry checklist; version-controlled code baseline	i3 Verticals PM / Conversion Lead
2	Extract production data snapshot and load to Landing Zone	Extract log; file and record counts	WVDMV DBA / i3 Verticals
3	Profile and cleanse; run pre-conversion data quality reports	Pre-conversion report; clean-up list	i3 Verticals
4	Purge or exclude out-of-scope data per approved rules	Purge log; approved exclusions	i3 Verticals / WVDMV
5	Load cleansed data to Staging; reconcile Landing Zone to Staging	Reconciliation report 1	i3 Verticals
6	Execute transformation and load to Target	ETL run log; timing log	i3 Verticals
7	Reconcile Staging to Target; run integrity checks	Reconciliation report 2; exception report	i3 Verticals
8	Generate post-conversion reports; WVDMV validation sampling	Post-conversion report; sample validation sheets	i3 Verticals / WVDMV SMEs
9	Deploy converted data to the test environment; execute validation test scripts	Test results; defect log	i3 Verticals QA / WVDMV
10	Defect triage; WVDMV assigns priority; document remediation	Defect log with priorities and owners	WVDMV / i3 Verticals
11	Compile Mock Conversion Audit Package; present results	Audit package; lessons learned	i3 Verticals PM
12	Formal sign-off or conditional sign-off with remediation plan	Signed acceptance	WVDMV Project Manager / Sponsor

2.3 Reconciliation Controls Applied in Every Mock

- **Counts in and out:** Record counts reconcile at each hop (legacy, Landing Zone, Staging, Target) by table, entity, and status.
- **Control totals:** Hash and sum totals on key numeric and date fields (for example fee amounts, balances, and issue and expiration dates) reconcile between source and target.
- **Valid values:** Every converted code value is checked against the approved valid-value mapping; unmapped values are rejected and reported.
- **Exception explanations:** Every record that is not converted has a documented reason and disposition (fix, delete, or build).

- **Two-way mapping:** Legacy-to-Transpo360 and Transpo360-to-Legacy mapping confirms no legacy field is overlooked and every new field contains a valid value.
- **Incomplete data handling:** Partial data is reviewed in the weekly migration meeting and dispositioned as reject-and-report or migrate-and-build, with WVDMV business approval.

3. Full Mock Conversion 1: AAMVA Deployment

3.1 Purpose and Objectives

This mock proves that the data and field mappings supporting the Transpo360 REST services are accurate, complete, and equivalent to the legacy AAMVA UNI integration before the UNI connection is decommissioned. It validates the traceability from mainframe copybook fields to the new REST API fields and generates the parity evidence required for Agency approval.

- Prove that every data element exchanged with AAMVA and State-to-State partners maps correctly from the mainframe copybooks to the REST API data model.
- Demonstrate parity (functional and performance) with the legacy UNI for a representative set of transactions.
- Measure and document exception rates against the acceptable thresholds approved by WVDMV.
- Validate that the REST services operate correctly against the existing mainframe Driver License System under the Enterprise API gateway.
- Provide the data mapping reconciliation reports required as a Go-Live criterion.

3.2 Scope

Area	In Scope
Interfaces	AAMVA-facing services and State-to-State connection, and the other AAMVA and federal programs listed in Attachment B and in the RFP (including Driver History Record (DHR) SPEXS 6.2 and Exclusive Electronic Exchange (EEE)). The final list is confirmed with WVDMV during requirements.
Data	Driver identity and demographics, license and ID status, endorsements and restrictions, conviction, suspension, revocation and reinstatement history, and the related code tables used in AAMVA messages.
Artifacts	Mainframe copybooks and record layouts, valid-value tables, OpenAPI specifications, interface agreements, and message and transaction samples.
Out of Scope for this mock	Full historical record conversion, images, documents, and financial data; these are proven in Full Mock Conversion 2.

3.3 Entry Criteria

- OpenAPI specifications are validated for all REST endpoints and interface agreements are signed with interface owners.
- Copybook-to-API field mapping is complete and approved by WVDMV.
- Enterprise API gateway, REST services, and the connection to the mainframe are deployed to the mock environment.
- System, integration, and security test cycles are complete with no open Severity 1 defects.
- Production data snapshot is delivered and loaded into the Landing Zone.
- Representative test transaction set is approved by WVDMV and covers each interface and transaction type.

3.4 Mock-Specific Activities

Step	Activity	Output	Owner
A1	Extract AAMVA-relevant mainframe data and copybooks; profile field usage, formats, and valid values	Field profile; valid-value inventory	i3 Verticals / WVDMV
A2	Execute copybook-to-REST field mapping and transformation rules (data types, date formats, code translations, null handling)	Executed mapping; transformation log	i3 Verticals

Step	Activity	Output	Owner
A3	Run full-volume load of the AAMVA-relevant data set to Staging and Target	Counts and control totals	i3 Verticals
A4	Execute representative transaction set through legacy UNI and Transpo360 REST services in parallel	Side-by-side result set	i3 Verticals QA / WVDMV
A5	Compare responses for functional parity (content, codes, error handling) and performance parity (response time, throughput)	Parity report	i3 Verticals QA
A6	Run State-to-State and other AAMVA message scenarios, including error and timeout conditions	Scenario results	i3 Verticals / interface owners
A7	Produce mapping reconciliation report with traceability from each copybook field to its API field	Traceability matrix; exception rate report	i3 Verticals
A8	WVDMV and AAMVA-connected partners review results; defects prioritized by WVDMV	Defect log	WVDMV / i3 Verticals
A9	Retest remediated defects; re-run any failed scenario subset; final parity run	Retest results	i3 Verticals QA

3.5 Validation and Acceptance Criteria

Criterion	Acceptance Threshold
Field traceability	100% of in-scope copybook fields traced to an API field or documented as intentionally excluded and approved.
Record reconciliation	100% of in-scope records reconciled by count and control total, or explained in the exception report.
Functional parity	Parity achieved for the representative transaction set; differences documented, approved, and corrected.
Performance parity	Response times meet or exceed legacy UNI performance and the service levels defined in the RFP.
Exception rate	Within the acceptable rate approved by WVDMV; all exceptions have a disposition.
Defects	No open Severity 1; no open Severity 2, or a documented work-around and Agency-approved remediation plan.
Sign-off	Written approval by the WVDMV Project Manager and the Project Steering Committee where required.

3.6 Deliverables (Mock 1 Audit Package)

- Copybook-to-API traceability matrix and data mapping reconciliation report
- Pre- and post-conversion data quality reports and exception report with dispositions

- Parity results (functional and performance) against the legacy UNI
- OpenAPI specification baseline and signed interface agreements
- Defect log, retest evidence, and lessons learned
- WVDMV sign-off record

3.7 Timeline (relative to AAMVA deployment, T = production deployment of REST services)

Window	Milestone	Notes
T-10 to T-8 weeks	Entry criteria confirmed; data snapshot loaded	Mapping and code freeze
T-8 to T-6 weeks	Full Mock Conversion 1 executed	Load, transformation, and reconciliation
T-6 to T-4 weeks	Parity testing and defect remediation	WVDMV defect prioritization
T-4 to T-3 weeks	Retest and final parity run	Re-run of failed subset
T-3 to T-2 weeks	Audit package and sign-off	Go/No-Go for deployment
T	Production deployment of REST services	Parallel run per Go-Live criteria; UNI decommission only after Agency approval

Timeline durations are planning estimates and will be aligned to the Agency-approved project work plan.

3.8 Risks and Mitigations

Risk	Mitigation
Undocumented copybook logic or redefined fields	Early field profiling against production data; WVDMV mainframe SME review of every redefine and overlay.
Parity differences in edge-case transactions	Representative set includes error, timeout, and rare-code scenarios; differences reviewed jointly before sign-off.
Partner availability for State-to-State testing	Schedule partner windows early; use certified test harnesses and recorded message sets as fallback.
Mainframe capacity impact during parallel run	Agree run windows and throttling with WVDMV mainframe operations; monitor in real time.

4. Full Mock Conversion 2: Final Go-Live

4.1 Purpose and Objectives

This mock is the full dress rehearsal for the production cutover to Transpo360. It converts the complete WVDMV driver record from the legacy mainframe to the production-equivalent Transpo360 environment, following the final cutover runbook in the exact sequence, with the actual team, and against the clock. Its results drive the Go/No-Go decision.

- Prove 100% of in-scope data converts accurately and reconciles to control totals.
- Establish the actual end-to-end conversion duration and confirm it fits inside the approved cutover window.
- Rehearse the cutover runbook, communications, roles, and decision points.
- Test the rollback and reversal strategy, including the time to restore the legacy system.
- Confirm converted data supports end-to-end business processes, including UAT scenarios, reporting, and interfaces.
- Produce the migration audit package with WVDMV sign-offs.

4.2 Scope

Data Domain	In Scope
Driver and identity	All driver, identification card, and credential records, including commercial and graduated licenses, endorsements, restrictions, and status.
Driver history	Convictions, points, suspensions, revocations, reinstatements, and related actions, with full history retained.

Data Domain	In Scope
Cases and special programs	Medical review cases, insurance compliance records, handicap placard records, and fraud investigation records, as applicable.
Documents and images	Photos, signatures, scanned documents, and correspondence, migrated to the integrated document management system.
Financial	Fees, payments, balances, and receipts, reconciled to control totals.
Reference data	Code tables, valid values, and configuration data.
Interfaces and reports	All interfaces in Attachment B that are live at go-live, and the management reports delivered with the solution.

4.3 Entry Criteria

- Full Mock Conversion 1 is signed off, and all prior trial conversions have met their exit criteria.
- Production-equivalent environment, capacity, security, and monitoring are in place.
- Final cutover plan, runbook, communications plan, and rollback plan are drafted and approved for rehearsal.
- System test, integration test, security test, and performance test are complete, with UAT substantially complete.
- Data clean-up actions assigned to WVDMV are complete or have approved dispositions.
- Conversion code and mapping are frozen under change control.
- Staffing for the cutover team is confirmed for i3 Verticals and WVDMV, including decision makers.

4.4 Mock-Specific Activities

Step	Activity	Output	Owner
G1	Declare a rehearsal freeze and take a full production snapshot at the planned cutover point	Snapshot log with time stamps	WVDMV DBA / i3 Verticals
G2	Execute full extract, cleanse, purge, staging, transformation, and target load per the runbook, with each step timed	Time-stamped run log	i3 Verticals
G3	Reconcile counts and control totals for every table and domain at each hop	Reconciliation reports	i3 Verticals
G4	Migrate documents and images; verify link integrity and rendering to the converted record	Document migration report	i3 Verticals
G5	Run business validation: WVDMV SMEs verify a statistically valid random sample plus targeted high-risk records (commercial, suspended, revoked, undercover, and medical-review records)	Sample validation sheets	WVDMV SMEs
G6	Execute end-to-end UAT scenarios and interface tests on converted data	UAT results	WVDMV / i3 Verticals QA
G7	Run reporting validation: management reports reconcile to legacy reports	Report comparison	i3 Verticals / WVDMV

Step	Activity	Output	Owner
G8	Execute the rollback and reversal procedure and confirm legacy restoration	Rollback test record; time to restore	i3 Verticals / WVDMV IT
G9	Hold the Go/No-Go readiness review using the rehearsal results	Go/No-Go recommendation	Project Steering Committee
G10	Document lessons learned; update runbook and schedule; fix and re-run any failed component	Updated runbook	i3 Verticals PM

4.5 Validation and Acceptance Criteria

Criterion	Acceptance Threshold
Record counts	100% reconciled by count at every hop, with every non-converted record explained.
Control totals	100% of key financial and date control totals match, or variances are explained and approved.
Data quality	Exceptions at or below the thresholds approved by WVDMV; no unresolved critical data defects.
Business validation	WVDMV sample validation achieves the agreed accuracy rate; all discrepancies corrected or approved.
Cutover duration	Total timed conversion and validation fits within the approved cutover window, with documented contingency time.
Rollback	Rollback completed successfully within the approved reversal time; legacy operation confirmed.
Defects	No open Severity 1; no open Severity 2, or an Agency-approved work-around and remediation plan.
Sign-off	Written approval from the WVDMV Project Manager and Project Steering Committee.

4.6 Cutover Rehearsal Runbook Elements

- **Roles and responsibilities:** Named resources and backups for each step, with decision authority identified.
- **Checkpoints:** Defined go/no-go checkpoints (post-extract, post-load, post-reconciliation, post-validation) with criteria.
- **Communications:** Scripted status updates to WVDMV leadership, field offices, and interface partners.
- **Reversal strategy:** Trigger conditions, decision owner, restore sequence, and verification steps.
- **Contingency:** Buffer time and escalation path for failed steps and re-runs.

4.7 Deliverables (Mock 2 Audit Package)

- Final validated source-to-target mappings and data quality rules
- Pre- and post-conversion reports with full reconciliation to control totals
- Timed run log and confirmed cutover schedule
- Business validation results and WVDMV sign-off sheets
- Rollback test results and finalized reversal plan
- Final cutover runbook, defect log, and lessons learned
- Go/No-Go recommendation package

4.8 Timeline (relative to final go-live, T = production cutover)

Window	Milestone	Notes
T-12 to T-10 weeks	Entry criteria confirmed; final mapping and code freeze	Production-equivalent environment ready
T-10 to T-8 weeks	Full Mock Conversion 2 executed (timed)	Runbook followed end to end
T-8 to T-6 weeks	Business validation, UAT on converted data, rollback test	WVDMV participation
T-6 to T-4 weeks	Defect remediation; runbook update	WVDMV sets defect priorities
T-4 to T-3 weeks	Targeted re-run of failed components; reconciliation refresh	Audit package finalized
T-2 weeks	Go/No-Go readiness review	Project Steering Committee decision
T	Production cutover	Final conversion executed per runbook

Timeline durations are planning estimates and will be aligned to the Agency-approved project work plan. If the Agency elects an expedited deployment schedule, the mock windows are compressed while retaining every exit criterion.

4.9 Risks and Mitigations

Risk	Mitigation
Conversion exceeds the cutover window	Timed mock with bottleneck analysis; tuning, parallelized loads, and pre-staging of static and historical data before cutover.
Legacy data quality issues surface late	Weekly clean-up report reviews from earlier trial conversions; WVDMV clean-up ownership tracked to closure.
Document and image volume or link failures	Dedicated document migration step with link integrity checks and rendering sampling.
Rollback not proven	Rollback is rehearsed as a required mock activity with a measured restore time.
Key decision makers unavailable during cutover	Named decision owners and alternates confirmed before the mock; decision points are rehearsed.

5. Roles, Participation, and Sign-Off

Role	Mock 1: AAMVA Deployment	Mock 2: Final Go-Live
i3 Verticals Project Manager	Owns plan, schedule, and audit package	Owns plan, runbook, and Go/No-Go package
i3 Verticals Conversion Lead	Runs mapping, ETL, and reconciliation	Runs full conversion and timed rehearsal
i3 Verticals QA Lead	Parity and scenario testing	UAT support, validation scripts, defect tracking
WVDMV Project Manager	Approves mapping, thresholds, and sign-off	Approves thresholds, sign-off, and cutover window

Role	Mock 1: AAMVA Deployment	Mock 2: Final Go-Live
WVDMV Mainframe / DBA	Provides extracts, copybooks, and mainframe run windows	Provides snapshot, restore support, and rollback execution
WVDMV Business SMEs	Review code mappings and exception dispositions	Validate sample and high-risk records; UAT
Interface owners / partners	Validate State-to-State and AAMVA message scenarios	Confirm interface readiness at go-live
Project Steering Committee	Approves go-live criteria for REST services	Makes the final Go/No-Go decision

WVDMV retains authority to set defect priorities, witness testing, and accept or reject mock results. Both mocks conclude with a written sign-off before the associated production event proceeds.

Appendix K – Monthly Maintenance Schedule

Driver License, Vehicle Registration, Titling, IRP/IFTA, Customer Portal, Mobile ID, and Enterprise Services

Monthly Maintenance Objectives

The monthly maintenance cycle is designed to:

- Maintain availability, reliability, and security.
- Support compliance with federal and state requirements.
- Ensure integrations remain functional.
- Apply software updates and security patches.
- Verify backup and disaster recovery readiness.
- Monitor performance and scalability.
- Maintain audit, reporting, and business intelligence functions.
- Address customer enhancement requests and defect remediation.
- Deliver operational transparency through monthly reporting.

Based on WVDMV - i3 Transport360 Project

Monthly Operations, Maintenance & Governance Schedule

Maintenance Governance Structure

Role	Primary Responsibility
i3 Transport360 Product Director	Product roadmap, release approval, legislative updates
Senior Project Manager	Monthly maintenance governance, reporting, risk management
Solution Architect	Infrastructure oversight, architecture compliance
Technical Lead	Application maintenance, integrations, deployments
Senior Data Architect	Database maintenance, data integrity, backups
QA Lead	Regression testing and validation
Customer Care Manager	Incident management and SLA tracking
Security Officer	Security review and compliance validation
WVDMV Business Owner	Business approval authority
WVDMV IT Manager	Infrastructure and security review
Change Control Board (CCB)	Approval of major changes and enhancements

WEEK 1

Security, Compliance & Infrastructure Review

Activities

Task	Owner	Reviewer	Approval Required
Security event review	Security Officer	Solution Architect	No
Azure GovCloud monitoring review	Solution Architect	Technical Lead	No
RBAC audit	Security Officer	WVDMV IT Security	Yes
User access validation	Customer Care Team	WVDMV Security Officer	Yes
Vulnerability scan review	Security Officer	Technical Lead	Yes
Certificate expiration review	Security Officer	Solution Architect	No
Backup success validation	Senior Data Architect	Solution Architect	No
Disaster recovery readiness review	Solution Architect	WVDMV IT	Yes

Deliverables

- Monthly Security Report
- Access Certification Report
- Infrastructure Health Dashboard
- Backup Verification Report

WEEK 2

Application Maintenance & Release Management
Activities

Task	Owner	Reviewer	Approval Required
Defect remediation deployment	Technical Lead	QA Lead	Yes
Configuration updates	Technical Lead	Product Director	Yes
Business rule updates	Functional Lead	WVDMV Business Owner	Yes
Workflow updates	Functional Lead	WVDMV Business Owner	Yes
Legislative changes	Product Director	WVDMV Program Manager	Yes
Report updates	Reporting Team	Business Owner	Yes
Portal enhancements	Technical Lead	QA Lead	Yes

Required Change Control
All production changes require:

1. Change Request
2. Impact Assessment
3. Change Control Board Review
4. QA Certification
5. WVDMV Approval
6. Production Deployment Approval

This follows the formal Change Control Board process documented within the proposal.

Deliverables

- Release Package
- Updated Release Notes
- Configuration Baseline Report
- CCB Approval Log

WEEK 3

Integration & Performance Operations
Activities

Task	Owner	Reviewer	Approval Required
Interface monitoring review	Technical Lead	Solution Architect	No
API health validation	Technical Lead	QA Lead	No
AAMVA interface review	Integration Team	Functional Lead	No
Court integration review	Integration Team	WVDMV Business Owner	No
eCitation monitoring	Integration Team	Technical Lead	No
AppEnhancer integration review	DMS Lead	Technical Lead	No
Payment processing validation	Financial Systems Lead	Business Owner	No
Batch job validation	Senior Data Architect	Technical Lead	No

Core Integrations Reviewed Monthly

- State-to-State
- SPEXS 6.2

- DACH
- CDLIS
- NRCME
- SSOLV
- NMVTIS
- AppEnhancer
- Law Enforcement
- Courts
- Financial Systems
- IRP
- IFTA
- Mobile ID Services

***These integrations are specifically identified throughout the WVDMV Transport360 architecture and implementation documentation*

Deliverables

- Integration Performance Report
- Interface Error Report
- Batch Processing Report

WEEK 4

Service Management, Reporting & Governance

Incident Management Review

Task	Owner	Reviewer	Approval Required
Open ticket review	Customer Care Manager	Senior PM	No
Root cause review	Technical Lead	Product Director	Yes
SLA compliance review	Customer Care Manager	WVDMV PM	Yes
Major incident review	Senior PM	Executive Sponsor	Yes
Trend analysis	PMO	Product Director	No

The proposal specifically requires monthly reporting of open tickets, closed tickets, root cause analysis, and SLA achievement.

Performance & Capacity Review

Task	Owner	Reviewer	Approval Required
Uptime review	Solution Architect	Senior PM	No
Capacity planning review	Solution Architect	Product Director	No
Performance trend analysis	Technical Lead	WVDMV IT	No
Scalability assessment	Solution Architect	Executive Sponsor	No

Deliverables

- Monthly SLA Report
- Performance Report
- Capacity Planning Report
- Executive Operations Dashboard

Monthly Change Advisory Board Meeting

Participants

- Product Director
- Senior Project Manager
- Solution Architect
- Technical Lead
- QA Lead

- Customer Care Manager
- WVDMV Business Owner
- WVDMV IT Manager

Agenda

- Review incidents
- Review SLA measurements
- Review upcoming releases
- Review security findings
- Review enhancement requests
- Review risk register
- Review operational KPIs
- Approve next month's maintenance plan

This aligns directly with the proposal's governance, PMO, cadence meetings, risk management process, and Change Control Board requirements.

Monthly Required Approvals Matrix

Activity	WVDMV Business Approval	WVDMV IT Approval	CCB Approval
Emergency Fix	No	Yes	No
Security Patch	No	Yes	No
Configuration Change	Yes	Yes	Yes
Workflow Change	Yes	No	Yes
New Interface	Yes	Yes	Yes
Legislative Update	Yes	Yes	Yes
Report Modification	Yes	No	No
Portal Enhancement	Yes	Yes	Yes
Major Release	Yes	Yes	Yes
DR Test Execution	No	Yes	No

Monthly Executive Deliverables Package

At the conclusion of each month i3 Verticals delivers:

1. Executive Summary
2. Monthly SLA Report
3. Security & Compliance Report
4. Incident & Root Cause Analysis Report
5. Change Control Report
6. Integration Performance Report
7. Capacity Planning Report
8. Backup & DR Validation Report
9. Enhancement Backlog Status
10. Risk Register Update
11. Upcoming Release Calendar

Also, for proposal purposes, I would recommend adding a RACI matrix by maintenance activity and a detailed monthly maintenance calendar with exact days (First Tuesday Security Review, Second Thursday CAB, Third Saturday Maintenance Window, etc.) because evaluators typically award additional points for operational specificity.

Week 1 – Security & Infrastructure Maintenance

Security Review

Activities

- Review Azure security alerts and threat intelligence.
- Review Microsoft Defender security recommendations.
- Review firewall, WAF, and network security policies.

- Review privileged account access and RBAC changes.
- Review MFA enrollment compliance.
- Review audit logs and suspicious activity reports.
- Validate encryption certificates and expiration dates.

Deliverables

- Security Health Report
- Vulnerability Assessment Summary
- Access Review Certification

Expected Duration
2 business days

Infrastructure Health Validation

Activities

- Review Azure resource utilization.
- Verify storage capacity thresholds.
- Review database growth trends.
- Review API gateway usage statistics.
- Validate backup completion logs.
- Validate monitoring dashboards.

Deliverables

- Infrastructure Capacity Report
- Environment Health Dashboard

Expected Duration
1 business day

Week 2 – Application & Database Maintenance

Application Maintenance

Activities

- Deploy approved software fixes and minor enhancements.
- Validate API version compatibility.
- Update workflow rules where approved.
- Update business rule configurations.
- Apply approved legislative changes.
- Validate portal functionality.
- Verify mobile application services.

Systems Covered

- Driver Licensing
- Identification Cards
- Mobile ID
- Driver History
- Sanction Engine
- Medical Review
- Scheduling
- Queuing
- Cashiering
- Customer Portal
- Reporting
- DMS
- Business Licensing
- IRP
- IFTA
- Title & Registration

Deliverables

- Release Notes
- Change Management Documentation
- Updated Configuration Baseline

Database Optimization

Activities

- Database index maintenance
- Query optimization review
- Data archiving validation
- Audit table management
- Data integrity verification
- Performance tuning

Deliverables

- Database Health Report
- Data Integrity Validation Report

Week 3 – Integration & Transaction Monitoring

Enterprise Integration Validation

Activities

Validate successful operation of critical interfaces:

Driver Services Interfaces

- State-to-State
- DHR (SPEXS)
- DACH
- NRCME
- CDLIS
- PDPS
- DLDV
- DIAE
- EEE
- SSOLV

External Agency Interfaces

- Law Enforcement
- Courts
- eCitation
- Financial Systems
- Identity Verification
- Document Management

Vehicle Services Interfaces

- IRP
- IFTA
- NMVTIS
- CVISN
- Title Services

Deliverables

- Integration Health Report
- Failed Transaction Summary
- Interface Performance Report

Batch Processing Review

Activities

- Validate overnight batch processing
- Review exception queues
- Review failed transactions

- Review notification delivery success

Deliverables

- Batch Processing Report
- Exception Management Report

Week 4 – Business Operations Review

Performance & Availability Review

Activities

- Review uptime statistics
- Review response time metrics
- Review transaction volumes
- Review customer portal usage
- Review mobile application adoption
- Review queue and appointment analytics

Deliverables

- Monthly Performance Scorecard
- Availability Report
- Capacity Planning Forecast

Reporting & Analytics Review

Activities

- Validate operational reporting
- Review dashboard performance
- Review AI-assisted reporting functionality
- Validate data warehouse processes
- Review audit report generation

Deliverables

- Executive Dashboard Package
- Operational Analytics Report

Customer Care & Incident Review

Activities

Review:

- Open incidents
- Closed incidents
- Root cause analyses
- SLA compliance
- Enhancement requests
- Defect trends

Deliverables

- Incident Trend Report
- SLA Compliance Report
- Enhancement Backlog Report

Monthly Disaster Recovery Validation

Backup Verification

Activities

- Verify successful backups
- Test database restore process
- Validate document repository backups
- Verify audit archive retention
- Verify geo-redundant replication

Deliverables

- Backup Validation Report
- Recovery Verification Report

Frequency
Monthly

Quarterly Maintenance Activities

(Performed during one monthly cycle each quarter)

- Disaster Recovery failover exercise
- Security penetration testing review
- Accessibility compliance validation
- Legislative and regulatory review
- Business continuity tabletop exercise
- Capacity planning review
- Cloud infrastructure optimization review

Monthly Operational Deliverables Package

At the end of each month, i3 Verticals provides:

Deliverable	Description
Executive Summary	Overall health of the platform
Availability Report	Uptime and outages
Security Report	Security events and remediation
Integration Report	Interface status and exceptions
Incident Report	Open/closed incidents and SLA compliance
Change Report	System changes deployed
Capacity Report	Resource utilization and forecasts
Backup & DR Report	Backup success and recovery readiness
Enhancement Status Report	Future improvements and releases

Standard Monthly Maintenance Window
Scheduled Maintenance Window

- First Saturday of every month
- 10:00 PM – 2:00 AM Local Time

Maintenance notifications are issued at least one week in advance and all maintenance activities follow documented change control, rollback, monitoring, and communication procedures.

i3 Transport360 Monthly Operations RACI Matrix

Effective Beginning January 1, 2028

RACI Key

Code	Definition
R	Responsible (Performs Work)
A	Accountable (Final Owner)
C	Consulted
I	Informed

Monthly Operations & Maintenance RACI

Maintenance Activity	Product Director	Sr. PM	Solution Architect	Technical Lead	Data Architect	QA Lead	Customer Care	Security Officer	WVDMV Business Owner	WVDMV IT
Security Review	I	I	C	C	I	I	I	A/R	I	C
Vulnerability Assessment	I	I	C	C	I	I	I	A/R	I	C
RBAC Review	I	I	C	I	I	I	I	A/R	C	C

Infrastructure Review	I	C	A/R	C	C	I	I	I	I	C
Backup Verification	I	I	C	I	A/R	I	I	I	I	C
Disaster Recovery Verification	I	C	A/R	C	C	I	I	C	I	C
Application Patch Management	C	I	C	A/R	I	C	I	I	I	I
Legislative Updates	A/R	C	I	C	I	C	I	I	C	I
Business Rule Changes	C	I	I	C	I	C	I	I	A/R	I
Workflow Changes	C	I	I	C	I	C	I	I	A/R	I
Interface Monitoring	I	I	C	A/R	I	C	I	I	I	I
AAMVA Interface Validation	I	I	C	A/R	I	C	I	I	I	I
Database Optimization	I	I	C	I	A/R	I	I	I	I	I
Regression Testing	I	I	I	C	I	A/R	I	I	I	I
Release Certification	C	I	C	R	I	A/R	I	I	I	I
Incident Review	I	C	I	C	I	I	A/R	I	I	I
Root Cause Analysis	I	C	C	A/R	I	C	R	I	I	I
SLA Measurement	I	C	I	I	I	I	A/R	I	C	I
Executive Reporting	C	A/R	I	I	I	I	C	C	I	I
CAB Review	C	A/R	C	C	I	C	I	C	C	C

January 2028 Detailed Maintenance Calendar

Assumptions

- Production Maintenance Window:
  - Third Saturday each month
  - 10:00 PM to 2:00 AM
- CAB Meeting:
  - Second Thursday
- Executive Operations Review:
  - Fourth Thursday
- Weekly Operational Status Review:
  - Every Monday

January 2028 Calendar

January 3, 2028 (Monday)

Weekly Operations Review
Attendees
- Senior Project Manager
- Solution Architect
- Technical Lead
- Customer Care Manager

Agenda
- Review prior month's SLA performance
- Open incidents
- Change requests
- Upcoming maintenance activities

Approval
- None

January 4-5, 2028
Security & Compliance Review
Owner
- Security Officer

Activities
- Vulnerability assessment
- Security event review
- Azure Defender review
- SIEM review
- Privileged account audit
- Encryption certificate validation

Approvals
- WVDMV IT Security Review

January 6, 2028
Infrastructure Health Review
Owner
- Solution Architect

Activities
- Storage utilization review
- Compute utilization review
- Database growth review
- Backup verification review

Outputs
- Infrastructure Health Report
- Capacity Forecast Report

January 10-11, 2028
Monthly Application Enhancement Review
Owner
- Technical Lead

Activities
- Review approved enhancements
- Review legislative requests
- Review workflow modifications
- Review report changes

Approvals Required
- Product Director
- WVDMV Business Owner

January 13, 2028 (Thursday)
Monthly Change Advisory Board (CAB)

Chair

- Senior Project Manager

Participants

- Product Director
- Solution Architect
- Technical Lead
- QA Lead
- Security Officer
- WVDMV Business Owner
- WVDMV IT Lead

Agenda

- Security findings
- Open defects
- Planned releases
- Enhancement requests
- Operational risks
- Change approvals

Outputs

- CAB Approval Minutes
- Approved Change Log
- Implementation Schedule

January 17-18, 2028
Integration Validation
Owner

- Technical Lead

Interfaces Reviewed

- State-to-State
- DHR / SPEXS
- CDLIS
- DACH
- NRCME
- DIAE
- SSOLV
- AppEnhancer
- Courts
- eCitation
- IRP
- IFTA
- Mobile ID

Approvals

- Technical Lead Sign-Off

January 19-20, 2028
Regression Testing
Owner

- QA Lead

Activities

- Functional testing
- Integration testing
- Security testing
- Performance validation

Approval

- QA Certification Issued

January 21, 2028 (Friday)
Production Deployment Readiness Review
Required Approvals

Approval
Product Director
QA Lead
Solution Architect
WVDMV Business Owner
WVDMV IT Manager

Deliverables
- Go-Live Package
- Rollback Plan
- Release Notes
- Communication Notice

January 22, 2028 (Saturday)
Monthly Production Maintenance Window
10:00 PM – 2:00 AM
Owners
- Technical Lead
- Solution Architect
- Data Architect

Activities
- Approved software releases
- Security patches
- Database maintenance
- Workflow updates
- Reporting updates
- Interface updates
- Monitoring validation

Approval
- Change Ticket Closure Approval

January 24-26, 2028
Post-Implementation Validation
Owner
- QA Lead

Activities
- Smoke testing
- Business validation
- Interface verification
- User acceptance spot checks

Deliverable
- Production Validation Report

January 27, 2028 (Thursday)
Executive Operations Review
Chair
- Senior Project Manager

Attendees

- Product Director
- Executive Sponsor
- WVDMV Business Owner
- WVDMV IT Leadership

Review Topics

- Monthly SLA Report
- System Availability
- Security Scorecard
- Capacity Trends
- Open Risks
- Change Metrics
- Support Metrics
- Enhancement Roadmap

Deliverables

- Executive Operations Package
- Monthly SLA Report
- Monthly Security Report
- Monthly Performance Report
- Incident Trend Report
- Capacity Forecast
- Risk Register Update

January 31, 2028
Month-End Operations Closeout
Owner

- Senior Project Manager

Deliverables

- Monthly Operations Report
- CAB Summary
- Executive Dashboard
- Open Actions Register
- February Maintenance Schedule

This structure mirrors the governance, CAB process, PMO oversight, Azure operations, Jira-based support, runbooks, monthly operational reporting, QA certification, security reviews, and managed services approach outlined for i3 Transport360 in the WV DMV modernization proposal.

Appendix L – Requested Revisions to Terms and Conditions

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Paul Maple
General Counsel & Secretary

October 19, 2026

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

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

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

Dear Mr. Estep:

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

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

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

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

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

Paul Maple
General Counsel & Secretary

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

Sincerely,

Paul Maple
General Counsel & Secretary

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

EXHIBIT A

SOFTWARE AS A SERVICE AND PROFESSIONAL SERVICES AGREEMENT

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

INTENDING TO BE LEGALLY BOUND, i3 AND CUSTOMER AGREE:

1. Definitions. The following capitalized terms shall mean:

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

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

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

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

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

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

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

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

2. Rights Granted.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

SECTION 3: GENERAL TERMS AND CONDITIONS

Terms and conditions begin on the next page.

GENERAL TERMS AND CONDITIONS:

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

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

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

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

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

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

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

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

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

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

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

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

☑ **Term Contract**

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

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

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

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

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

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

☐ the contract will continue for _____ years;

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

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

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

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

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

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

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

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

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

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

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

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

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

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

☐

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

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

Vendor must maintain:

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

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

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

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

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

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

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

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

☐ [ ]

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

☐ [ ]

☐ [ ]

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

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

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

☐ _____ for _____.

☑ Liquidated Damages Contained in the Specifications.

☐ Liquidated Damages Are Not Included in this Contract.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

(Printed Name and Title) Stoney M. Hale, II, Executive Vice President-Transportation Sector

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

(Phone Number) / (Fax Number) Stoney Cell: (423) 773-2566 / Fax: (877) 684-8985

(email address) Stoney's email: shale@i3verticals.com

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

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

i3 Verticals, LLC

(Company)

Paul Maple

(Signature of Authorized Representative)

Paul Maple, General Counsel & Secretary, October 20, 2026

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

Corporate: (800) 203-7981, Fax: (877) 684-8985

(Phone Number) (Fax Number)

Corporate: info@i3verticals.com

(Email Address)

REQUEST FOR PROPOSAL

West Virginia DMV Driver Modernization System

i3 Verticals, LLC

(Company)

Paul Maple, General Counsel & Secretary — *Paul Maple*

(Representative Name, Title)

(800) 203-7981 / (877) 684-8985

(Contact Phone/Fax Number)

October 20, 2026

(Date)

WVDMV Driver Modernization RFP Compliance Matrix

#	Rqt. ID	Source Area	Priority	Requirement Text	Compliance	i3 Verticals' Response
1	2.1 – 1.11	Instructions to Vendors	Administrative/ Disqualification	Review documents thoroughly, Description of mandatory terms, RFP Questions Details, Buyer Contact, Bid Submission, Bid Opening, Addendum Acknowledgment, Bid Formatting, Alternative Model or Brand, and Communication Limitations	Comply	N/A
2	2.12	Instructions to Vendors	Disqualification	Apparent successful vendor must be registered with the WV Purchasing Division and pay the $125 fee if applicable.	Comply	i3 Verticals is registered with a current status with the State of WV through the wvOasis VSS portal, Vendor Code: VS0000005239
3	2.13	Instructions to Vendors	Disqualification	Unit prices prevail if pricing conflicts.	Comply	i3 Verticals, LLC will reconcile unit rates, extensions, phase totals, and the evaluated total in the current Attachment A workbook; unit prices will control in any conflict.
4	2.14	Instructions to Vendors	Administrative	Any statutory preference request must be written, specific, and supported in the bid.	Comply	i3 Verticals, LLC acknowledges this instruction.
5	2.15	Instructions to Vendors	Administrative	Eligible non-resident small, women-owned, or minority-owned businesses must self-identify in writing and be properly certified to receive preference.	Comply	i3 Verticals, LLC is a foreign business, and does not identify as small, women-owned, or minority.
6	2.16	Instructions to Vendors	Administrative	The Director may waive minor irregularities.	Acknowledged	i3 Verticals, LLC acknowledges this instruction.
7	2.17	Instructions to Vendors	Disqualification	Any electronic files must be immediately viewable and not inaccessible due to encryption, passwords, or incompatible formats.	Comply	i3 Verticals, LLC satisfies this requirement through viewable signed hard-copy technical and cost volumes, validated electronic media, controlled addendum acknowledgement, and documented delivery receipts
8	2.18	Instructions to Vendors	Disqualification	The State may reject a non-responsible vendor.	Comply	i3 Verticals, LLC acknowledges this instruction.
9	2.19	Instructions to Vendors	Administrative	The State may accept or reject all or part of a bid.	Acknowledged	i3 Verticals, LLC acknowledges this instruction.

#	Rqt. ID	Source Area	Priority	Requirement Text	Compliance	i3 Verticals' Response
18	3.6	General Terms and Conditions	Contract	Emergency purchases: State may procure elsewhere during approved emergencies without breach.	Comply	i3 Verticals, LLC acknowledges this requirement and will incorporate it into the current i3 Transport360 offer and resulting contract without exception.
19	3.7	General Terms and Conditions	Contract	Required documents: Provide required license/certification/permit evidence upon request, including specification-specific evidence.	Comply	i3 Verticals, LLC acknowledges this requirement and will incorporate it into the current i3 Transport360 offer and resulting contract without exception.
20	3.8	General Terms and Conditions	Contract	Insurance: Maintain CGL $1M/occurrence, auto $1M/occurrence, professional/E&O $2M/occurrence, cyber $10M; list WVDOT as additional insured on cyber policy; provide proof before award and continuity evidence.	Comply	i3 Verticals, LLC will maintain the required CGL, automobile, professional/E&O, cyber, and workers' compensation coverage and provide current certificates and additional-insured evidence in the form of a COI included with this proposal in Appendix C of our Technical Response.
21	3.9	General Terms and Conditions	Contract	Workers' compensation: Comply with applicable law and furnish proof on request.	Comply	i3 Verticals, LLC acknowledges this requirement and will provide proof upon request, without exception.
22	3.10	General Terms and Conditions	Contract	Venue: Claims and other actions must be brought in the WV forum authorized by statute.	Comply	i3 Verticals, LLC acknowledges this requirement and will expect it in any resulting contract without exception.
23	3.11	General Terms and Conditions	Contract	Liquidated damages: Specification-defined liquidated damages apply and do not limit other remedies.	Comply	i3 Verticals, LLC acknowledges this requirement and will expect it in any resulting contract without exception.
24	3.12	General Terms and Conditions	Contract	Acceptance: Signature represents compliance with mandatory requirements and acceptance of terms unless clearly stated otherwise.	Comply	Acknowledged.

#	Rqt. ID	Source Area	Priority	Requirement Text	Compliance	i3 Verticals' Response
31	3.19	General Terms and Conditions	Contract	Cancellation: Immediate cancellation for nonconforming materials/workmanship; State may also cancel on 30 days' written notice.	Comply	i3 Verticals, LLC acknowledges this requirement and will incorporate it into the current i3 Verticals offer and resulting contract without exception.
32	3.20	General Terms and Conditions	Contract	Time: Time is of the essence.	Comply	i3 Verticals, LLC acknowledges this requirement and will incorporate it into the current i3 Verticals offer and resulting contract without exception.
33	3.21	General Terms and Conditions	Contract	Applicable law: West Virginia law governs; contrary language is void.	Comply	i3 Verticals, LLC acknowledges this requirement and will incorporate it into the current i3 Verticals offer and resulting contract without exception.
34	3.22	General Terms and Conditions	Contract	Compliance with laws: Vendor and subcontractors must comply with applicable federal, state, and local requirements.	Comply	i3 Verticals, LLC acknowledges this requirement and will incorporate it into the current i3 Verticals offer and resulting contract without exception.
35	3.23	General Terms and Conditions	Contract	Arbitration: Arbitration references are deleted and void.	Acknowledged	i3 Verticals, LLC acknowledges this requirement and will incorporate it into the current i3 Verticals offer and resulting contract without exception.
36	3.24	General Terms and Conditions	Contract	Modifications: Changes require mutual written consent and required State/Attorney General approvals before affected work.	Comply	i3 Verticals, LLC acknowledges this requirement and will incorporate it into the current i3 Verticals offer and resulting contract without exception.



WVDMV Driver Modernization RFP Compliance Matrix

#	Rqt. ID	Source Area	Priority	Requirement Text	Compliance	i3 Verticals' Response
43	3.31	General Terms and Conditions	Contract	Public document: Proposal and resulting contract are public; do not submit material claimed confidential, proprietary, or trade secret.	Comply	i3 Verticals, LLC acknowledges the privacy / security / confidentiality requirement. Per the RFP, several implementation plans are requested. These documents include confidential, proprietary, and trade secret data in accordance with WV Confidentiality and Trade Secret Laws **(W. Va. Code §§ 47-22-1 to 47-22-10).** i3 Verticals would request that all Appendices be held from public release and has separated the Appendices from the main Technical Proposal to accommodate this request.
44	3.32	General Terms and Conditions	Contract	Licensing: Vendor and subcontractors must be licensed, in good standing, and current on State/local obligations.	Comply	i3 Verticals, LLC acknowledges this requirement and will incorporate it into the current i3 Verticals offer and resulting contract without exception.
45	3.33	General Terms and Conditions	Contract	Antitrust: Vendor assigns specified antitrust causes of action to the State.	Comply	i3 Verticals, LLC acknowledges this requirement and will incorporate it into the current i3 Verticals offer and resulting contract without exception.
46	3.34	General Terms and Conditions	Contract	Vendor non-conflict: Disclose interests that could compromise performance.	Comply	i3 Verticals, LLC acknowledges this requirement and will incorporate it into the current i3 Verticals offer and resulting contract without exception.
47	3.35	General Terms and Conditions	Contract	Vendor relationship: Independent contractor; vendor controls and pays its personnel and bears related obligations.	Comply	i3 Verticals, LLC acknowledges this requirement and will incorporate it into the current i3 Verticals offer and resulting contract without exception.



WVDMV Driver Modernization RFP Compliance Matrix

#	Rqt. ID	Source Area	Priority	Requirement Text	Compliance	i3 Verticals' Response
54	3.42	General Terms and Conditions	Contract	Domestic aluminum, glass, and steel: Comply with public-works domestic-material requirements where applicable.	Comply	i3 Verticals, LLC acknowledges this requirement and will incorporate it into the current i3 Verticals offer and resulting contract without exception.
55	3.43	General Terms and Conditions	Contract	Interested-party disclosure: For contracts at/above $1M, submit pre-work and post-completion/termination disclosures unless the public-company exception applies.	Comply	i3 Verticals, LLC acknowledges this requirement and will incorporate it into the current i3 Verticals offer and resulting contract without exception.
56	3.44	General Terms and Conditions	Contract	New commodities: Provide new, unused commodities unless the solicitation expressly permits otherwise.	Comply	i3 Verticals, LLC acknowledges the new commodities requirement and expects it in the resulting contract without exception.
57	3.45	General Terms and Conditions	Contract	Void clauses: Terms prohibited by WV Code are automatically void.	Comply	i3 Verticals, LLC acknowledges the new commodities requirement and expects it in the resulting contract without exception.
58	3.46	General Terms and Conditions	Contract	Israel boycott: Vendor may not engage in a boycott of Israel during the contract term.	Comply	i3 Verticals, LLC acknowledges the new commodities requirement and expects it in the resulting contract without exception.
59	4.2.1.1	Goals and Objectives	Scored	Replace the mainframe with a scalable, responsive, vendor-supported web application with little or no customer interruption.	Comply	i3 Verticals, LLC acknowledges the new commodities requirement and expects it in the resulting contract without exception.

#	Rqt. ID	Source Area	Priority	Requirement Text	Compliance	i3 Verticals' Response
66	4.2.2.1	Mandatory Project Requirements	Disqualification / Scored	Comply with West Virginia Code and Administrative Rules. Comply with AAMVA policies/standards, REAL ID, NHTSA, and FMCSA requirements.	Comply	i3 Transport360 will be configured to comply with West Virginia law and administrative rules and with applicable AAMVA, REAL ID, NHTSA, and FMCSA requirements.
67	4.2.2.2	Mandatory Project Requirements	Disqualification / Scored	Maintain compliance with the State Enterprise Architecture standards.	Comply	i3 Transport360 will be configured to comply with State Enterprise Architecture standards.
68	4.2.2.3	Mandatory Project Requirements	Disqualification / Scored	Upgrade/replace the AAMVA UNI integration layer with REST APIs operating against the existing mainframe within 12 months of contract execution and delivery order. Operate REST services as a full managed service, including monitoring, patching, scaling, and first-line incident response. Provide OpenAPI specifications, signed interface agreements, State-to-State connection, enterprise API gateway, testing, parity, mapping/reconciliation, rollback, runbooks, dashboards, and monthly reports. Final acceptance after 90 continuous days without a Critical defect; Agency may reset the clock after a Critical defect.	Comply	i3 Verticals will deliver REST APIs against the existing mainframe in parallel with MVP work, operate the APIs as a fully managed service, and provide ICD/OpenAPI artifacts, monitoring, patching, incident support, testing, rollback/runbooks, dashboards, reports, and 90-day acceptance support. Delivery of the MVP and then the full i3 Transport360 system will be delivered in accordance with the timeline in RFP section 4.2 and this response.
69	4.2.2.4	Mandatory Project Requirements	Disqualification / Scored	Deliver an API-driven, web-based system with no desktop-client dependency; fully replace the mainframe with zero loss of authoritative data within 18 months of release order. Support all driver license/ID types, undercover credentials, mobile	Comply	i3 Transport360 will be an API-driven, browser-based system without desktop-client dependency. i3 Verticals will perform business analysis, configuration, testing, training, deployment, migration, support, and operations; maintain traceability and design/change controls; support the required functional scope; conduct mock conversions and acceptance testing; and provide stabilization and knowledge transfer.



WVDMV Driver Modernization RFP Compliance Matrix

#	Rqt. ID	Source Area	Priority	Requirement Text	Compliance	i3 Verticals' Response
71	4.2.2.6	Mandatory Project Requirements	Disqualification / Scored	Create an Agency-approved master test plan and use automation where practical. Execute unit, sprint/initial user, system, integration, security, performance, UAT support, and regression testing in sequence. Provide test reports, test data, environments, logs, traceability, defect tracking, remediation, and retesting at Vendor cost. WVDMV sets defect priority and retains online access to the defect log.	Comply	i3 Verticals will provide a WVDMV-approved master test approach covering unit, sprint, system, integration, security, performance, UAT, and regression testing; it will maintain test data, evidence, traceability and defect logs, remediate defects, and support retesting during the Discovery phase, following contracting.
72	4.2.2.7	Mandatory Project Requirements	Disqualification / Scored	Implement every Attachment B interface plus all internal interfaces needed for end-to-end operation. Include a reserve for five additional medium-complexity interfaces. Own specifications, mappings, Vendor-side code, remediation, coordination, cutover/stabilization, and post-production support; coordinate State/partner-side work.	Comply	i3 Verticals commits to all Attachment B and internal interfaces, including specifications, mappings, Vendor-side build, testing, remediation, partner coordination, cutover, stabilization, and production support. The prior response states an unlimited number of interfaces, exceeding the five-interface reserve, subject to current pricing confirmation.
73	4.2.2.8	Mandatory Project Requirements	Disqualification / Scored	Configure all standard solution reports. Include design, development, and testing of at least 40 medium-complexity reports.	Comply	i3 Transport360 will provide all standard reports and commits to as many reports, irrespective of complexity, as needed for all phases, exceeding the current minimum of 40 medium-complexity reports.
74	4.2.2.9	Mandatory Project Requirements	Disqualification / Scored	Lead joint migration planning and execution; produce a plan for each deliverable covering profiling, cleansing, de-duplication, mappings, reconciliation, validation, test runs, rollback, roles, and timing. Build and test automated conversion programs,	Comply	i3 Verticals will lead joint migration planning, profiling, cleansing/de-duplication rules, field mapping, automated conversion, reconciliation, exception handling, test runs, rollback planning, at least two mock conversions per deployment, production verification, and certification support. Two (2) full mock conversions per deployment are included with this proposal to certify and verify each deployment in Appendix J.

#	Rqt. ID	Source Area	Priority	Requirement Text	Compliance	i3 Verticals' Response
				Give at least one week notice before using a mutually agreed monthly maintenance window.		
78	4.2.2.13	Mandatory Project Requirements	Disqualification / Scored	Public components must comply with Section 508 and be certified WCAG 2.1 AA before UAT; support assistive technology such as JAWS. Provide configurable rules/values, consistent labels, real-time updates, input validation, masking, system help, field-level help, and comprehensive user documentation.	Comply	i3 Transport360 will provide WCAG 2.1 AA and Section 508-compliant public components, certification before UAT, keyboard/screen-reader support, configurable business rules, consistent labels, real-time updates, validation/masking, system and field help, and user documentation.
79	4.2.2.14	Mandatory Project Requirements	Disqualification / Scored	Store documents within the solution and link them to master records/transactions. Integrate with OpenText AppEnhancer for linked viewing/retrieval by authorized users.	Comply	i3 Transport360 includes secure internal document upload/scanning, automatic indexing, unique document IDs, RBAC, and encryption, and will integrate with OpenText AppEnhancer through an Agency-provided API package.
80	4.2.2.15	Mandatory Project Requirements	Disqualification / Scored	Audit all database access and updates across online, batch, web-service, and self-service channels. Capture user/program, action, timestamp, old/new values, report execution, configurable notifications, retention, and archiving.	Comply	i3 Transport360 will audit database access and updates across all channels and record user/program, action, time, and old/new values; it will support report-execution audit, notifications, retention, and archiving.
81	4.2.2.16	Mandatory Project Requirements	Disqualification / Scored	Operate, maintain, and support the solution through deployment, post-go-live, acceptance, and the contract term. Provide RACI, cloud architecture plan, license list, and annual total cost of ownership for solution/cloud infrastructure including network traffic. Provide application	Comply	i3 Verticals will operate and support i3 Transport360 through deployment and the contract term, including cloud operations, managed services, a 2,000-hour annual enhancement reserve, first-60-day Tier 1 assistance, Tier 2/3 coverage, patching, supplier escalation, testing, documentation, change control, root-cause analysis, and environment consistency. RACI models have been included throughout this response and within some of the response appendices.

#	Rqt. ID	Source Area	Priority	Requirement Text	Compliance	i3 Verticals' Response
85	4.2.3.4	Desired Requirements	Desired / Scored	Maintain staff experience at or above proposed levels.	Comply	i3 Verticals will maintain staffing at or above proposed experience levels and replace personnel only with equal-or-better qualifications.
86	4.2.3.5	Desired Requirements	Desired / Scored	Disclose all subcontractors and roles; obtain approval before adding others.	Comply	i3 Verticals will disclose all subcontractors, roles, and qualifications, obtain approval for additions, flow down obligations, and provide subcontracts on request, if any become necessary.
87	4.2.3.3-SC1	Desired Requirements – Service Credits	Contract / Desired	$1,000 per hour or part thereof for missed acknowledgement/diagnostic time on Severity 1 or 2; $500 per hour for Severity 3.	Comply	i3 Verticals acknowledges the service-credit obligation and will manage it through Jira, SLA, and the incident, availability, and corrective-action processes.
88	4.2.3.3-SC2	Desired Requirements – Service Credits	Contract / Desired	$5,000 per hour or part thereof for missed Severity 1 resolution; $1,000 per hour for missed Severity 2 or 3 quarterly targets.	Comply	i3 Verticals acknowledges the service-credit obligation and will manage it through the project SLA, incident, availability, and corrective-action processes.
89	4.2.3.3-SC3	Desired Requirements – Service Credits	Contract / Desired	$10,000 per hour of production downtime outside allowed parameters when within Vendor control.	Comply	i3 Verticals acknowledges the service-credit obligation and will manage it through the project SLA, incident, availability, and corrective-action processes.
90	4.3.1.1	Qualifications and Experience	Desired	Proposed driver license solution has been in production for at least one U.S. jurisdiction by proposal date.	System Does Not Meet	i3 Verticals has led more than 35 complex government integrations and installed key driver-license components in more than two jurisdictions, with components of i3 Transport360 deployed throughout several U.S. jurisdictions.



WVDMV Driver Modernization RFP Compliance Matrix

#	Rqt. ID	Source Area	Priority	Requirement Text	Compliance	i3 Verticals' Response
97	5.3.2	Proposal Format and Submission	Disqualification / Production	Title page must include subject, RFP number, vendor identity/address/phone/fax, contact name/email, signature, and date.	Comply	Included in both in the Technical & Cost Responses
98	5.3.3	Proposal Format and Submission	Disqualification / Production	Include a section/page-number table of contents.	Comply	Included with both Technical and Cost responses.
99	5.3.4	Proposal Format and Submission	Disqualification / Production	Clearly reference each RFP request.	Comply	Included with our Technical Response in accordance with submittal instructions..
100	5.3.5	Proposal Format and Submission	Disqualification / Production	Submit before the Section 2 deadline.	Comply	
101	5.3.6	Proposal Format and Submission	Disqualification / Production	English, 8.5 x 11 inch pages, uniquely numbered; foldouts/oversize exhibits allowed.	Comply	
102	5.3.6.1	Proposal Format and Submission	Disqualification / Production	Technical proposal maximum 100 pages, excluding resumes and required forms.	Comply	Our response does not exceed 100 pages less those defined by WVDMV and the Table of Contents.



WVDMV Driver Modernization RFP Compliance Matrix

#	Rqt. ID	Source Area	Priority	Requirement Text	Compliance	i3 Verticals' Response
109	5.3.6.2.8	Proposal Format and Submission	Disqualification / Production	Project management methodology, maximum five pages.	Comply	Included in section 3 of our Technical Response.
110	5.3.6.2.9	Proposal Format and Submission	Disqualification / Production	Knowledge transfer and technical training during first production year for WVDOT IT takeover.	Comply	Please reference section 3 of our Technical Response.
111	5.3.6.2.10	Proposal Format and Submission	Disqualification / Production	Up to three references; at least one driver-license implementation and one vehicle-registration implementation.	Comply	Please reference section 3 of our Technical Response.
112	5.3.6.3	Proposal Format and Submission	Disqualification / Production	PDF technical proposal on flash drive with original printed copy.	Comply	Provided within proposal package.
113	5.3.7	Proposal Format and Submission	Disqualification / Production	Cost proposal in Attachment A Excel; print it and provide completed Excel on flash drive.	Comply	Provided within proposal package.
114	6.EVAL-1	Evaluation and Award	Scoring	Approach & methodology to goals/objectives (§4.2.1): 15	Comply	Please reference the Goals and Mandatory Requirements (Section 4.2) of our Technical Response.

#	Rqt. ID	Source Area	Priority	Requirement Text	Compliance	i3 Verticals' Response
121	6.EVAL-8	Evaluation and Award	Scoring	Total proposal: 100	Comply	
122	ATT-A.1	Attachment A – Cost Sheet	Disqualification / Cost	Complete the prescribed Excel cost workbook, print it, include the native file on flash drive, keep it separate from technical content, and include TCO, network traffic, five extra interfaces, at least 40 reports, and up to 2,000 enhancement hours/year.	Comply	Included separately with this response.
123	ATT-B.DMV-1	Attachment B – System Integrations	Mandatory / Interface	Implement and support Problem Driver Pointer System (POPS). AAMVA; bidirectional; REST transition and MVP retest.	Comply	i3 Transport360 will implement and support the Problem Driver Pointer System (POPS) interface using the required secure real-time, batch, AAMVA, State WAN, or partner pattern; i3 Verticals will document the ICD/specifications and mappings, perform Vendor-side build and testing, coordinate partner work, and support cutover and production.
124	ATT-B.DMV-2	Attachment B – System Integrations	Mandatory / Interface	Implement and support Social Security Number Online Verification (SSOLV). AAMVA; one-direction verification; REST transition and MVP retest.	Comply	i3 Transport360 will implement and support the Social Security Number Online Verification (SSOLV) interface using the required secure real-time, batch, AAMVA, State WAN, or partner pattern; i3 Verticals will document the ICD/specifications and mappings, perform Vendor-side build and testing, coordinate partner work, and support cutover and production.
125	ATT-B.DMV-3	Attachment B – System Integrations	Mandatory / Interface	Implement and support Commercial Driver License Information System (CDLIS). AAMVA; bidirectional; REST transition and MVP retest.	Comply	i3 Transport360 will implement and support the Commercial Driver License Information System (CDLIS) interface using the required secure real-time, batch, AAMVA, State WAN, or partner pattern; i3 Verticals will document the ICD/specifications and mappings, perform Vendor-side build and testing, coordinate partner work, and support cutover and production.



WVDMV Driver Modernization RFP Compliance Matrix

#	Rqt. ID	Source Area	Priority	Requirement Text	Compliance	i3 Verticals' Response
132	ATT-B.DMV-10	Attachment B – System Integrations	Mandatory / Interface	Implement and support Active Directory. Statewide AD; bidirectional; SSO for solution and vendor-built maintenance/monitoring/reporting forms.	Comply	i3 Transport360 will implement and support the Active Directory interface using the required secure real-time, batch, AAMVA, State WAN, or partner pattern; i3 Verticals will document the ICD/specifications and mappings, perform Vendor-side build and testing, coordinate partner work, and support cutover and production.
133	ATT-B.DMV-11a	Attachment B – System Integrations	Mandatory / Interface	Implement and support CDL Testing - CSTIMS. Real-time AAMVAnet/State WAN; bidirectional; capture third-party and DMV center results.	Comply	i3 Transport360 will implement and support the CDL Testing - CSTIMS interface using the required secure real-time, batch, AAMVA, State WAN, or partner pattern; i3 Verticals will document the ICD/specifications and mappings, perform Vendor-side build and testing, coordinate partner work, and support cutover and production.
134	ATT-B.DMV-11b	Attachment B – System Integrations	Mandatory / Interface	Implement and support CDL Testing - learning permit testing. Automate currently manual result flow into the new driver license system; identified as preferred.	Comply	i3 Transport360 will implement and support the CDL Testing - learning permit testing interface using the required secure real-time, batch, AAMVA, State WAN, or partner pattern; i3 Verticals will document the ICD/specifications and mappings, perform Vendor-side build and testing, coordinate partner work, and support cutover and production.
135	ATT-B.DMV-11c	Attachment B – System Integrations	Mandatory / Interface	Implement and support CDL Testing - tablet skills testing. Automate field-based tablet road-test results into the driver license system.	Comply	i3 Transport360 will implement and support the CDL Testing - tablet skills testing interface using the required secure real-time, batch, AAMVA, State WAN, or partner pattern; i3 Verticals will document the ICD/specifications and mappings, perform Vendor-side build and testing, coordinate partner work, and support cutover and production.
136	ATT-B.DMV-12*	Attachment B – System Integrations	Mandatory / Interface	Implement and support Online Driver License and Identification Card Renewals. WV Interactive (NIC)-Tyler; secure middleware; partial bidirectional integration to MVP.	Comply	i3 Transport360 will implement and support the Online Driver License and Identification Card Renewals interface using the required secure real-time, batch, AAMVA, State WAN, or partner pattern; i3 Verticals will document the ICD/specifications and mappings, perform Vendor-side build and testing, coordinate partner work, and support cutover and production.
137	ATT-B.DMV-13	Attachment B – System Integrations	Mandatory / Interface	Implement and support Online Driver License and ID Card Duplicates. WV Interactive (NIC)-Tyler; partial bidirectional integration to MVP.	Comply	i3 Transport360 will implement and support the Online Driver License and ID Card Duplicates interface using the required secure real-time, batch, AAMVA, State WAN, or partner pattern; i3 Verticals will document the ICD/specifications and mappings, perform Vendor-side build and testing, coordinate partner work, and support cutover and production.

#	Rqt. ID	Source Area	Priority	Requirement Text	Compliance	i3 Verticals' Response
144	ATT-B.DMV-20	Attachment B – System Integrations	Mandatory / Interface	Implement and support Mobile ID. IDEMIA; encrypted real-time mobile app/system-of-record exchange; bidirectional.	Comply	I3 Transport360 will implement and support the Mobile ID interface using the required secure real-time, batch, AAMVA, State WAN, or partner pattern; i3 Verticals will document the ICD/specifications and mappings, perform Vendor-side build and testing, coordinate partner work, and support cutover and production.
145	ATT-B.DMV-21	Attachment B – System Integrations	Mandatory / Interface	Implement and support Back Office. IDEMIA; statewide DMV WAN/secure APIs; bidirectional.	Comply	I3 Transport360 will implement and support the Back Office interface using the required secure real-time, batch, AAMVA, State WAN, or partner pattern; i3 Verticals will document the ICD/specifications and mappings, perform Vendor-side build and testing, coordinate partner work, and support cutover and production.
146	ATT-B.DMV-22	Attachment B – System Integrations	Mandatory / Interface	Implement and support Web Enrollment. IDEMIA; secure real-time HTTPS services; biometric and identity-data synchronization.	Comply	i3 Transport360 will implement and support the Web Enrollment interface using the required secure real-time integration. i3 Verticals will document the ICD/specifications and mappings, perform Vendor-side build and testing, coordinate partner work, and support cutover and production.
147	ATT-B.DMV-23	Attachment B – System Integrations	Mandatory / Interface	Implement and support DMV Financial and Cash Remittance System. dmvFIRST / State Treasury / WV Pay; partial bidirectional.	Comply	i3 Transport360 includes an updated, integral DMV Financial and Cash Remittance Systems.
148	ATT-B.DMV-24	Attachment B – System Integrations	Mandatory / Interface	Implement and support West Virginia Financial Systems. wvOASIS; financial transactions; bidirectional; current flow described as manual.	Comply	i3 Transport360 will implement and support the West Virginia Financial Systems interface using the required secure real-time, batch, AAMVA, State WAN, or partner pattern; i3 Verticals will document the ICD/specifications and mappings, perform Vendor-side build and testing, coordinate partner work, and support cutover and production.
149	ATT-B.DMV-25	Attachment B – System Integrations	Mandatory / Interface	Implement and support DMV Electronic Image Warehouse. OpenText AppEnhancer; secure real-time document/image access; bidirectional.	Comply	i3 Transport360 will implement and support the DMV Electronic Image Warehouse interface using the required secure real-time, batch, AAMVA, State WAN, or partner pattern; i3 Verticals will document the ICD/specifications and mappings, perform Vendor-side build and testing, coordinate partner work, and support cutover and production.

#	Rqt. ID	Source Area	Priority	Requirement Text	Compliance	i3 Verticals' Response
156	ATT-B.DMV-32	Attachment B – System Integrations	Mandatory / Interface	Implement and support Other automated testing systems. Auto Test, remote web test, and tablet road-test capabilities; move from manual/no integration to bidirectional integration.	Comply	i3 Transport360 will implement and support the Other automated testing systems interface using the required secure real-time, batch, AAMVA, State WAN, or partner pattern; i3 Verticals will document the ICD/specifications and mappings, perform Vendor-side build and testing, coordinate partner work, and support cutover and production.
157	ATT-C.1	Attachment C – WVDMV Privacy Program	Mandatory / Privacy	Treat photographs/images, Social Security numbers, driver license/ID numbers, names/addresses, phone numbers, medical/disability information, email, payment information, and other identifying data as protected PII.	Comply	i3 Transport360 will enforce least-privilege access, RBAC, encryption, logging, secure handling, workforce confidentiality/training, and incident escalation for WVDMV PII.
158	ATT-C.2	Attachment C – WVDMV Privacy Program	Mandatory / Privacy	Apply minimum-necessary and limited-use principles; access only data required for a legitimate assignment.	Comply	i3 Transport360 will enforce least-privilege access, RBAC, encryption, logging, secure handling, workforce confidentiality/training, and incident escalation for WVDMV PII.
159	ATT-C.3	Attachment C – WVDMV Privacy Program	Mandatory / Privacy	Do not release PII except to permitted users under applicable law and contract; do not disclose DMV personal information over the phone or to news media absent lawful authorization.	Comply	i3 Transport360 will enforce least-privilege access, RBAC, encryption, logging, secure handling, workforce confidentiality/training, and incident escalation for WVDMV PII.
160	ATT-C.4	Attachment C – WVDMV Privacy Program	Mandatory / Privacy	Secure PII in all formats, including locked physical storage, secure scanning, proper shredding, workstation locking, and logoff practices.	Comply	i3 Transport360 will enforce least-privilege access, RBAC, encryption, logging, secure handling, workforce confidentiality/training, and incident escalation for WVDMV PII.



WVDMV Driver Modernization RFP Compliance Matrix

#	Rqt. ID	Source Area	Priority	Requirement Text	Compliance	i3 Verticals' Response
167	ATT-E.2	Attachment E – WV Cloud Addendum	Mandatory / Cloud	Protection: Administrative, technical, and physical safeguards; applicable privacy law; third-party MFA integration; PCI DSS when payment-card data is handled; encryption of personal and non-public data at rest and in transit.	Comply	i3 Transport360 will apply the prior accepted cloud obligations to the current solution, including U.S. data location, State data ownership, encryption/MFA, incident response, legal-request handling, return/destruction, personnel controls, assurance evidence, change management, continuity, and accessibility as applicable.
168	ATT-E.3	Attachment E – WV Cloud Addendum	Mandatory / Cloud	Incident reporting: Confirmed security incident as soon as practicable and no later than 24 hours; breach/unauthorized non-public access reported immediately; detailed known facts within 72 hours.	Comply	i3 Transport360 will apply the prior accepted cloud obligations to the current solution, including U.S. data location, State data ownership, encryption/MFA, incident response, legal-request handling, return/destruction, personnel controls, assurance evidence, change management, continuity, and accessibility as applicable.
169	ATT-E.4	Attachment E – WV Cloud Addendum	Mandatory / Cloud	Breach response: 24x7 primary security contact; full cooperation, records/logs, remediation, documentation, and vendor-paid costs when caused by breach of encryption/prevention obligations.	Comply	I3 Transport360 will apply the prior accepted cloud obligations to the current solution, including U.S. data location, State data ownership, encryption/MFA, incident response, legal-request handling, return/destruction, personnel controls, assurance evidence, change management, continuity, and accessibility as applicable.
170	ATT-E.5	Attachment E – WV Cloud Addendum	Mandatory / Cloud	Legal requests: Notify the State before responding to discovery, holds, subpoenas, or other legal demands unless prohibited by law.	Comply	I3 Transport360 will apply the prior accepted cloud obligations to the current solution, including U.S. data location, State data ownership, encryption/MFA, incident response, legal-request handling, return/destruction, personnel controls, assurance evidence, change management, continuity, and accessibility as applicable.
171	ATT-E.6	Attachment E – WV Cloud Addendum	Mandatory / Cloud	Termination / disposal: Orderly data return; no intentional deletion during suspension; retention windows of 10/30/60 days depending on termination type if no other agreement; NIST-approved deletion and destruction certificates.	Comply	I3 Transport360 will apply the prior accepted cloud obligations to the current solution, including U.S. data location, State data ownership, encryption/MFA, incident response, legal-request handling, return/destruction, personnel controls, assurance evidence, change management, continuity, and accessibility as applicable.