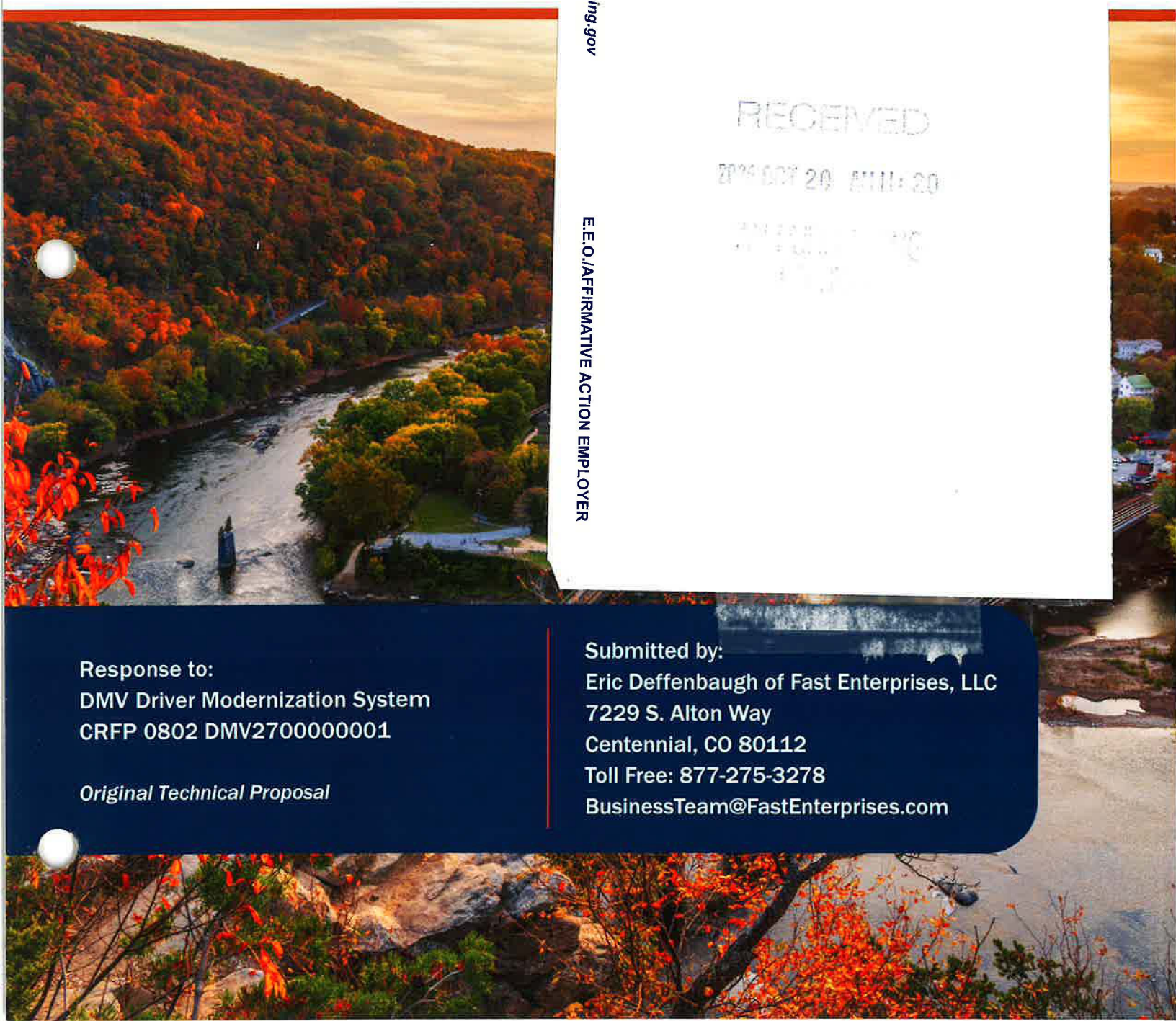
FAST ENTERPRISES

STATE OF WEST VIRGINIA

Department of Transportation, Division of Motor Vehicles



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E.E.O./AFFIRMATIVE ACTION EMPLOYER

RECEIVED
2016 OCT 20 AM 11:20

Response to:
DMV Driver Modernization System
CRFP 0802 DMV2700000001

Original Technical Proposal

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

TITLE PAGE

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

RFP Subject: West Virginia DMV Driver Modernization System

RFP Number: CRFP 0802 DMV2700000001

Vendor Name: Fast Enterprises, LLC

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

Telephone: 877-275-3278

Fax: 303-770-3701

Contact Person: Eric Deffenbaugh

Email Address: BusinessTeam@FastEnterprises.com

Vendor Signature: 

Date: October 20, 2026

	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

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

VENDOR

Vendor Customer Code: VS0000021262
Vendor Name : Fast Enterprises, LLC
Address : 7229 S. Alton Way
Street :
City : Centennial
State : CO **Country :** USA **Zip :** 80112
Principal Contact : Eric Deffenbaugh
Vendor Contact Phone: 877-275-3278 **Extension:**

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

Vendor Signature X  **FEIN#** 30-0951152 **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:
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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

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
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Proc Folder: 2062022 **Doc Description:** RFP to Modernize the DMV Driver System **Proc Type:** Central Master Agreement			**Reason for Modification:** ADDENDUM NO_1 Vendor Questions and Response Attach revised Att. A Pricing Page. Attach other Docs - See Header
Date Issued	**Solicitation Closes**	**Solicitation No**	**Version**
2026-10-09	2026-10-20 13:30	CRFP 0802 DMV2700000001	2

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VENDOR

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City : Centennial
State : CO **Country :** USA **Zip :** 80112
Principal Contact : Eric Deffenbaugh
Vendor Contact Phone: 877-275-3278 **Extension:**

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

Vendor Signature X **FEIN#** 30-0951152 **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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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

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FAST ENTERPRISES

COVER LETTER

October 20, 2026

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

Dear Mr. Estep,

Fast Enterprises, LLC (FAST) is pleased to present this proposal to the West Virginia Department of Transportation's Division of Motor Vehicle (WVDMV) in response to solicitation number CRFP 0802 DMV2700000001, DMV Driver Modernization System. We propose to provide WVDMV with our production-proven software and a record of successful project delivery for the 29 motor vehicle agencies in 27 U.S. jurisdictions who have selected FAST as their modernization vendor for Driver Services (FastDS), Vehicle Services (FastVS), or both (FastDS-VS). In this proposal, we offer WVDMV the same commitment to project delivery and success through:

- **Implementation of FastDS, our fully configurable commercial off-the-shelf (COTS) Driver Services solution** for the administration of modern driver licensing, identity, enforcement, compliance, and related Driver Services programs. FastDS is hosted in a fully managed AWS commercial-cloud environment and includes built-in AAMVA Exchange capabilities, REST-based services, workflow automation, reporting, security, customer self-service functionality, and the comprehensive features of our FastCore government software platform, enabling WVDMV to retire its aging Driver License System and establish a modern system of record.
- **A proven modernization strategy that combines Driver Services modernization and AAMVA modernization in a single twelve-month implementation.** Through our production-proven FastCore Implementation Methodology, FAST will deliver both the required Driver Services minimum viable product (MVP) and REST-based AAMVA services through one coordinated FastDS deployment on January 1, 2028. This schedule meets WVDMV's required AAMVA modernization timeline while delivering the MVP five months ahead of the State's June 2028 target date, reducing project risk, eliminating unnecessary implementation complexity.
- **A highly experienced team of FAST software, business, technical, and project-delivery professionals who will serve as WVDMV's single accountable modernization partner.** As the developer, implementer, hosting provider, and long-term support provider for FastDS, FAST delivers a single-provider model that has been proven through decades of successful government modernization projects and Driver Services implementations across U.S. motor vehicle agencies.

In accordance with RFP Section 5.3.6.2.1, FAST confirms:

- FAST is not proposing, nor do we require, the use of subcontractors for the WVDMV Driver Modernization System project or contract. FAST will serve as WVDMV's prime and sole contractor and provide a single point of accountability for the success of the modernization.
- Our FAST project personnel will collaborate with your agency project personnel as part of a joint project team, and the Charleston office location will be primarily responsible for the delivery of the work. Full-time FAST project team members will live in the Charleston area during their time on the project. Additional project support will be provided from our Denver-based headquarters.

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

While the RFP does not envision demonstrations, we strongly encourage the agency to invite qualified vendors to demonstrate their solution and answer agency questions about its out-of-the-box and configurable functionality. We welcome the opportunity to tell you more about our experience, discuss our proposal response, and demonstrate the rich set of features and functionality contained in our FastDS solution. We also invite you to contact **any** FAST-supported state motor vehicle client about our software, implementation services, project leadership, production support, responsiveness, and long-term partnership. Our confidence is not based on a selectively curated group of projects; it is grounded in a broad community of agencies that use FastDS, FastVS, and/or FastDS-VS to administer mission-critical driver and vehicle programs.

We look forward to the opportunity to partner with West Virginia to improve the overall customer experience by simplifying the driver journey.

Sincerely,



Eric Deffenbaugh
Authorized Signatory, Company Representative, and Responsible Party
Fast Enterprises, LLC

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.

Fast Enterprises, LLC (FAST) is pleased to submit this proposal to the West Virginia Division of Motor Vehicles (WVDMV) for the Driver Modernization System project. Our proposal provides WVDMV with a proven, low-risk path to retire its aging mainframe Driver License System, comply with AAMVA's transition from the Unified Network Interface (UNI) to REST-based services, and establish a modern Driver Services system by January 1, 2028. We will provide WVDMV with a proven implementation strategy that delivers both Driver Services modernization and AAMVA modernization through an expedited schedule and a single and fully integrated FastCore Driver Services (FastDS) solution.

Our proposal is based on implementing FastDS, our fully-configurable commercial off-the-shelf (COTS) Driver Services solution, through a single 12-month implementation schedule that begins on January 1, 2027, and completes production deployment on January 1, 2028. Our proposed schedule includes implementation of the State's Driver Services minimum viable product (MVP), the REST-based integration architecture required for AAMVA modernization, and the required driver licensing functionality, data migration, testing, training, operational readiness, and support activities necessary to retire the existing mainframe Driver License System and maintain the new system in production.

With FastDS-based MVP functionality and AAMVA modernization deployed together in a single production release, our proposed schedule expedites the RFP's implementation timeframe and directly supports WVDMV's objective of reducing business risk associated with aging technologies. Rather than pursuing a phased modernization effort that introduces interim systems and additional integration complexity, we will deliver a single production-ready solution that becomes the authoritative Driver Services system of record for the State of West Virginia.

A Proven Modernization Solution, Not a Modernization Experiment

FastDS, the Driver Services component of our FastDS-VS solution for driver services and vehicle services administration, is fully configurable software that contains built-in driver services functionality that is seamlessly integrated with the comprehensive features and functions enabled by our FastCore government software platform. FastDS is not a transfer system designed for another jurisdiction, a collection of separately licensed products assembled through custom and complex integrations, or a legacy application relocated to modern infrastructure. Instead, it is a solution designed specifically for government Driver Services administration that, upon installation, provides operable baseline functionality for the administration of virtually all aspects of modern Driver Services programs. Its extensive features set includes functionality for driver enforcement and control, identity management, system automation, business intelligence and reporting, customer web portal and self-service features, financials and accounting, workflow and case management, electronic forms and correspondence, security and access management, and much more.

FastDS is a continuously modernized solution that now operates on the fifteenth version of our FastCore software platform and reflects 15 years of ongoing updates, enhancements, innovation, and investment in the solution's Driver Services capabilities and underlying technology. With FastDS, your agency will have a perpetually modern solution that is continuously updated to address evolving driver and motor vehicle agency best practices, requirements, emerging technologies, changing federal and AAMVA standards, and objectives.

With FastDS, WVDMV will have clear ownership, accountability, and control of your data and solution. Your agency will own and retain its data and its agency-specific configuration of FastDS, while we will serve as the State's single provider and responsible party for the FastDS software and its implementation, integration, hosting, maintenance, and support. FAST's business model is not based on resident-funded transaction fees or hidden charges to finance implementation or operation of the solution. Each release of FastDS places

complete, usable functionality into service and retires corresponding legacy technology, rather than leaving WVDMV to operate indefinite bridges, duplicate systems, disposable interim solutions, or aging technology.

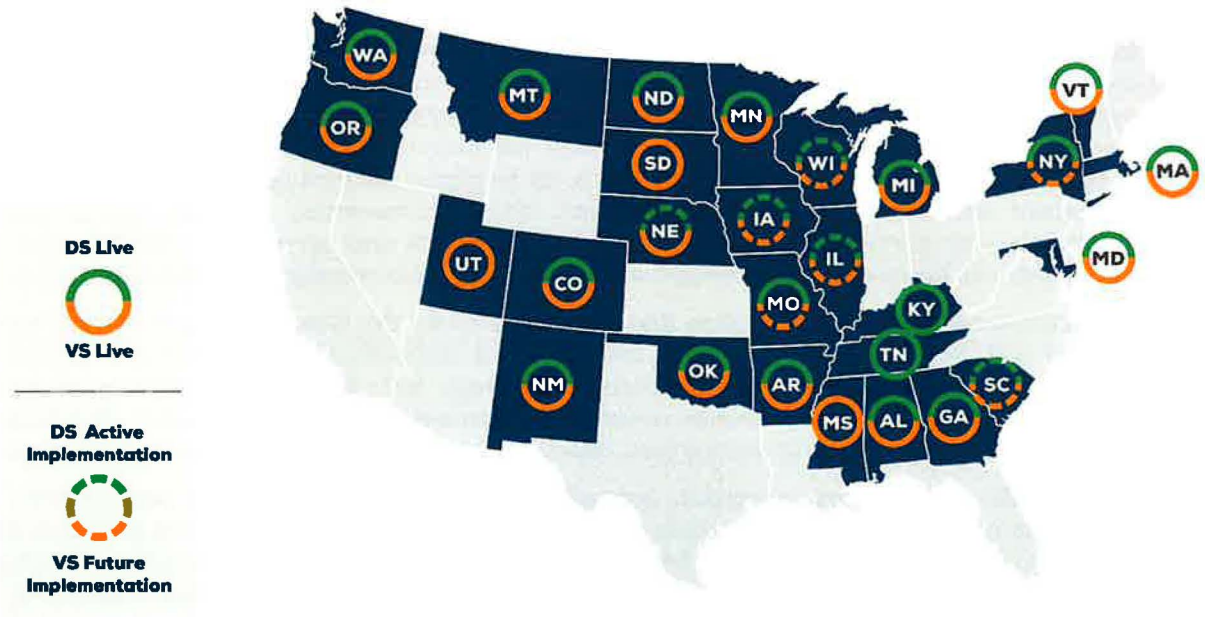
A Proven Driver Services Modernization Partner

WVDMV is undertaking a mission-critical modernization effort that affects driver licensing, driver records, enforcement, compliance programs, mobile credentials, law enforcement access, customer service operations, and AAMVA connectivity. Selecting a modernization partner with demonstrated experience delivering these capabilities is one of the most important decisions of the project. Our proposal represents an opportunity for WVDMV and FAST to collaboratively deliver complete system modernization for the administration of your state's driver license and identity programs and services, as we have with DMV agencies throughout the U.S.

FAST exceeds the RFP's required and desirable experience requirements. We serve as the prime contractor on every FastCore modernization project and provide complete lifecycle services including software development, implementation, conversion, integration, testing, training, maintenance, support, and ongoing enhancements. Our FastDS (Driver Services) and/or FastVS (Vehicle Services) solutions have been implemented or are being implemented for 27 U.S. jurisdictions, with 21 currently live in production. Of these, FastDS (Driver Services) functionality is live in production in 19 jurisdictions, with additional implementations currently underway. Other FastCore-based solutions that support the administration of critical government programs and services are used by government agencies around the world. WVDMV will benefit from FAST's software, implementation methodology, cloud architecture, and support practices that have been proven through decades of government modernization.

As shown in the figure below, FastDS and/or FastVS projects range from small jurisdictions to some of the largest DMV organizations in the nation and include statewide modernization of Driver Services, Vehicle Services, integrated motor vehicle systems, AAMVA interfaces, and mobile credential programs.

FastDS-VS: Proven in DMV Agencies Across the United States



EXECUTIVE SUMMARY

Our experience includes recent Driver Services implementations highly relevant to the objectives of West Virginia's procurement, including Kentucky's KINDL modernization project, which replaced a legacy mainframe driver licensing environment while implementing modern AAMVA exchanges and statewide Driver Services functionality. It also includes Georgia's DRIVES modernization initiative and Minnesota's MNDRIVE modernization project, both of which demonstrate FAST's ability to deliver large-scale DMV modernization efforts, support mobile credentials, and manage complex statewide deployments. In Minnesota, FAST implemented the initial FastDS rollout on an expedited schedule in under one year in support of the State's efforts to meet the then-applicable federal REAL ID deadline, converting more than 7.4 million customer records, training 1,700 users statewide, and enabling the State to meet its deadline for issuing REAL ID-compliant credentials.

By selecting FAST for its Driver Modernization System project, WVDMV will be leveraging a proven solution, implementation approach, technical architecture, conversion methodology, testing framework, and support model that have been successfully deployed in production environments serving millions of drivers. Just as important, WVDMV will gain a long-term technology partner committed to supporting the agency's evolving business, operational, and regulatory needs well beyond initial implementation. FAST's flexible maintenance and support model is designed to evolve alongside an agency's needs, providing the WVDMV Information Technology (IT) team the option to take a greater role in ongoing system support over time. Across FastDS-VS client agencies, production support is tailored to each state's operational requirements, business objectives, and preferred support model, allowing the level of FAST involvement to be adjusted as agency IT staff take on increasing responsibility.

We strongly encourage WVDMV to speak with *any* FAST-supported state motor vehicle client about our software, implementation services, project leadership, production support, responsiveness, and long-term partnership. Our confidence is not based on a selectively curated group of projects; it is grounded in a broad community of agencies that use FastDS, FastVS, and FastDS-VS to administer mission-critical driver and vehicle programs.

FastDS: A Modern Commercial Off-the-Shelf Driver Services Solution

FastDS is a modern, web-based, cloud-native, cloud-optimized, and production-proven Driver Services solution designed specifically for motor vehicle agencies. Unlike custom-developed systems or collections of separately integrated products, FastDS combines Driver Services functionality, business rules management, workflow automation, reporting, security, document management, correspondence management, AAMVA connectivity, and much more, into a single integrated platform.

FastDS-VS Feature Set*



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



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



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



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

EXECUTIVE SUMMARY



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



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



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



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



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

**This FastDS-VS Feature Set depicts a high-level overview of the complete components and capabilities of FastDS-VS. Some depicted components and capabilities may not be in scope for this project. Additionally, Vehicle Services is greyed out because it is not in scope for this RFP.*

FastDS supports WVDMV's required MVP functionality, including:

- Licensing and credential management for all required driver license and identification card types, including CDL, graduated licensing, REAL ID, restricted credentials for undercover law enforcement, and integration with WVDMV's existing Mobile ID solution.
- Driver records, enforcement, and compliance, including driver history, points, restrictions, suspensions, revocations, reinstatements, compulsory insurance, and handicap placards.
- Configurable case management and workflows for medical review, safety and treatment, DUI, ignition interlock, and driver license-related investigations.
- Secure portals and digital services for authorized record requests, provider submissions, notifications, and required customer interactions.
- Integrated AAMVA Exchange and interface management for required REST services, WVDMV partner-system integrations, and authorized batch and real-time exchanges of driver information.
- Document and correspondence management, role-based security, audit trails, reporting, dashboards, business intelligence, and analytics.

Collectively, these capabilities provide the functionality necessary to retire your existing Driver License System and establish FastDS as the State's system of record.

FastDS is a fully configurable COTS solution, not a custom development project or a transferred copy of another jurisdiction's system. Upon installation, FastDS provides operable baseline functionality that the joint WVDMV and FAST project team will configure to meet West Virginia's distinct laws, rules, policies, business processes, security requirements, and service objectives. Configuration extends across business rules, workflows, calculations, correspondence, reporting, security, interfaces, and customer and employee experiences. This approach enables WVDMV to receive a solution tailored to its requirements while preserving the integrity, maintainability, and ongoing modernization benefits of our underlying FastCore software platform. It also enables WVDMV to modernize more quickly, reduce implementation risk, simplify future maintenance, and respond efficiently to legislative, operational, and AAMVA-driven changes.

WVDMV will retain ownership and control of all agency data and agency-specific configurations. FAST will provide and support the FastDS software and managed cloud environment, while all West Virginia records and data will remain the property of the State. Likewise, the configurations developed to implement WVDMV's

laws, policies, rules, workflows, correspondence, and operating procedures will remain specific to and controlled for WVDMV. This model gives the State the benefits of a fully configurable COTS platform without surrendering control of the information and localized configuration used to administer its programs.

Rather than being based on outdated transfer code that was originally designed for another agency and jurisdiction—or a complex mix of third-party applications, add-ons, and point solutions—FastDS provides a single-system architecture with complete Driver Services functionality that simplifies WVDMV's IT footprint and ongoing maintenance and support. The result is reduced technical debt and a single vendor responsible for the software, implementation, support, and future modernization of the solution. Built on FastCore, now in its fifteenth major release, FastDS benefits from continuous product advancement while drawing on fifteen years of proven production use in DMVs across the U.S, providing WVDMV with a perpetually modern platform that evolves through regular upgrades, new functionality, and ongoing innovation.

Perpetual Modernization with COTS

WVDMV is not simply replacing its current Driver License System; it is establishing a long-term technology foundation that can adapt to changing business, regulatory, security, and customer service requirements.

FAST delivers a continuously evolving FastDS platform that is routinely enhanced through ongoing product development and support activities. These enhancements help agencies remain current with changing federal and industry requirements while benefiting from new functionality, security improvements, user experience enhancements, and operational efficiencies introduced across the platform. Details and documentation for FastDS updates and upgrades are delivered and accessed within the solution's integrated Delivery Workbench functionality, which provides agencies with a centralized location to review release documentation, manage upgrade activities, track implementation tasks, and access supporting materials.

This ongoing modernization approach is particularly valuable for maintaining AAMVA interoperability as requirements evolve. FastDS includes built-in AAMVA Exchange capabilities and a standards-based services architecture that are enhanced as AAMVA requirements evolve. As new releases, interface standards, and technical requirements are introduced, FAST develops and delivers corresponding platform enhancements that can be adopted by participating jurisdictions, reducing the need for agency-specific redevelopment efforts.

As a result, modernization does not end at go-live. FAST's release strategy advances modernization while retiring legacy. For West Virginia's DMV Driver Modernization System project, the January 1, 2028 production release delivers complete, usable functionality and enables retirement of the existing Driver License System and UNI-dependent architecture. FAST does not define progress as layering modern components over an expanding legacy footprint. The objective of every release is measurable modernization: new functionality enters production, legacy dependencies are removed, and WVDMV's technical environment becomes simpler and more maintainable. With FastCore and FastDS, WVDMV gains a proven enterprise platform that is designed to remain current, maintainable, and responsive to future business and technology needs, protecting the State's investment and supporting long-term operational success.

Modern AAMVA Connectivity and Driver Services in a Single Implementation

FAST proposes a single implementation that establishes FastDS as WVDMV's Driver Services system of record and delivers the REST-based AAMVA services required to retire the legacy UNI environment.

A single implementation is possible because FastDS includes production-proven AAMVA interfaces and built-in FastCore Gateway capabilities for secure real-time, web-service, batch, and file-based exchanges with agency, partner, and third-party systems as required in Attachment B.

REST services are deployed as native FastDS functionality rather than through a separate intermediary architecture and will enter production with the FastDS-based MVP. In other words, REST services become

operational as native FastDS functionality. This integrated approach eliminates the need for an interim mainframe REST implementation or disposable integration layer and reduces project complexity by providing:

- Enterprise API gateway capabilities.
- REST-based AAMVA connectivity.
- State-to-State services.
- Driver History Record (DHR) services.
- Exclusive Electronic Exchange (EEE).
- Drug and Alcohol Clearinghouse (DACH).
- National Registry of Certified Medical Examiners (NRCME).
- United States Passport Verification Service (USPVS).

By implementing the REST-based AAMVA services as part of the FastDS-based MVP implementation, FAST enables WVDMV to retire both the legacy Driver License System and its UNI-dependent architecture through one coordinated production deployment on January 1, 2028.

Optional Artificial Intelligence as a Supporting Capability

FastDS does not depend on AI. FAST views artificial intelligence as a tool that can enhance agency operations while remaining subject to agency oversight, governance, and policy decisions. FastCore provides agencies with the flexibility to select the AI models and services used in production that best meet their needs, allowing them to adopt emerging technologies while remaining aligned with agency policies, governance requirements, and applicable laws. Agencies retain full control over AI deployment in production, including if, when, and how the technology is used. This means that your production systems run in full compliance with your rules and requirements whether FastCore AI functionality is switched on or off. This approach allows WVDMV to pursue AI adoption at a pace and scope consistent with its governance, security, legal, and operational objectives.

FastDS includes AI-enabled capabilities that can support workflow automation, reporting, analytics, decision support, document classification, and testing activities. These capabilities are designed to complement agency personnel and established business rules rather than replace human decision-making.

FAST uses AI-assisted tools during implementation activities as part of the FastCore Implementation Methodology. However, AI-enabled functionality made available to agency end users in production is optional. All AI usage will be subject to applicable security, data protection, approval, and human-review requirements, and in alignment with WVOT-PO1034, Artificial Intelligence Code of Ethics, and WVOT-PO1035, Artificial Intelligence Acceptable Use.

Implementation Approach and Project Timeline

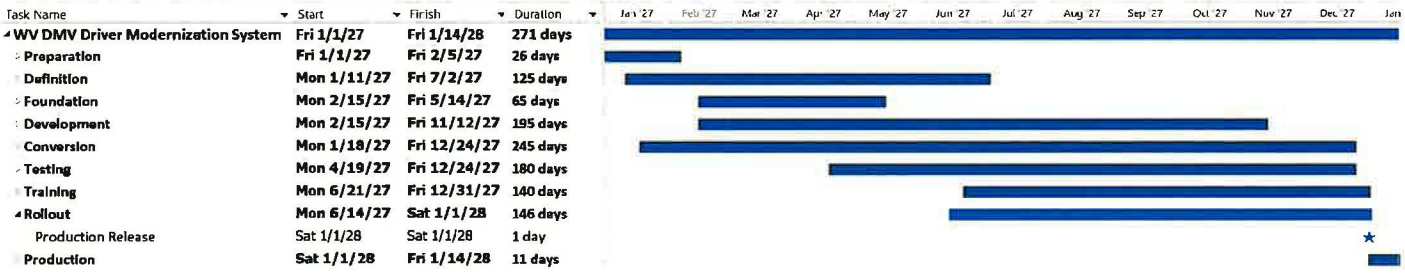
FAST proposes a single 12-month implementation of FastDS. The single accelerated implementation of FastDS will include the required Driver Services MVP functionality and required REST services architecture. Our proposed schedule anticipates a start date of January 1, 2027, and production deployment scheduled for January 1, 2028. FAST deploys the complete MVP and AAMVA modernization solution on January 1, 2028, five months ahead of the State's June 2028 MVP target.

The implementation follows the proven FastCore Implementation Methodology, which has been used on every FastCore modernization project and emphasizes iterative configuration, continuous stakeholder involvement, multiple testing checkpoints, extensive conversion validation, and operational readiness reviews. This proven, repeatable, and predictable methodology is based on Agile principles that have been tailored for the delivery

of our pre-built software, which requires little in the way of design activities and instead enables focus on configuring FastDS to meet WVDMV's specific requirements and business processes.

Our implementation methodology is based on the production release of FastDS functionality for West Virginia's in-scope Driver Services programs rather than piecemeal deployment of isolated functions that must remain connected to legacy applications for an indefinite period. The January 1, 2028 release will place FastDS and the required REST-based AAMVA services into production while retiring the existing Driver License System and its UNI-dependent architecture. This approach avoids disposable integration layers, limits dual-system operation, and ensures that the project produces true legacy retirement rather than another layer in WVDMV's technology environment.

Proposed 12-Month Project Schedule



Task Name	Start	Finish	Duration
WV DMV Driver Modernization System	Fri 1/1/27	Fri 1/14/28	271 days
Preparation	Fri 1/1/27	Fri 2/5/27	26 days
Definition	Mon 1/11/27	Fri 7/2/27	125 days
Foundation	Mon 2/15/27	Fri 5/14/27	65 days
Development	Mon 2/15/27	Fri 11/12/27	195 days
Conversion	Mon 1/18/27	Fri 12/24/27	245 days
Testing	Mon 4/19/27	Fri 12/24/27	180 days
Training	Mon 6/21/27	Fri 12/31/27	140 days
Rollout	Mon 6/14/27	Sat 1/1/28	146 days
Production Release	Sat 1/1/28	Sat 1/1/28	1 day
Production	Sat 1/1/28	Fri 1/14/28	11 days

FAST's implementation strategy integrates the REST-based AAMVA services into the FastDS-based MVP, with requirements validation, configuration, conversion, interface development, testing preparation, training development, and readiness activities performed concurrently whenever practical. The schedule incorporates interface validation, security and performance testing, user acceptance testing, data reconciliation, cutover and rollback planning, operational-readiness reviews, and required Mobile ID integration testing and related certification documentation. This approach reduces project duration while maintaining the safeguards and acceptance activities necessary for a successful deployment.

FastDS is cloud-native, not a legacy application relocated to cloud infrastructure. FAST proposes deploying the solution in a fully managed AWS commercial-cloud environment using FastDS's cloud-optimized architecture. The architecture is designed to scale and evolve as transaction volumes, programs, interfaces, and data services change, without requiring WVDMV to reengineer the core solution. FAST will manage the application and cloud infrastructure as one operating environment, providing WVDMV with one accountable provider for software, hosting, monitoring, maintenance, and support.

Our Project Team and Commitment to Your Ongoing Success

We hope to partner with your agency by serving as your single and reliable solution and service provider for this important system-modernization project.

FAST will serve as WVDMV's prime and sole contractor and provide a single point of accountability for the success of the modernization. FAST is the developer and provider of FastDS, the system implementer and integrator, the managed-cloud provider, and the ongoing software maintenance and support provider. WVDMV will not be required to mediate responsibility among a software publisher, separate system integrator, hosting company, and multiple product vendors when decisions, issues, or changes arise. This single-provider model provides our client agencies with one accountable partner to address all aspects of system modernization, operation, support, and enhancement. It also supports the long-term relationships that we have with all our client agencies, including state motor vehicle agencies in 27 U.S. jurisdictions that use, or are currently

implementing, our FastCore-based solutions for the administration of modern driver and/or vehicle programs and services.

Our dedicated project team—led by three key personnel who have over 40 years of combined experience in implementing and supporting our FastCore software solutions for state government agencies—will work on-site in Charleston with your agency project personnel to successfully configure FastDS to meet WVDMV's modernization requirements, goals, and objectives. The project team and your agency will be supported by our FAST hosting and managed-services team, which will provide fully managed 24x7 services from our Denver-based Development Center for the modern FastDS system's AWS cloud infrastructure and environments.

Our commitment to your State and your agency, as with all our client agencies, is to successfully deliver FastDS to meet your specific needs and requirements and to continue to provide ongoing value through effective services, the release of new software innovations, and continuous and reliable system support. FAST offers WVDMV a modernization strategy built on successfully deployed software, proven methodologies, and repeatedly demonstrated experience. The result is a lower-risk path to achieving the agency's modernization objectives while establishing a secure, scalable, perpetually modern platform for the future delivery of Driver Services throughout the State of West Virginia. We appreciate your consideration of our proposed software and services and hope to serve as your system-modernization partner, as we have done for nearly half of all state motor vehicle agencies.

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

FastDS is production-proven, fully-configurable commercial off-the-shelf (COTS) software that provides complete functionality for the administration of driver license and credential services within a single vendor-supported platform. Its pre-built Driver Services functions, which are configured during the implementation project to meet the distinct business rules and regulations of agencies and their jurisdictions, enable rapid system modernization without transferring another jurisdiction's system or relying on custom development. FastDS also contains core functionality that is essential to government program administration. Based on our underlying FastCore government software platform, this functionality includes built-in employee engagement features that provide a common user experience; work management and process automation features that allow your agency personnel to focus on high value activities; robust reporting engine that allows agency staff to quickly access real-time dashboards, performance indicators, and reports; business rules engine that supports rapid modification for changing business requirements, policies, and regulations; integrated document management capabilities; and much more.

FastDS is not a transfer system developed for another jurisdiction, a custom software development effort, or a collection of separately licensed products assembled through complex integrations. It is a production-proven Driver Services solution, currently in its fifteenth version, designed specifically for government administration and continuously modernized through ongoing FAST investment and innovation.

With FastCore-based solutions, agencies retain ownership and control of their data and agency-specific configuration. FAST will provide the software, implementation, managed cloud environment, maintenance, and support as a single accountable provider, while West Virginia's records and the configurations developed for its laws, policies, workflows, correspondence, and operating procedures remain the State's. This approach provides WVDMV with a single accountable provider for software, implementation, integration, hosting, maintenance, and support throughout the solution lifecycle. FAST's business model is not based on resident-funded transaction fees, and residents will not be subject to hidden fees to finance implementation or operation of the solution.

Like every FastCore software solution, FastDS is routinely updated and enhanced by our dedicated FAST development team and support organization to provide our client agencies with a single and reliable source for ongoing system support and modernization.

While this procurement focuses on modernization of WVDMV's Driver Services operations, FastDS is built on the FastCore platform, which provides additional integrated capabilities commonly used by government agencies to support customer engagement, online self-service, financial management, reporting, workflow automation, and document management. Beyond its robust Driver Services capabilities, FastCore includes capabilities such as customer web portals and self-services, appointments and communications management, billing, payments, refunds, point-of-sale and cashiering functions, accounting and reconciliation, correspondence management, case and workload management, business intelligence, analytics, configurable business-rule automation, and much more. By providing these capabilities within a single configurable platform, FastDS helps agencies reduce reliance on standalone applications, simplify system administration, improve data consistency, and create a more seamless experience for customers and staff. These FastCore capabilities illustrate the breadth of functionality available within the FastCore architecture and the long-term flexibility of the proposed solution.

As shown in the illustration below, the complete FastDS Feature Set contains comprehensive capabilities and modular components that result in a seamlessly integrated and fully configurable solution for meeting your agency's full set of modernized system requirements and goals.

FastDS-VS Feature Set*



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



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



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



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



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



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



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



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



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

**This FastDS-VS Feature Set depicts a high-level overview of the complete components and capabilities of FastDS-VS. Some depicted components and capabilities may not be in scope for this project. Additionally, Vehicle Services is greyed out because it is not in scope for this RFP.*

4.2.1. Goals and Objectives

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

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

By selecting FAST to provide, implement, and support FastDS as West Virginia's modernized driver system, WVDMV will acquire a perpetually-modern, cloud-native, web-based application that improves business process efficiencies, provides cloud-based scalability, and is highly responsive to change through flexible

business rules and configuration-based modifications. Our standardized methodology for implementing FastDS, which has been used to facilitate on-time, on-budget delivery on system modernization projects for 29 U.S. state driver and motor vehicle agencies, also enables a proven and streamlined implementation approach and full-system production release that results in little to no interruption to customers.

The combination of FAST's fully-featured software for driver services and our repeatedly proven implementation methodology offers **WVDMV the lowest risk in delivering a solution capable of providing the MVP and other functionality described in this RFP within WVDMV's stated timeframes for implementation of REST APIs and State-to-State compliance** as well as full driver licensing system deployment. Our approach also reduces modernization risk by replacing the legacy Driver License System and associated UNI-dependent architecture through a single coordinated production release rather than introducing interim solutions that increase operational complexity and the long-term support burden.

Modernization With Minimal Customer Interruptions

Our implementation approach for the WVDMV Driver Modernization system project is based on the standard phases and activities of our proven, repeatable, and predictable FastCore Implementation Methodology. FAST's methodology has been tailored for the delivery of our pre-built software and requires little in the way of design and construction activities. Instead, our joint project team, comprised of WV and FAST staff, focuses on configuring FastDS to meet your specific requirements and business processes. This approach reduces potential customer interruptions that can arise from the release of an incomplete system that relies heavily on complex integrations with a variety of legacy applications and third-party components.

The combination of our prebuilt COTS software and standardized approach to its delivery significantly reduces project risk, expedites system delivery, and provides a path for successful project execution that has been used on every FAST system modernization project since our company's inception. In total, these projects have resulted in more than 650 production releases of our FastCore software solutions for the administration of hundreds of government programs and services, including over 85 production releases of FastDS-VS for driver and/or vehicle services, as well as interstate motor carrier programs, for 29 U.S. state driver and motor vehicle agencies.

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

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

We release routine software service packs, updates, and upgrades for FastDS, and our additional FastCore-based software solutions, to provide our client agencies with ongoing system modernization. These ongoing releases are a core element of FAST's perpetual modernization approach, ensuring that agency systems continue evolving after go-live to address changing AAMVA standards, emerging technologies, security requirements, and customer-service expectations.

Details and documentation for these updates and upgrades are delivered and accessed within the solution's integrated Delivery Workbench function. The workbench is used to manage the implementation of these

software releases, which provide updated functionality based on best practices, process improvements, and new features and functions, like user-interface enhancements, expanded customer self-services, business-process improvements, and advanced security measures.

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

Improved Business Processes & Efficiencies

Our on-site project team will work with WVDMV to identify system and business process improvements and areas in which FastDS automation can streamline and optimize your agency's services and operations, including through optional artificial intelligence (AI) functionality that improves productivity, automates processes, and supports human decision-making and oversight, as described below.

With or without AI, FastDS increases operational efficiency by modernizing and automating system processes and business activities across all aspects of an agency's in-scope programs and services. It links and processes real-time information to provide agency users and customers with accurate, interconnected, and individualized user journeys that streamline the customer experience and expedite transaction times. FastDS also simplifies tasks—like data entry and document handling—to reduce manual workload and enable agency users to focus on higher-value activities, customer service, and workload management. It contains features and functions for managing work groups and task assignments, measuring operational performance, and conducting systemwide processes based on best practices for alleviating workload, reallocating staff resources and assignments, and managing surges in service demand.

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

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

Artificial Intelligence (AI) functionality that Provides Agencies with Options, Flexibility, and Control

FastCore's AI capabilities complement agency personnel by supporting the expertise and contextual knowledge they provide to enhance, rather than substitute, human judgement. These capabilities provide flexibility for your agency's standards regarding risk management, transparency, data accuracy, security, and human oversight. FAST uses AI-assisted tools during implementation activities as part of the FastCore Implementation Methodology. However, AI-enabled functionality made available to agency end users in production is optional. All AI usage will be subject to applicable security, data protection, approval, and human-review requirements, and in alignment with WVOT-PO1034, Artificial Intelligence Code of Ethics, and WVOT-PO1035, Artificial Intelligence Acceptable Use.

Importantly, as a proven system that has been in production for nearly 30 years, FastCore has evolved to *use* AI as a helpful add-on rather than *depend* on it. FastCore provides agencies with the flexibility to select the AI models and services that best meet their needs, allowing them to adopt emerging technologies while remaining aligned with agency policies, governance requirements, and applicable laws. Agencies retain full control over AI deployment, including if, when, and how the technology is used. This means that your production systems run in full compliance with your rules and requirements whether FastCore AI functionality is switched on or off.

Examples of FastCore's AI capabilities include:

- Task and workflow automation – FastCore's AI-enabled work queue and task functions can automate many tasks and activities that traditionally required manual and repetitive work, freeing agency staff to focus on higher-value activities and customer service. Automations employ agency-defined guardrails to provide appropriate oversight for key system processes and those related to high-impact functions, processes, and decisions.
- Reporting and data analytics – AI-enabled reporting functionality enhances FastCore's robust reporting and data analytics features by allowing users to use natural language queries to obtain specified reports and data views. FastCore integrates with agencies' preferred AI models to allow authorized agency users to access embedded AI functions directly from the solution's user interface. Reports and data views can be saved, exported, and shared with other authorized users based on agency policy.
- Decision support – FastCore's machine learning functions enable advanced decision support in key areas of agency and user decision making, including predictive analytics, work and task prioritization, fraud identification, decision and approval recommendations, and more. AI-assisted analysis and recommendations supplement FastCore's rule-based and condition-driven automation to increase agency productivity, improve customer service, and support proactive organizational planning, reporting, and decision-making.
- Automated image and document classification – FastCore uses image classification models and machine learning to predict image types and categories. This AI-enabled functionality streamlines system and workflow processes by automating image classification and document reviews. In addition to automating image classification processes for internal system users, FastCore's AI-enabled image classification can be applied to external web portal processes to provide customers with guidance that their uploaded images and documents appear to be appropriate to the request.
- Test suite and scenario program – FastCore AI functionality can accelerate test scenario development and execution by creating, organizing, deploying, and managing test programs while delivering comprehensive results and reports. It delivers transparent diagnostics and reasoning support for efficient troubleshooting and corrective actions, helping implementation and production support test teams to improve quality and reliability while adhering to test timelines.

Organizations that are preparing to leverage AI effectively often benefit from establishing an AI governance board to provide guidance on oversight, transparency, risk management, and responsible use. FAST works with each agency to turn on AI features that fit their specific legal, ethical, security, accuracy, infrastructure, cost, scope, safety, and accountability needs. Use (or non-use) of AI as a supplemental technology with FastCore production systems is based entirely on the policies, preferences, and procedures of our client agencies, and agencies can pause or disable use of AI-enabled functionality without impact to their production operations. AI use within FastCore is also based on a human-in-the-loop approach to ensure that the appropriate level of human oversight, decision-making, and supervision is applied to AI-assisted processes and workflows. FAST's AI governance approach is consistent with West Virginia's objectives for responsible AI adoption, including ethical use, transparency, oversight, data privacy, risk management, accountability, and protection of individual rights.

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.

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

Full Functionality for Managing Driver Licensing Programs & Services

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

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

License types are fully configurable, ensuring license attributes meet business needs such as commercial and non-commercial driver licenses, REAL ID and Non-REAL ID licenses, temporary or limited licenses, and

intermediate or learner licenses. Typically, issuance transactions allow drivers to move between the various license types as appropriate. For example, when a driver moves from a non-commercial license to a commercial license, the correct requirements will be enforced by the system. The rules also apply to downgrade activity. In circumstances in which a driver moves from a commercial license to a non-commercial license, FastDS evaluates the previous license to determine and enforce which requirements need to be met (if any) for the downgrade to occur.

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

A Single Solution & Common User Experience

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

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

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

FastDS also streamlines the user experience by guiding agency personnel through intuitive navigation and task flows. The solution presents only the information, actions, and documentation relevant to the transaction being performed, helping users complete work quickly and confidently. Integrated document access and dynamic checklists provide visibility into outstanding requirements, while automated decision-support features assist agency staff by recommending appropriate next steps based on transaction context, agency

business rules, and historical outcomes. This reduces manual effort, improves consistency, and helps deliver faster, more predictable service experiences.

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

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

Enforcement & Compliance

FastDS receives and manages information related to driver enforcement and control, like convictions and SR-22 filings, and makes automated updates to driver records to provide real-time information on drivers and the status of their licenses, credentials, and privileges. During the project, the project team identifies system and business processes to streamline enforcement and compliance workflow and optimize staff productivity. Enforcement and compliance areas frequently experience changes as business rules, legislation, regulations, and agency policies evolve. The corresponding system changes and updates can occur quickly and efficiently in FastDS to accommodate these changes. In addition to improving efficiency for agency staff, FastDS web portal functionality improves partner accessibility by enabling them to see tickets, violations, and other sanction-related information.

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

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

Automated Workload Management

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

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

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

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.

FastDS contains robust capabilities for intuitively providing agency managers, users, and partners, including law enforcement, with the information they need to effectively perform their jobs and conduct services through real-time search functionality, business intelligence features, and reporting and auditing functions.

Real-Time Searches & Information for Law Enforcement

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

During the WVDMV Driver Modernization System project, we work with agency business representatives and law enforcement personnel to identify the type of information that is provided to law enforcement and other authorized personnel, including drivers' records, photos, signatures, court proceedings, judgements, and other current and historical documentation. FastDS manages and maintains all driver and identity data in compliance with the Criminal Justice Information Services (CJIS) security policy, and the overall system security

posture aligns with the National Institute of Standards and Technology (NIST) 800-53 (moderate baseline) security and privacy controls and the U.S. Internal Revenue Service (IRS) Publication 1075 for regulatory compliance and best practices.

Real-Time Business Intelligence for Reporting & Auditing

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

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

Operational Reporting, Analytics, and Performance Management

The integrated data analysis and reporting tools in FastDS allow WVDMV to quickly extract data for advanced analysis. Users are presented with visual displays of real-time information, data points, and performance indicators across a variety of screens and dashboards and can select pie, bar, line, and stacked-bar graphs for viewing data analytics, reporting, and dashboard information. FastDS graphs and charts are highly interactive, allowing users to select aspects of a display to obtain increasingly detailed information about underlying data and statistics. The FastDS Key Performance Indicator dashboard provides executives, managers, and other key stakeholders with focused, real-time metrics related to workload management, task completion, customer services, online transactions, system automation, process volumes, and other agency-defined performance areas. Users can filter data for specific timeframes to evaluate trends and anomalies, and FastDS can provide electronic alerts and email notifications when performance measures exceed or fall below agency-designated thresholds.

FastDS also includes built-in report-development functionality that allows authorized users (including non-technical users) to create and adjust custom report templates using a drag-and-drop interface and report layout editor. Users can add and format data fields, text boxes, images, watermarks, shapes, lines, graphs, and charts within generated reports. Report templates can use any combination of data in FastDS and its Data Warehouse, including customer and account information, transactions, payments, and third-party information. Together, these reporting, analytics, and KPI capabilities allow WVDMV to continually refine business processes, improve operational efficiency and organizational performance, and increase customer satisfaction.

Auditing

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

Transaction-Based Auditing

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

FastDS supports transaction-based audits using both random and targeted audit selections. For example, FastDS can be configured to conduct random audits on a percentage of transactions, or the solution can conduct audits on specific types of transactions, like driver license renewals. Automated audit risk-scoring functions in FastDS use data in the system and its data warehouse to calculate the likelihood of potential fraud and assign a risk score to audited transactions. Transactions that exceed designated risk-score thresholds are flagged and held for further review by audit agents, or other authorized staff, prior to final transaction approval. Based on agency-defined business rules, FastDS manages all audit review steps and can include multi-step approval processes as required by an agency.

Security & Data-Access Auditing

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

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

FastDS enables ease of interface with external systems, partners, and internal hardware and applications for data exchange and supplemental functionality, as outlined in Attachment B System Integrations.

The FastCore Gateway, a full-service integration layer embedded within FastDS, operates as an enterprise service bus (ESB) to provide robust API management and services that simplify, streamline, and expedite the development and integration of interfaces. Gateway functionality for managing and maintaining all interfaces—including modern, real-time, web-service interfaces, as well as file transmissions from older systems and communication protocols—is accessed directly within FastDS. With FastDS, and its seamlessly integrated Gateway integration layer, your modern driver system will provide secure data exchange and external system integration, without the added cost, complexity, and maintenance burden associated with a third-party middleware application.

The Gateway includes a suite of tools to manage web services, file transmission, and other interfaces to external systems, including AAMVA systems. The Gateway supports inbound and outbound interfaces to

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

FastCore Gateway Manager



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

Our proposed and standard interface approach, part of our FastCore Implementation Methodology that is undertaken on every FastDS modernization project, includes inventorying, configuring, testing, and deploying all interfaces necessary for ensuring smooth and successful production rollout and ongoing system operation. For WVDMV's single 12-month FastDS rollout, inclusive of REST APIs and full MVP Driver Services deployment, the agency's redundant legacy systems are decommissioned at the time of production release. This approach minimizes the need to operate and maintain redundant interfaces and simplifies ongoing operations and support. We will work with WVDMV, as we do with all our client agencies, to identify appropriate schedule dates for legacy system decommissioning and to communicate these plans to all impacted stakeholders.

4.2.1.5 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)

FastDS natively supports robust interfaces with AAMVA systems. The six specified AAMVA and federal programs listed in the RFP are standard functions and interfaces within the FastDS base product, enabled by the solution's AAMVA Exchange functionality. By integrating AAMVA Exchange functionality into the licensing transaction, the system automatically ensures the correct checks are performed during every issuance

transaction. The system also provides functionality for manually submitting inquiries. If any messages fail to correctly transmit, the system will create a review item for agency staff to review.

AAMVA's ecosystem continues to evolve through new functional releases, service versions, data standards, and business requirements. Modernization approaches should account not only for current interface requirements, but also for the ongoing maintenance and adaptation required as AAMVA standards continue to change. As AAMVA releases new products and versions, new software-based capabilities are centrally developed by the FastCore Development Center and made available to FAST clients as part of service packs or version upgrades. This approach enables agencies to avoid the cost, complexity, and overhead of middleware solutions that require supporting a separate system to enable interactions with AAMVA systems. FastDS supports the latest version of each AAMVA application as well as any prior versions currently in use by FAST clients. Today, FastDS handles AAMVA-related processing for over a third of all AAMVA U.S. jurisdictions, allowing FAST clients to benefit from standardization and best practices available as part of having FastDS support such a large and growing number of jurisdictions. FastDS is flexible and configured to agency-specific business rules reflecting what is allowed per statute or policy for each client's AAMVA processes.

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

4.2.1.6 Provide an electronic workflow that generates digital copies of letters, forms, and notices that are sent from the system.

FastDS provides a comprehensive electronic workflow for generating, managing, storing, viewing, and retrieving digital copies of letters, forms, notices, correspondence, and other content associated with driver licensing processes and customer interactions. The solution supports automated correspondence generation as part of workflow processing and business-rule execution, ensuring that notices, letters, and forms are generated electronically, stored for future reference, and made available to authorized users through a centralized and integrated user experience.

FastDS has built-in enterprise content and document management functionality for managing agency-wide content, providing agency users with a common and centralized source and management solution for documents, images, payment remittances, correspondence, forms, notices, and more. As the centralized repository for storing and managing documents, images, forms, and correspondence, FastDS provides users with an interconnected view of customers and their related electronic documents, images, content, and data. Its single relational-database structure enables system functionality, processing, and operations based on a 360-degree view and one-to-many relationship for all entities within FastDS. Users have access to real-time data and all current and historical electronic documents, images, and correspondence.

Additional FastDS integrated document management functionality includes:

- Side-by-side display of documents, forms, and correspondence within the same window to assist agency users during customer transactions.
- Automatic indexing.
- Manual indexing.
- Establishing pre-defined zoom regions.
- Zooming images manually.
- Annotating all or portions of images.
- Printing images.
- Key-from-image data entry.
- Creating image-based workflows that streamline processing and improve operational efficiency for WVDMV staff.

FastDS will provide the required document management functionality and support access to documents maintained in WVDMV's existing document management environment, as required and further defined during implementation.

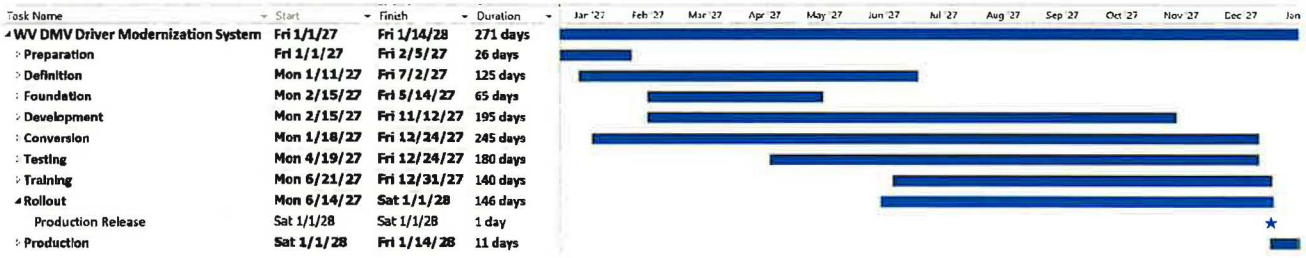
4.2.1.7 Implement the new system on an expedited timeline to reduce Agency business risk due to aging technologies.

FAST's 12-month implementation schedule delivers the Driver Services MVP and required driver licensing functionality, AAMVA REST-based modernization, and complete production deployment by January 1, 2028.

This proposed implementation schedule reflects FAST's proven approach to delivering modern Driver and/or Vehicle Services solutions for 29 state motor vehicle agencies in 27 U.S. jurisdictions. We intentionally design project schedules to reduce implementation risk by leveraging pre-built FastDS capabilities, established implementation processes, mature data conversion and testing methodologies, and extensive motor vehicle agency experience. By focusing on FastDS deployment and executing key project activities concurrently where appropriate, FAST is the logical partner to support WVDMV's modernization objectives on an accelerated timeline without compromising quality or operational readiness.

No organization can match FAST's depth of Driver Services modernization experience, proven software, and track record of successful delivery. By accelerating time to value, FAST enables WVDMV to realize the operational, technical, and business benefits of modernization sooner while reducing the agency's ongoing exposure to aging technologies.

Proposed 12-Month Project Schedule



Task Name	Start	Finish	Duration
WV DMV Driver Modernization System	Fri 1/1/27	Fri 1/14/28	271 days
Preparation	Fri 1/1/27	Fri 2/5/27	26 days
Definition	Mon 1/11/27	Fri 7/2/27	125 days
Foundation	Mon 2/15/27	Fri 5/14/27	65 days
Development	Mon 2/15/27	Fri 11/12/27	195 days
Conversion	Mon 1/18/27	Fri 12/24/27	245 days
Testing	Mon 4/19/27	Fri 12/24/27	180 days
Training	Mon 6/21/27	Fri 12/31/27	140 days
Rollout	Mon 6/14/27	Sat 1/1/28	146 days
Production Release	Sat 1/1/28	Sat 1/1/28	1 day
Production	Sat 1/1/28	Fri 1/14/28	11 days

With a project start date of January 1, 2027, the 12-month FastDS Driver Modernization System rollout will provide WVDMV with a modern driver licensing system that interfaces and interacts with the AAMVA network

and its system's latest technical standards. This schedule satisfies the State's January 1, 2028 objective for REST-based AAMVA modernization while delivering the Driver Services MVP five months ahead of the State's June 2028 target. By delivering critical modernization outcomes sooner, FAST provides WVDMV with the highest-value, lowest-risk path to achieving its Driver Services modernization objectives.

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

4.2.2. Mandatory Project Requirements

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

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

We will provide complete support to WVDMV in the delivery of our proposed FastCore-based FastDS solution, which will be implemented to comply with West Virginia State Code and Administrative Rules. FastDS is designed to operate in compliance with the policies and standards of the American Association of Motor Vehicle Administrators (AAMVA) and the requirements of the REAL ID Act, the National Highway Traffic Safety Administration (NHTSA), and the Federal Motor Carrier Safety Administration (FMCSA). FastDS production systems currently support the administration of driver licensing, identity, credentialing, enforcement, and compliance programs for multiple state motor vehicle agencies. WVDMV's FastDS system will be configured and implemented to comply with applicable state and federal laws, regulations, policies, standards, and program requirements.

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

FAST will implement and maintain FastDS in accordance with the applicable State of West Virginia Enterprise Architecture standards identified in the RFP. As the provider and manager of the proposed hosted solution, FAST will be responsible for the FastDS solution architecture, technical environment, security controls, and interfaces. During implementation, FAST will coordinate with WVDMV and WVOT to document the solution's alignment with applicable State standards and satisfy required architecture-review processes. FAST brings extensive experience implementing and supporting FastCore-based solutions for West Virginia agencies, including the GenTax solution for West Virginia's Department of Revenue that has been in production since 2007.

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

FAST will implement the required AAMVA REST services and retire the legacy AAMVA Unified Network Interface (UNI) through the FastCore-based FastDS solution. FastDS provides the REST-based integration architecture, API management capabilities, and operational services required to support WVDMV's transition to modern AAMVA service interfaces while simultaneously establishing West Virginia's modernized driver licensing platform that will serve as the State's authoritative system of record.

Rather than implementing a standalone interim integration layer that would later require replacement, FAST will deliver the REST services architecture as part of the FastDS solution. This approach eliminates redundant implementation activities, reduces project risk, minimizes transaction complexity, and provides a single

integrated platform for driver licensing operations and external system interoperability. FAST will design, develop, test, deploy, operate, and maintain all required AAMVA REST service integrations, including State-to-State and other AAMVA network services identified in the RFP. The solution will provide:

- A standards-based REST API architecture;
- Enterprise API gateway capabilities;
- OpenAPI-compliant service specifications;
- Real-time integration with external partner systems;
- Monitoring, logging, and operational dashboards;
- Security management and API lifecycle governance;
- High-availability production operations; and
- Managed operational support, incident management, and reporting.

FAST will complete all required testing, validation, reconciliation, and operational readiness activities necessary to satisfy the 4.2.2.3 go-live requirements. These activities include validation of API specifications, implementation of State-to-State connectivity, successful completion of system, integration, security, performance, and user acceptance testing, reconciliation of data mappings, operational readiness reviews, and development of approved cutover and rollback procedures.

Consistent with our proven implementation methodology, FAST will work closely with WVDMV to configure, test, deploy, and operate FastDS, including completion of required testing, AAMVA integrations, production readiness activities, cutover planning, and go-live support. Upon production deployment, FastDS will provide both the required REST services architecture and the modernized driver licensing functionality required by WVDMV. This integrated approach allows WVDMV to retire both the legacy Driver License System and its UNI-dependent architecture while establishing a single modern solution that supports future growth and simplifies long-term operations. Our approach accelerates modernization by delivering the State's FastDS-based Driver Services solution with modern interfaces and operational capabilities, without creating an interim dependence on legacy technology, within 12 months.

4.2.2.4 Implement as a minimum viable product (MVP) version of a modernized driver license system to replace the existing State of West Virginia mainframe Driver License System.

FAST will implement its production-proven FastDS solution as West Virginia's driver modernization system. WVDMV will enter production with the in-scope capabilities necessary to replace the legacy mainframe Driver License System, preserve the State's authoritative driver data, support required AAMVA and third-party integrations per Attachment B, and retire the mainframe.

FAST Acknowledgement of Requirements

Fully Meets Requirement	WVDMV Driver Modernization System Requirements
✓	Support issuance of all driver license types consistent with federal and state law, including graduated licenses, commercial driver licenses and REAL ID compliant driver license documents;
✓	Support issuance and renewal of identification cards including REAL ID compliant identification cards for West Virginia citizens, identification cards for state employees and identification cards for members of the West Virginia Bar;
✓	Support issuance of driver's licenses and identification cards for undercover law enforcement by authorized users, with the records only visible to authorized users and with appropriate masking and security so that only a limited number of authorized WVDMV staff are aware that the

Fully Meets Requirement	WVDMV Driver Modernization System Requirements
	documentation is fictitious. Log a record of all access to these records, including inquiry, modification, or update, with user ID, timestamp, and justification;
✓	Support the secure issuance, storage, and verification of mobile driver's licenses and identification cards (DL/ID) in conformance with the REAL ID Act and supporting federal rules and regulations. Please refer to https://www.ecfr.gov/current/title-6/chapter-I/part-37.
✓	Provide hardware security module (HSM) integration such that the Vendor's solution: • Must adhere to Appendix A to Subpart A of Part 37-Mobile Driver's License Issuance Infrastructure Requirements. Please refer to • https://www.ecfr.gov/current/title-6/chapter-I/part-37/subpart-A/appendix-Appendix%20A%20to%20Subpart%20A%20of%20Part%2037 • Supports digital signing and encryption of Mobile DL/ID data in alignment with AAMV A and ISO/IEC 18013-5 standards. • Enables secure lifecycle management of Mobile DL/ID credentials, including issuance, renewal, suspension, and revocation, • Maintains audit logs of all cryptographic operations to support compliance, transparency, and federal reporting requirements, and • Provides redundancy and high availability to ensure uninterrupted Mobile DL/ID issuance and verification services across all regional offices;
✓	Manage the driver history record including but not limited to license restrictions, traffic citation convictions, suspensions, revocations, and reinstatements. The solution must provide real-time access to suspension status and enable secure, role-based access to driving records for authorized requestors;
✓	Provide automated points tracking, configurable suspension workflows, and integration with external program data;
✓	Support the medical review process, including providing electronic case management functionality to support evaluating drivers with medical issues, vision challenges, or cognitive disorders, including storing medical documentation with security to limit access only to authorized WVDMV staff and supporting the issuance of driving restrictions as appropriate. The solution must provide for configurable review workflows and integration with healthcare provider submissions where authorized;
✓	Provide an online portal for medical providers and other authorized users to submit completion certificates, assessments, and compliance reports electronically to WVDMV;
✓	Support monitoring compliance by drivers with compulsory insurance requirements. The Vendor solution must enable cross-referencing of driver and vehicle data, automate insurance compliance actions, and support administration of the Self Insurance program;
✓	Manage the handicap placard program (will require migration of data from the old mainframe-based vehicle registration and titling system);
✓	Support managing and tracking of driver license-related investigations including employee and customer fraud and other driver license-related fraud;

Fully Meets Requirement	WVDMV Driver Modernization System Requirements
✓	Provide configurable, template-driven notifications with support for multiple delivery channels (mail, email, portal, SMS). The system must allow rapid updates to notification content to reflect statutory changes or court-ordered actions, while maintaining a full audit trail of communications;
✓	Provide the ability to extract, prepare, and transmit via batch files driver license information to various authorized State agencies and external users;
✓	Provide an online capability for authorized users (internal and external) to request access and retrieve driver license information they are authorized to view for a limited set of records;
✓	Integrate with various other DMV and partner systems as identified in Attachment B; and
✓	Migrate the full driver record to the new system to operate as the system of record for the state, collaborating with WVDMV to perform necessary data cleansing and/or transformation.

Driver Licensing and Identity

FastDS will support the issuance, renewal, replacement, tracking, and enforcement of WVDMV's driver licenses, permits, endorsements, and identification cards, including commercial and noncommercial licenses, graduated licenses, learner's permits, REAL ID credentials, State employee IDs, and State Bar IDs. Configurable transactions will evaluate eligibility, examinations, documentation, credential attributes, endorsements, and fees. FastDS maintains each credential throughout its lifecycle, including restriction, surrender, suspension, revocation, cancellation, and reinstatement.

FastDS centralizes driver identity information and associates credentials, transactions, documents, correspondence, restrictions, and enforcement actions with the appropriate customer. Its role-based security supports restricted and masked records, including undercover law-enforcement credentials, and its audit capabilities record authorized inquiries and changes.

Mobile Credentials

FastDS supports the issuing authority's responsibilities for mobile driver licenses and identification cards, including enrollment, identity verification, credential authoring, signing, provisioning, and lifecycle management. FAST will implement the required secure interfaces and work with WVDMV to address applicable AAMVA, ISO, REAL ID, HSM, federal testing, documentation, and certification requirements.

FastDS is designed to support the administration of mobile driver license and identification card programs as part of an overall Driver Services solution. During implementation, FAST will work with WVDMV to define the operational, technical, security, and integration requirements associated with mobile credentials, including applicable AAMVA standards, federal requirements, and third-party components selected for the State's mobile credential program. As part of this process, FAST will configure and implement the FastDS functionality, interfaces, security controls, workflows, audit capabilities, and lifecycle management processes required to support WVDMV's approved mobile credential operating model.

Driver and Programs Compliance

FastDS will manage the complete driver history, including restrictions, convictions, points, suspensions, revocations, disqualifications, and reinstatements. Configurable business rules and workflows will evaluate

incoming information, update driving privileges, initiate required actions, and route exceptions for authorized review.

Integrated case and work management will support medical review, compulsory insurance and self-insurance, handicap placards, safety and treatment, DUI interlock, and driver-related investigations. Secure portal capabilities will allow medical providers and other authorized users to submit assessments, certificates, and compliance information for WVDMV review. Access to medical, investigation, and other sensitive information will be limited by role-based security.

Communications, Reporting, and Auditing

FastDS provides configurable templates and workflows for letters, forms, email, portal communications, and SMS messages. Communications are retained with the applicable customer, transaction, account, or case, providing a complete history and audit trail.

Built-in dashboards, reports, queries, analytics, and key performance indicators will provide authorized agency personnel with real-time operational and program information. FastDS records system transactions and user activity, including inquiries, updates, denied access, report execution, and access to customer and account information providing a complete audit trail. FastDS supports authorized access to information through configurable inquiry, reporting, extract, and interface capabilities that can be tailored to meet WVDMV business, operational, and statutory requirements.

Interfaces and Data Migration

The built-in FastCore Gateway supports APIs, web services, file transmissions, and other inbound and outbound exchanges. FAST will implement and support the integrations identified in Attachment B, including exchanges with AAMVA, Active Directory, credential production, mobile ID, document management, testing, financial, insurance, law-enforcement, provider, and other partner systems.

FAST will lead migration of the authoritative driver record into FastDS. The joint team will inventory and profile legacy data, define mappings and transformation rules, develop automated conversion programs, perform mock conversions, reconcile converted data to its sources, and resolve or document remaining exceptions before cutover. Final migration will follow WVDMV-approved conversion, cutover, rollback, and contingency plans and will support mainframe retirement with zero loss of authoritative data.

Implementation, Testing, Training, and Production Readiness

Using its iterative FastCore Implementation Methodology, FAST will conduct business analysis, document requirements and process flows, complete fit-gap analysis, configure FastDS, and trace requirements through design, testing, and implementation. Configuration and package-driven process improvement will be preferred over custom development, with identified gaps and recommended resolutions presented for WVDOT approval.

Vendor-managed environments required for design, configuration, development, conversion, testing, training, production-quality assurance, and production operations will be established by FAST. Required plans and work products will address stakeholder engagement, knowledge transfer, data conversion, interfaces, testing, training, security, system design, deployment, cutover, rollback, and post-go-live support.

FAST employs a collaborative, business-process-focused testing approach that includes verification, business testing, converted data testing, end-to-end testing, performance testing, and application security testing to support production readiness and validate that the solution meets agency business needs. FAST will also

provide startup training, WVDMV-specific materials, pilot and train-the-trainer sessions, a managed training environment, and support for end-user training.

Deployment of FastDS will occur after completion of the RFP-defined testing, training, conversion, data-quality, defect, mobile-credential, and production-readiness criteria. Following go-live, FAST's project team will provide production support through final acceptance, continue knowledge transfer, and help stabilize WVDMV operations.

In other sections of this Technical Proposal, FAST addresses other requirements provided under 4.2.2.4. In particular, please see FAST's Proposed Cloud Operating Environment for a description of our FAST-provided and managed technical environment; Proposed Project Management Methodology for descriptions of all phases of the FastCore Implementation Methodology (covering Preparation, Definition, Foundation, Development, Conversion, Testing, Training, Rollout, and Production phases and activities) as well as FAST standard deliverables and plans; and Draft Initial Project Work Plan included in Forms and Attachments, which describes organizational change management (OCM) and many other activities provided under 4.2.2.4.

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

FAST will provide project management services throughout system implementation and operations and maintenance using our repeatable, proven FastCore Implementation Methodology, illustrated below. For more information about the FastCore Implementation Methodology, please see the Proposed Project Management Methodology section, as well as the draft Initial Project Work Plan, for detailed explanations of our project management services.

FastCore Implementation Methodology



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

Project Collaboration Environment

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

- Facilitating project collaboration, reporting, training, and testing.
- Implementing and managing requirements and configurations and providing change control.
- Creating and storing project information, artifacts, and resources.
- Accessing additional integrated springboards, screens, and functions for delivering the FastDS solution.

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

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

Status Meetings and Reporting

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

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

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

The status of virtually all aspects of the project can be viewed directly within the FastCore Delivery Workbench. Project data and charts can be exported in a variety of formats, along with supporting narrative from the project management team. FastDS provides authorized users with functionality for creating, monitoring, modifying, and managing the project schedule and associated tasks, timelines, and work products. This centralized

access to real-time activities, project status, and artifacts supports collaboration in all aspects of project management and status reporting, providing your agency with the necessary transparency to monitor the project schedule, identify project-related issues and concerns, and make data-driven project decisions. Agendas and meeting minutes are also recorded, accessed, and stored in FastDS, which can automate the distribution of agendas, meetings, and additional project status-report information.

For more formal reporting, such as quarterly management meetings, status reports are directly generated in FastDS based on project information, activities, and schedules that are embedded and managed within the system. Reports can be generated on demand or at agency-selected intervals, such as weekly and monthly, to align with scheduled status meetings and management checkpoints. FastDS can also automate distribution of these reports to authorized personnel.

Risk Management

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

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

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

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

Quality Assurance and Control

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

We use multiple quality procedures and controls to ensure that our FastCore software solutions and project configurations provide modern functionality that meets our client agencies' requirements, expectations, and goals. Some of the tools and techniques that we use during the project to optimize system quality include:

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

Scope-Change Management

Managing a project with an accelerated timeframe and MVP approach warrants specific attention to careful scope control. The FastCore Implementation Methodology decision-request process focuses the project team as it presents issues to decision makers. The process requires project personnel to include the origination date, the decision "needed by" date, and the project priority level (such as emergency, expedited, or standard).

The decision-request, in conjunction with the decision-request log, track issues and decision requests from inception to resolution and serve as project artifacts.

Both WVDMV and FAST must be extra diligent when evaluating scope-based decision requests. Each must consider:

- Impact on the MVP timeline; approving changes near testing and training activities adds substantial risk in these areas as test scenario and training material development are on condensed timeframes.
- Deviations from FastDS product capabilities: implementing customizations increases risk to schedule, quality, and long-term maintenance.
- True need: since the MVP seeks to implement core driver services capabilities and FastDS provides those capabilities in many jurisdictions, scope change requests deserve extra scrutiny to determine preference versus true need.

The project management plan implemented with WVDMV near project inception defines the process for introducing, evaluating, and potentially incorporating project scope changes in greater detail.

4.2.2.6 Plan and conduct structured testing during each project deliverable.

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

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

Our proposed infrastructure includes development, testing, and pre-production/staging environments that mimic the FastDS production environment. Each environment is a separate instance of the application. In the development and testing environments, project team members are given separate segments of the database which operate independently of other team members and production data. Then, fictitious but realistic customer data is populated following standard business processes. Users can manage and delete their own data. The pre-production/staging environment is a shadow of production with a recent copy of production data and is refreshed on a pre-defined schedule by the project's technical team.

FAST will provide ongoing maintenance and support services to ensure that defects identified during testing and production operations within FastDS core code, WVDMV-specific programs, and system configurations are promptly tracked and resolved. Through routine maintenance, application support, and corrective actions, FAST will maintain system stability, performance, and reliability, ensuring the solution remains in good running order throughout implementation and ongoing operations. The Proposed Project Approach section of this Technical Proposal provides an overview of Ongoing Maintenance & Support, including defect resolution.

The following table provides an overview of the various test types that are typically performed on a FastDS implementation project. The table includes a brief description of the test type and a description of how this type of testing may be performed, including the environment in which it is typically performed.

Testing Types, Activities, and Associated Environments

Test Type	Description	Testing Activities
Verification Testing Environment: Development	• Developers carry out tests at the individual configuration and component level. • Focuses on verifying and evaluating granular business functionality during the Definition, Foundation, and Development phases. • Both native and converted data are used.	• Results of unit testing are tracked by individual developers. • The development team and agency business representatives discuss and review the iterative development in design sessions. • Formal test scenarios are not developed or tracked during unit testing.
Business Testing Environment: Testing	• First formal phase of testing. • Uses formal test scenarios. • Structured in a front-end to back-end manner. • Both native and converted data are used. • Includes functional, converted data, regression, and interface testing.	• WVDMV end users execute formal test scenarios, written by agency business representatives, as well as unstructured ad-hoc testing. • Testing efforts focus on business processes and site-specific configuration—not core functionality.
End-to-End Testing Environment: Staging	• Mimics a full and real-world business cycle. • Verifies full process business flows with converted and native data. • Verifies actions and outcomes dependent on specific dates or periods of time. • Includes security, interface, and performance testing.	• The development team coordinates with business representatives and WVDMV end users to identify key processing dates and establish appropriate scenarios. • WVDMV business representatives and end users execute formal scenarios and ad-hoc testing. • Fee calculations, financial revenue processing, billing and collections stage flow, other interfaces, reports, workflow, user security, and system performance are focuses during this phase.
Converted Data Testing Environment: Testing and Staging	• Two-part process consisting of: ○ Converted data usage – WVDMV end users perform transactions using converted data. ○ Conversion verification – WVDMV end users examine the data to verify that it converted completely and without corruption.	• Extensive converted data testing is completed as part of the business and end-to-end testing phases, in addition to ad-hoc testing performed by project members. • A subset of scenarios used in business testing may be repeated using converted data.
Interface Testing Environment: Testing and Staging	• With the support of developers, WVDMV end users confirm that data entering FastDS from external interfaces is received and processed correctly. • Data leaving FastDS is reviewed by FAST developers prior to transmitting; once data is received by the external system the interface partners confirm the data was received and processed correctly.	• WVDMV-staff manage communication with interface partners and facilitate planning discussions for interface testing activities. This is typically incorporated into the project Communication plan. • Most interface testing occurs during end-to-end testing and closely resembles production volumes and complexities to allow for performance tuning and validation.

	• Carefully coordinated and timed to ensure both sides are thoroughly tested.	
Performance Testing Environment: Staging	• Performance testing validates the speed, scalability, and stability of the system. • Assures response times of various time-critical business processes and transactions. • Seeks to identify and resolve any serious performance problems before end-to-end testing begins.	• Typically led by the FAST technical team. • Repeated until desired results are achieved
Regression Testing Environment: All	• Seeks to uncover new faults in existing areas of the system when changes to configuration are made.	• Regression testing is typically performed once the system has gone live as part of service packs to verify that the new functionality does not "break" other areas of the system. • An inventory of regression test scenarios is curated to reflect key business processes and high-impact areas of functionality that will commonly require regression testing
Vulnerability/ Penetration Testing (Security Testing) Environment: Staging	• The process typically includes two types of testing: o User role security testing o Technical security testing	• During user role security testing, WVDMV users test that the correct access rules are applied and meet the business process needs of the agency. • During technical security testing, both the FastDS system and self-service web portal are tested to make sure the systems are free from vulnerabilities, risks, and threats.

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

FAST will work in close cooperation with WVDMV and external partners to implement all system interfaces and integrations identified in Attachment B, as well as five additional medium complex interfaces identified by WVDMV during the single 12-month rollout.

FAST will work closely with WVDMV and its external partners to design, implement, test, deploy, and support all interfaces identified in Attachment B, as well as any additional integrations required to support end-to-end business processes within the FastDS solution. Using the FastCore Gateway integration layer, FAST will define interface requirements, data mappings, and exchange methods; develop and configure required integrations; and support coordinated testing activities across participating organizations. Throughout implementation, FAST will assist WVDMV in planning and managing interface-related activities, tracking dependencies and readiness, addressing issues identified during testing, and supporting migration to the new integration environment. Following production deployment, FAST will support interface stabilization activities and provide ongoing support for vendor-developed integrations as part of the post-production support period. The FastCore Gateway is FAST's standard integration platform and approach for inventorying, configuring, testing, deploying, and supporting interfaces throughout implementation and ongoing operations.

FAST will coordinate interface testing with WVDMV and external partners to validate inbound and outbound data against approved specifications and mapping rules, resolve identified exceptions, and confirm end-to-

end production readiness. As summarized in the Interface Testing row of the table in our response to 4.2.2.6, testing will span detailed field and mapping checks through production-like volumes, performance tuning, and validation.

An inherent benefit of a single, integrated driver services system is the streamlined development, testing, deployment, and ongoing support of system integrations reducing the coordination required across multiple, separately managed, third-party applications. Multi-vendor environments can increase overall system complexity, interface dependencies, maintenance requirements, and long-term support efforts. In contrast, FAST continues to expand core functionality within the FastDS platform, reducing reliance on third-party applications and helping agencies simplify integration management, testing, maintenance, and long-term support while providing a more unified and sustainable technology environment.

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

Due to the ease and speed of configuring reports and performance dashboards in FastDS, we do not place a limit on the number of reports, performance measures, or dashboards that we provide to our client agencies as part of our system-modernization projects, nor do we bill based on the number of reports generated. Throughout implementation, we will work with your agency to configure, test, deploy, and support the management reports and dashboards necessary to meet your specific needs and requirements. For additional information on FastDS's built-in reporting capabilities, see Operational Reporting, Analytics, and Performance Management under 4.2.1.3.

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

4.2.2.9 Plan and execute data migration.

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

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

FastDS Implementation Conversion Activities

Conversion Activity	Description
Inventory Data Resources	For each of the lines of business that are being converted, the existing data resources are inventoried. This defines the scope of agency data that is available to the conversion process. Each data source is reviewed for integrity and quality.
Select and Target Conversion Data	Once all sources of legacy data have been identified, the conversion team determines the data that must be converted from each source and how far back in time to convert historic data. Development of conversion-selection criteria usually happens simultaneously at the customer and account levels.

Conversion Approach	The conversion approach defines how the business data will be converted: • Manual versus automated processes. • Customer information. • Approach to historic data. • Financial detail versus summaries. • Approach to work in progress. • Impact on new system processes. • Interim conversion manual or automated processes.
Data Purification	Prior to the execution of the conversion, the data from each source is inspected to determine if there are inconsistencies. These inconsistencies must be resolved by developing and executing strategies to purify the data prior to conversion. Purification is conducted across multiple stages of the process, as well as phases of the project, to support the conversion of relevant high-quality data. Our experience consistently delivering DMV modernization projects means we can offer best practices to help an agency prioritize data quality and relevance for data to be migrated.
Conversion Extracts	Conversion extract processes are developed and led by agency IT staff to access conversion data sources and create standard extract files. The conversion extract process also provides control reports that detail the extraction process and can be used to confirm the load processes.
Conversion Loads	Conversion loads include functionality to: • Validate the extract files. • Reformat and load the extract files into the new data structures. • Produce conversion load control reports detailing the validation and load process.
Sample Mock Conversions	Conversion is not a one-time event. For high data volumes, mock conversions are performed initially on a small subset of data and then on increasingly larger subsets.
Full Mock Conversions	One or more complete mock conversions are performed to provide the basis for user checkout of the converted data. Checkout is supported by a reconciliation document that describes how converted data is reconciled to its legacy source.

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

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

The Proposed Project Management Methodology section of this Technical Proposal provides a list of standard FAST deliverables in each phase of the FastCore Implementation Methodology, including a Conversion Plan. Other work products in this phase include data conversion definition items and conversion reconciliation report.

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

FastDS provides configurable security, privacy, and audit capabilities that enable WVDMV to establish and administer security controls, protect sensitive information, manage user access, and support applicable State and federal security requirements.

Security Area	Description
Security Administration	FastDS provides centralized administration of users, security groups, roles, permissions, and access controls through configurable security management tools.
Identity & Access Management	FastDS supports integration with Active Directory for user and group management and enables role-based access controls aligned to user responsibilities and business functions.
Role-Based Security	Security permissions can be configured at a granular level to control access to screens, functions, transactions, workflow activities, reports, documents, and data elements based on assigned roles.
Sensitive Data Protection	FastDS supports field-level masking and restricted access to sensitive customer information, including protected and personally identifiable data, through configurable security settings.
Public User Security	FastDS supports secure authentication for external users and configurable security controls for customer-facing portals and self-service functions.
Audit & Monitoring	FastDS maintains audit records of user activity, inquiries, updates, report execution, security events, and access to customer information, providing a complete audit trail for authorized review.
Security Event Tracking	The solution records and reports security-related activity, including denied access attempts and user actions, supporting monitoring and investigation activities.
Session & Access Controls	FastDS supports configurable user access policies, inactivity controls, and administrator-managed security settings to help agencies manage user access throughout the user lifecycle.
Data Security	FastDS supports encrypted communications, protection of sensitive information, and security and privacy safeguards designed to support secure operation of the system
Compliance Support	FAST will work with WVDMV to configure, implement, and validate the FastDS security architecture and operating environment to support applicable State and federal security, privacy, and data protection requirements.

FastDS provides configurable authentication, authorization, and session-management capabilities that support WVDMV's security administration requirements. Security administrators can establish and maintain user groups, assign and modify security roles, define permissions, and manage access to functions, data, reports, workflows, and other system resources through centralized security-management tools. FastDS' role-based security model supports assignment of users to one or more security groups based on job responsibilities and organizational requirements and is designed to support separation of duties.

For public-facing functions, FastDS supports configurable authentication options for external users, including identity-verification methods such as two-factor authentication where implemented by the agency. FastDS also supports customer account-management capabilities, including password administration and recovery functions.

FastDS records security-related activities, including denied access attempts and other auditable user actions, and makes this information available for authorized review and monitoring. Security settings, access controls,

and session-management policies can be configured and administered by authorized security personnel in accordance with agency requirements.

4.2.2.11 Provide a high-performing solution.

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

A Modern Single-Application Architecture

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

- The Presentation Tier delivers the browser-based user interface, optimized for responsiveness and ease of use. It provides real-time validation, configurable workflows, and user-specific dashboards, with no software installation required on client devices.

- The Web Tier is responsible for handling all incoming HTTP requests and API calls. It includes web services and routing mechanisms that securely manage communication between the user interface and the application logic. This tier also supports RESTful APIs for external integrations and internal service orchestration.

- The Application Tier contains business logic and process control engines. It executes configurable rules, manages workflow routing, and controls task scheduling. This tier also manages background processing for asynchronous jobs such as notice generation, nightly updates, and reporting.

- The Data Tier manages persistent data storage and access. It maintains referential integrity and includes full auditing, role-based access, and data encryption at rest. The data model is normalized, supports real-time queries, and allows direct extraction for reporting without requiring a separate data warehouse.

At the core of this architecture is FastCore, FAST's reusable application framework that delivers shared services across all tiers, including user authentication, auditing, security enforcement, configuration management, and cross-cutting system functions. FastDS is stateless and horizontally scalable at both the web and application tiers, enabling elastic scaling in response to demand. This four-tier design provides clear separation of concerns, streamlines maintenance and troubleshooting, and supports flexible deployment strategies across cloud environments.

A Robust & Well-Designed Operational Database

FastDS' operational database consists of a robust and well-designed enterprise-level relational database management system that centrally stores and secures data, including customer data, transaction and financial information, driver and vehicle data, and all other system data. The database is based on a relational, normalized, and organized design that meets all business area needs and the management of common customer information. The operational database manages historical data and live data that is updated in real-time to perform business transactions with current and accurate information, including data from external

partners. The operational database is designed for extensibility, allowing authorized users to efficiently add, modify, or remove fields in the data model without disrupting system performance or requiring downtime. This flexibility supports evolving DMV business needs, including future legislative changes, process improvements, and data expansion.

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

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

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

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

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

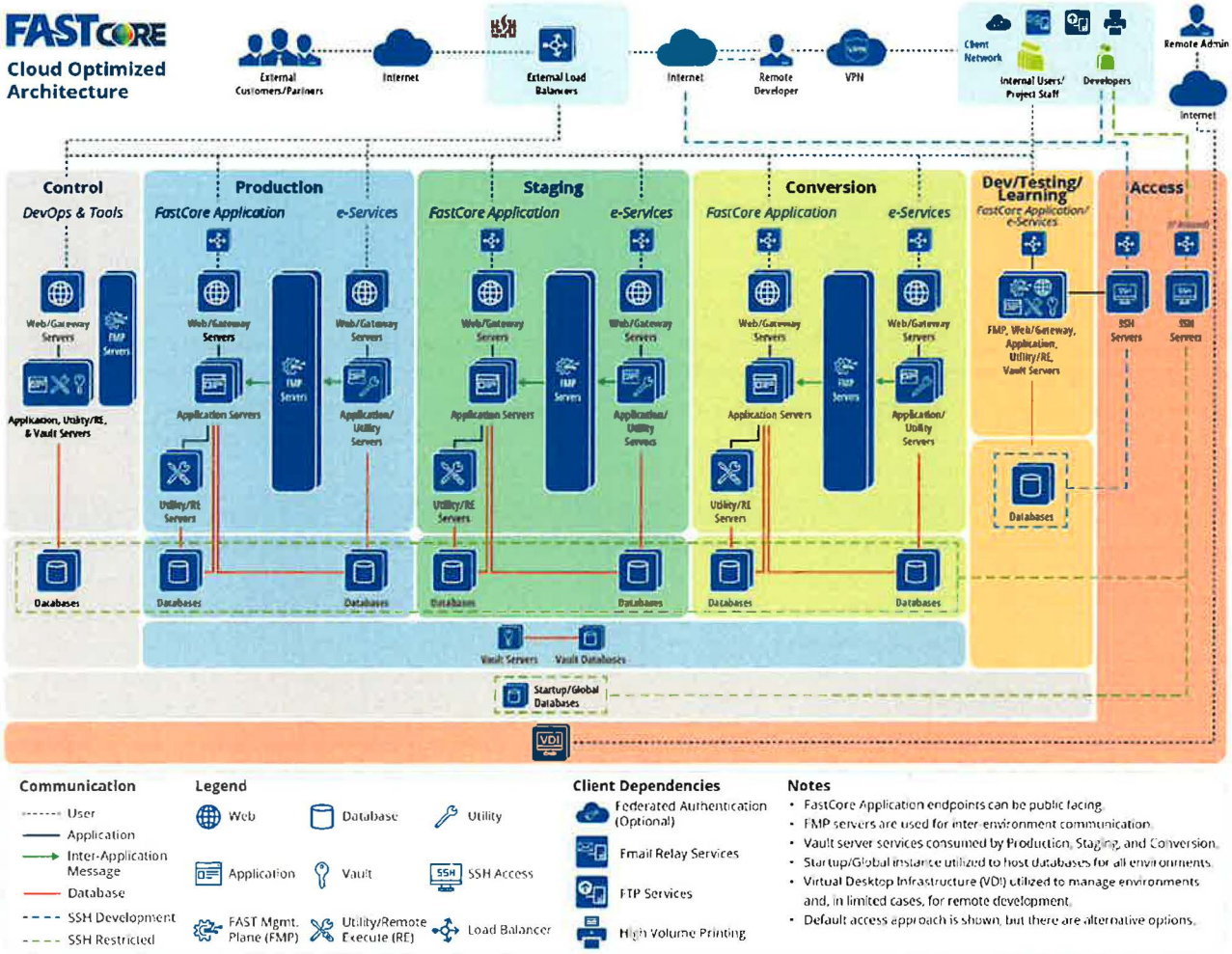
A Scalable & Responsive Cloud-Optimized Architecture & Environments

FastDS' cloud-optimized architecture and environments are designed to provide secure, scalable, and user-friendly services for both internal agency users and external customers and partners on an Amazon Web Services (AWS) commercial-cloud environment that meets FedRAMP Moderate compliance. The architecture is designed to scale and evolve over time, allowing new programs, external systems, and data services to be added without re-engineering the core solution. This flexibility supports long-term expansion and

modernization, while also minimizing technical debt and need to devote agency IT resources to cloud-based maintenance and support, which will be fully managed by our centralized managed services team and dedicated IT professionals at our Denver-based Development Center.

We are proposing a fully managed, FAST-hosted solution delivered through AWS under our hosted-services model. Under this model, FAST is responsible for the deployment, configuration, support, and ongoing maintenance of all infrastructure and system software related to the cloud-hosted environments. FastDS is designed to operate efficiently over modern internet connections using secure HTTPS-based communication that is optimized for web browsers and thin-client performance. All connectivity to the hosted environments is encrypted in transit and established using secure, mutually agreed-upon networking and communication methods that align with the State's networking and security requirements.

FastCore Cloud Optimized Architecture- FastDS



4.2.2.12 Provide a solution designed for high availability and reliability.

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

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

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

FastDS meets WVDMV's application architecture requirements through a consistent, intuitive, and accessible user interface; configurable business rules and data validation; real-time processing; role-based data protection; and integrated help and user documentation.

Consistent and Intuitive Interface

FastDS provides agency users and authorized external users with a consistent and intuitive user interface that supports accessibility, usability, configurable business rules, online assistance, and comprehensive user documentation. Built on the FastCore platform, FastDS uses common user interface components, navigation structures, and presentation standards to provide a uniform user experience across system functions. The solution supports persistent field labels, enabling fields to retain consistent names throughout the system. FastDS also performs transactions in real time and displays the most current data values as users move between transactions and screens. For additional information regarding common user experience, navigation, personalization, and user productivity features, please see response under 4.2.1.2.

Accessibility

FastDS' underlying FastCore software platform and associated web functions are designed to meet federal and state accessibility standards, including Web Content Accessibility Guidelines (WCAG 2.1 Level AA) and Section 508 accessibility requirements. FAST uses the latest WCAG guidelines and the International Edition of the Voluntary Product Accessibility Template® (VPAT®) to assess accessibility across FastDS and other FastCore software solutions.

FastDS supports accessible navigation through keyboard shortcuts and can be configured for use with industry-leading assistive technology products, including Job Access With Speech (JAWS), Non-Visual Desktop Access (NVDA), and Apple VoiceOver. The FastCore code base and core components that make up every FastCore solution undergo routine testing by FAST's dedicated accessibility and usability team.

Business Rules and Data Validation

FastDS includes comprehensive business-rules functionality that supports the creation, testing, deployment, modification, and retirement of business rules. Rules are stored in business-rule tables and managed through the solution's configuration tools. Business rules that change frequently and have standardized values can be maintained as system values, enabling authorized business users to make updates without requiring programmer intervention.

FastDS supports data validation within form fields to ensure that only expected data formats are accepted from users or automated processes. Incoming files and records are configured based on agency business rules to ensure that FastDS only processes valid data. Field-level edits, validation rules, referential integrity controls, and data-type restrictions help ensure accuracy, consistency, and data integrity throughout the system.

Online Help and Documentation

FastDS provides centrally stored and maintained Help functionality that delivers context-sensitive assistance directly within the application. Users can access information related to active screens, fields, navigation elements, processing activities, system functions, validation messages, and other Help topics without leaving

the system. Authorized users may create and maintain agency-specific Help content through built-in administrative tools.

User and technical documentation are maintained within the Help functionality and may include procedural guidance, navigation assistance, reporting instructions, query functionality, descriptions of screen and batch processes, system reports, processing parameters, and other agency-specific operational information. Documentation can be updated and extended throughout implementation and production without overwriting agency-specific content.

Security and Role-Based Access

FastDS supports encryption and masking of sensitive information and restricts access through configurable role-based security controls. Access to screens, functions, reports, documents, and protected data can be limited by role, responsibility, department, or business unit. For additional information regarding security architecture, access controls, authentication, data protection, auditing, and monitoring capabilities, please see response under 4.2.2.10.

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

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

Additional FastDS document management functionality includes:

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

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

FastDS will provide the required document management functionality and support access to documents maintained outside the solution through appropriate links.

4.2.2.15 Provide audit trail functionality.

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

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

Fully Meets Requirement	WVDMV Driver Modernization System Requirement
✓	Maintaining an audit trail of all user actions related to database access and updates, including any updates conducted through online, batch, web services, or self-service functions. This includes, at a minimum, user ID, action performed, and time/date stamp.
✓	Recording the user ID and providing a timestamp for when a record was last changed or inserted.
✓	Storing the program ID of a program that inserted, deleted, or last changed the record, along with the old and new value of the data changed.
✓	Generating e-mail notifications to designated users, based on WVDMV business rules, when certain auditable events occur.
✓	Maintaining an audit trail of report execution, including the requested report, the user ID of the user who requested the report, and time/date stamp.
✓	Managing the retention and archiving of audit trails based on user-defined business rules.

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

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

4.2.3. Desired Project Requirements

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

4.2.3.1 Complete implementation of all deliverables within the agreed-upon timelines.

FAST's 12-month implementation schedule delivers the Driver Services MVP and required driver licensing functionality, AAMVA REST-based modernization, and complete production deployment by January 1, 2028. Our delivery approach, implementation phases, and timelines are grounded in the FastCore Implementation Methodology, resulting in over 650 production releases for 100+ government agencies worldwide, delivered on time and on budget.

FAST will deliver all approved project deliverables in accordance with the approved project work plan and implementation schedule. Prior to production deployment, FAST will complete the testing, validation, operational-readiness, cutover, and acceptance activities applicable to each deliverable and necessary to achieve production status. FAST's proposed implementation approach, production-readiness activities, and deployment schedule are described throughout this proposal and will be further refined during project planning. FAST understands the importance of meeting the agreed-upon go-live timelines and will apply its established project management, quality assurance, and implementation methodologies to support successful delivery of all project deliverables. Detailed information on our proposed project schedule for the FastDS Driver Modernization System project can be found in the Proposed Project Approach section of this Technical Proposal. Please see the Exceptions and Clarifications section of this Technical Proposal for additional information on the liquidated damages element of this requirement.

4.2.3.2 Deploy implementation of deliverables to production status on an expedited timeline.

As previously stated in this section of our proposal, FAST will implement and deliver WVDMV's new FastDS Driver Modernization System project on an expedited timeline that reduces agency business risk, improves business processes and efficiencies, and operates on a production-proven platform and modern technologies, including RESTful web services that enable effective interface and interaction with the AAMVA network and its system's latest technical standards. Our FastDS solution and proven implementation approach enable us to implement a compressed schedule timeline that consolidates WVDMV's two deliverables into a single 12-month project rollout with anticipated start date of January 1, 2027 and scheduled go-live of January 1, 2028.

Detailed information on our proposed project schedule and phases can be found in the Proposed Project Approach section of this Technical Proposal.

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

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

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

FAST employs more than 2,600 full-time professionals, including over 750 experts dedicated to our FastCore-based, integrated FastDS-VS solution and its implementation for driver and vehicle services agencies. Collectively, this experience reflects decades of successful Driver Services modernization, AAMVA modernization, production support, major-version upgrades, and agency partnership for long-term operation of mission-critical DMV systems.

As part of a collaborative project approach, our dedicated project team will work closely with agency personnel as an integrated project team. Drawing on experience from over two dozen implementations for U.S. state driver and motor vehicle agencies in 27 U.S. jurisdictions, FAST's extensive network of FastDS-VS professionals, together with the West Virginia DMV project team, will be available to provide supplemental expertise and resources as needed to help ensure successful project delivery. Two-page resumes for key personnel are included in Forms and Attachments section of this Technical Proposal.

Project Manager – Donald Browning is a FAST project manager with more than 20 years of experience delivering FastCore-based government solutions. He currently serves as project manager for the West Virginia Department of Revenue's GenTax system, where he leads implementation support, modernization initiatives, software enhancements, production support, and major FastCore version upgrades. Through his long-standing partnership with West Virginia and extensive expertise in FastCore architecture, implementation management, and operational support, he brings proven leadership and valuable state-specific experience to the WVDMV Driver Modernization project. Mr. Browning meets the mandatory Project Manager qualification through his current Project Management Professional (PMP) certification. His more than 20 years of FastCore-based experience, including leadership of long-term modernization, production support, and major version upgrades for statewide solutions in West Virginia and Illinois, further strengthens his qualifications for the proposed role.

Functional Lead – Srisailam Vasudevan is a FAST team manager with more than 13 years of experience implementing FastDS-VS solutions for state driver and vehicle services agencies. He currently serves as implementation team manager for the Maryland Department of Transportation and previously supported Arkansas's statewide FastDS-VS implementation. His experience overseeing functional and technical activities, interface development, AAMVA integrations, and project teams provides the leadership and driver services expertise needed to help ensure FastDS meets WVDMV's business requirements and follows FAST implementation best practices. Mr. Vasudevan exceeds the mandatory Functional Lead qualification requirement through more than 13 years of experience implementing FastDS-VS solutions for driver and vehicle services agencies.

Technical Architect – Paul Gibson is a FAST technical architect with more than seven years of experience delivering FastCore-based driver and vehicle services solutions. He currently provides architectural leadership for Missouri's FastDS-VS implementation after supporting statewide implementations in Alabama and Arkansas. His experience establishing solution design criteria, standards, constraints, policies, and interface requirements for projects, as well as experience supporting integrations and converted data, and directing testing and cutover activities, provides the technical leadership needed to support a reliable, secure, and production-ready FastDS implementation for WVDMV. Mr. Gibson exceeds the mandatory Technical Architect qualification through more than seven years of experience serving in architectural and technical leadership roles on FastCore-based driver and vehicle services implementations.

4.2.3.5 Fully disclose all subcontractors and their proposed role in the Vendor proposal and obtain WVDMV approval before subcontracting any other elements of the work under the Contract.

FAST is not proposing, nor do we require, the use of subcontractors for the WVDMV Driver Modernization System project or contract.

4.3. Qualifications and Experience

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

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

Proposed Cloud Operating Environment

FAST proposes to deliver FastDS as a hosted and managed service using Amazon Web Services (AWS) Commercial Cloud. FAST will be responsible for provisioning, securing, monitoring, maintaining, and operating the infrastructure and platform components within the proposed hosted environment. Hosting is included as a standard part of the proposed FastDS offering and is managed by FAST. This model minimizes WVDMV's infrastructure-management responsibilities and the complexity associated with operating the solution.

The hosted environments will be deployed and managed by FAST personnel based in the United States and supported 24x7x365. FAST's hosting responsibilities include:

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

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

FAST's hosting model minimizes the infrastructure-management burden for WVDMV. The Agency will not be responsible for provisioning, configuring, or maintaining the infrastructure and platform components within the FAST-managed hosting environment. FAST will coordinate with WVDMV where required for integration with Agency-controlled services and policies, including external identity providers such as SAML or OpenID Connect and the definition of role-based access controls. FAST will provide configuration expertise and technical support, while WVDMV will retain control over its access policies and user governance.

Primary and Backup Data Centers (Disaster Recovery)

FastDS will be deployed in AWS data centers located within the continental United States. The primary production environment will use multiple Availability Zones within an AWS Region to support high availability and operational resilience and to protect against localized failures.

FAST will provide a disaster recovery environment as part of the hosted solution. The disaster recovery environment will include replicated application components, configurations, and data to enable recovery following a service disruption. The final disaster recovery configuration will be established as part of the proposed cloud architecture design and applicable project requirements.

Disaster recovery capabilities include:

- Deployment of disaster recovery components separately from production resources
- Encrypted, automated backups and point-in-time recovery
- Regular testing of failover and recovery procedures
- Alignment with mutually agreed Recovery Time Objectives and Recovery Point Objectives defined with WVDMV

- Continued user access through secure web interfaces to support remote operations during a disruption

Because FastDS is cloud-based and accessible through secure web interfaces, authorized Agency personnel are not dependent on a specific physical location for system access. This flexibility supports continuity of operations during localized incidents and other disruptions.

FAST's disaster recovery plan will include documented recovery procedures, communication protocols, escalation paths, and trained personnel to support the timely restoration of services. FAST will maintain these capabilities throughout the system lifecycle to provide consistent operational assurance and minimize downtime.

Cloud Architecture Design Overview

The proposed cloud architecture is designed to provide a secure, scalable, and resilient environment for WVDMV operations. Key components include:

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

All data will be encrypted in transit and at rest using FIPS-compliant standards. Connectivity to the hosted environment will use encrypted protocols, including HTTPS using TLS 1.2 or later. Client-site internet connectivity, including network circuits between WVDMV and the hosted environment, is outside the scope of FAST's managed hosting services.

Roles and Responsibilities Overview

FAST proposes FastDS as a fully hosted and managed solution. Under this model, FAST is responsible for managing the hosted environment and supporting platform operations, eliminating the need to divide individual hosting activities among FAST and WVDMV through a traditional RACI matrix. The following diagram provides the roles-and-responsibilities model for the proposed solution and identifies ownership across the Agency, FAST project team, FAST centralized technical resources, FAST Hosting Services, and the cloud service provider.

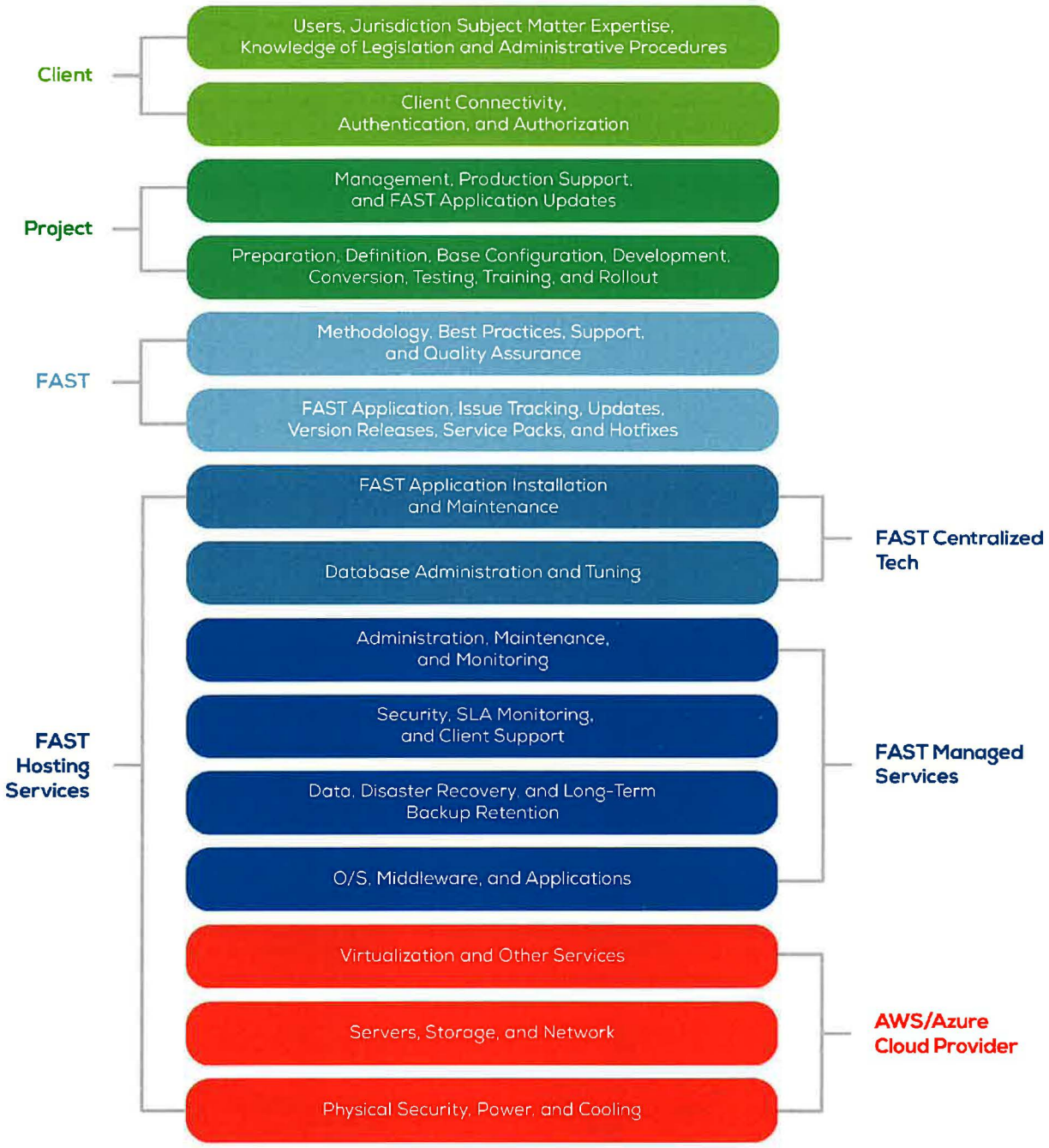
Responsibilities are organized by logical service area, including project implementation, application support, system administration, security, infrastructure, and platform support. FAST and its cloud service provider will manage the hosted environment from the operating system through the physical data-center infrastructure. WVDMV will not be responsible for provisioning, configuring, or maintaining components within the hosted environment.

WVDMV's responsibilities will focus on Agency-controlled activities, including business policies and procedures, subject matter expertise, user governance, authentication and authorization requirements, and client-side connectivity. FAST will coordinate with WVDMV where Agency input or action is required, including identity and access management, external interfaces, and applicable security reviews, while remaining accountable for delivering and supporting the hosted FastDS solution.

This model provides WVDMV with clear ownership boundaries, reduces the Agency's operational burden, and establishes a secure and reliable foundation for the long-term operation and maintenance of FastDS.

FAST ENTERPRISES

PROPOSED CLOUD OPERATING ENVIRONMENT



Hosting Scope Exclusions and Assumptions

FAST's managed hosting services do not include:

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

FAST assumes WVDMV will provide any required Windows Server Client Access Licenses under a Bring Your Own License model for users accessing the hosted servers, including WVDMV personnel and FAST staff assigned to the project. Use cases beyond the defined scope, or those requiring additional environments, services, capacity, or licensing, may result in additional costs. If such a need arises, FAST will notify WVDMV of the anticipated costs before proceeding.

5.3.6.2.5 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.

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

In this section, FAST responds to agency prompt 5.3.6.2.5, providing our approach for executing the project. Per Addendum 1, no response is required for duplicate prompt 5.3.6.2.6.

Implementation Overview

To support WVDMV's modernization objectives, FAST proposes a single 12-month implementation of FastDS that delivers the required Driver Services MVP functionality and REST-based AAMVA services by January 1, 2028. This approach satisfies the State's January 1, 2028 REST-based AAMVA services deadline while delivering the MVP five months ahead of the State's June 2028 target date. By consolidating MVP functionality and REST-based AAMVA services into a single FastDS production release by January 1, 2028, FAST accelerates delivery of the State's required capabilities through an expedited implementation schedule.

FAST's integrated approach establishes FastDS as WVDMV's modern Driver Services system of record while deploying native FastDS REST services, built-in FastCore Gateway capabilities, and AAMVA Exchange functionality required to retire the legacy UNI environment. Because these capabilities are integrated components of FastDS, FAST can place the modernized Driver Services system and required REST-based AAMVA services into production through one coordinated release, eliminating the need for an interim mainframe REST implementation or disposable integration layer.

By delivering the modernized driver licensing system and REST services architecture through a single implementation, FAST reduces project complexity, eliminates the need for interim solutions, and accelerates WVDMV's transition from the legacy Driver License System to a modern, scalable environment that supports the agency's long-term modernization goals. An Initial Project Work Plan is provided as an attachment and contains the proposed implementation phases, activities, milestones, and timeframes.

FAST's implementation approach is designed to support WVDMV's modernization objectives while reducing schedule and deployment risk through parallel execution of project activities. Requirements validation, solution configuration, interface development, data conversion planning, testing preparation, and organizational readiness activities will be performed concurrently, where practical, to support achievement of the January 1, 2028 production deployment milestone. Throughout implementation, FAST and WVDMV will review project risks, assumptions, dependencies, and issues through established governance processes and implement mitigation strategies as necessary to maintain project objectives and critical milestones. If unforeseen delays are identified, FAST will evaluate corrective actions with WVDMV, including reprioritization of activities, adjustment of task sequencing, execution of additional parallel workstreams, where practical, and targeted resource allocation to maintain key milestones. FAST's approach, multiple testing and readiness checkpoints, mock conversions, and deployment readiness reviews provide opportunities to identify and address issues early while maintaining project objectives and operational continuity.

Key Elements of FAST's Proposed Approach

- Single 12-month implementation that meets the January 1, 2028 REST-services deadline and delivers the FastDS-based MVP ahead of the State's June 2028 target.
- One coordinated production release of FastDS Driver Services and native REST-based AAMVA services.

- FastDS established as WVDMV's authoritative Driver Services system of record, enabling retirement of the legacy Driver License System and UNI-dependent architecture.
- No interim mainframe REST implementation, disposable integration layer, or indefinite operation of duplicate legacy and modern architectures.
- Parallel configuration, integration, conversion, testing, training, and readiness activities, based on the FastCore Implementation Methodology to reduce schedule risk.
- A production-proven, configurable COTS solution and repeatable implementation methodology that reduce reliance on traditional design and custom-development activities.

Minimum Viable Product (MVP) Deployment and Production Readiness

Our single rollout of FastDS represents the Minimum Viable Product (MVP) deployment required to establish FastDS as WVDMV's Driver Services system of record and support retirement of the legacy Driver License System. The FastDS-based MVP includes the functionality, integrations, data migration, testing, training, and operational readiness activities necessary to successfully transition Driver Services operations from the legacy environment to FastDS.

FAST will recommend production deployment only after successful completion of readiness activities designed to validate system functionality, performance, security, operational readiness, and data quality. These activities include completion of planned testing cycles, mock conversions, user acceptance testing, end-user training, production-support preparation, and cutover planning. Production deployment will occur only after validation of conversion results, completion of agreed-upon readiness activities, resolution of critical implementation issues, and review of deployment readiness through the project's governance processes.

FAST Implementation Methodology

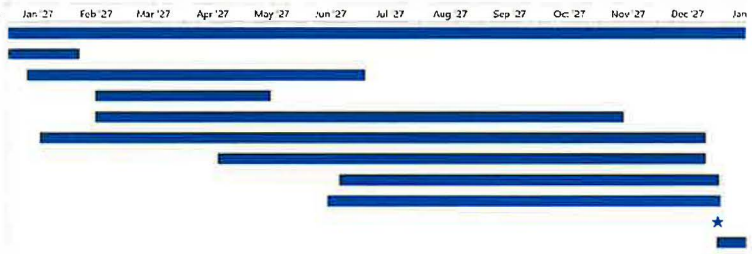
FAST's 12-month schedule is achievable because FastDS is a pre-built, production-proven, fully configurable COTS solution, not a custom-development project or transferred copy of another jurisdiction's system. Upon installation, FastDS provides operable baseline Driver Services functionality that the joint FAST and WVDMV project team will configure to meet West Virginia's requirements, laws, policies, business processes, security requirements, and service objectives.

As described in the Proposed Project Management Methodology section of this Technical Proposal, FAST's implementation methodology organizes project activities into Preparation, Definition, Foundation, Development, Conversion, Testing, Training, Rollout, and Production phases. These phases collectively support requirements validation, solution configuration, requirements traceability, interface development, data migration, testing, training, knowledge transfer, deployment, and post-production support activities required for successful modernization of WVDMV's Driver Services environment.

The proposed schedule reflects FAST's strategy of executing configuration, integration, conversion, testing, training, and readiness activities in parallel wherever practical. This approach supports achievement of the January 1, 2028 production deployment milestone while providing multiple testing, verification, conversion, and readiness checkpoints throughout the implementation lifecycle. The 12-month implementation culminates in production release on January 1, 2028. The schedule continues through January 14, 2028 to depict the initial Production Phase, including post-release rollout, production, and operations support activities.

Proposed Total 12-Month Project Schedule for FastDS Implementation

Task Name	Start	Finish	Duration
WV DMV Driver Modernization System	Fri 1/1/27	Fri 1/14/28	271 days
Preparation	Fri 1/1/27	Fri 2/5/27	26 days
Definition	Mon 1/11/27	Fri 7/2/27	125 days
Foundation	Mon 2/15/27	Fri 5/14/27	65 days
Development	Mon 2/15/27	Fri 11/12/27	195 days
Conversion	Mon 1/18/27	Fri 12/24/27	245 days
Testing	Mon 4/19/27	Fri 12/24/27	180 days
Training	Mon 6/21/27	Fri 12/31/27	140 days
Rollout	Mon 6/14/27	Sat 1/1/28	146 days
Production Release	Sat 1/1/28	Sat 1/1/28	1 day
Production	Sat 1/1/28	Fri 1/14/28	11 days



FastDS 12-Month Implementation

We will implement WVDMV's new FastDS system on an expedited timeline that reduces agency business risk, improves business process efficiency, and replaces the legacy Driver License System with a modern, web-based platform. The implementation includes deployment of REST-based services that support retirement of the existing AAMVA Unified Network Interface (UNI) connection while enabling communication with the AAMVA network and supporting modernization initiatives including State-to-State, Driver History Record (DHR), Exclusive Electronic Exchange (EEE), Drug and Alcohol Clearinghouse (DACH), National Registry of Certified Medical Examiners (NRCME), and United States Passport Verification Service (USPVS), as well as programs and interfaces in Attachment B. The implementation also establishes FastDS Driver Services as WVDMV's system of record for driver services and supports retirement of the legacy mainframe Driver License System in a 12-month period.

This 12-Month implementation for FastDS includes modern driver licensing, driver enforcement, REST APIs and AAMVA interface services, and integration with WVDMV's existing Mobile ID/mDL solution. FastDS supports WVDMV's required MVP functionality, including:

- Support for issuance and renewal of all driver licenses, permits, and identification cards, including commercial driver licenses, learner permits, graduated licenses, motorcycle credentials, REAL ID-compliant credentials, identification cards for state employees, and ID cards for State Bar members.
- Online services and secure authorized-user capabilities, including the required Medical Provider portal and integrations supporting authorized access to driver-related information.
- Complete management of current and historical driver records, including traffic convictions, license restrictions, suspensions, revocations, reinstatements, and secure role-based access to driver information.
- Automated driver enforcement capabilities, including configurable suspension workflows, points tracking, integration with external programs and services, and monitoring compliance with compulsory insurance requirements through cross-referencing of driver and vehicle information.
- Medical Review functionality that supports electronic case management, management of medical documentation, issuance of driving restrictions, configurable review workflows, and electronic submission of assessments, certificates, and compliance information by authorized providers.
- Management of Safety & Treatment, DUI, ignition interlock, customer-associated handicap placards, and other in-scope driver compliance programs and services.
- Management and tracking of driver-license-related investigations, including employee fraud, customer fraud, and other driver-license-related fraud activities.
- Configurable generation, delivery, storage, retrieval, and audit tracking of notices, forms, letters, and other driver-related correspondence.
- Document management capabilities, including storage and retrieval of driver-related documents.

- Integration with WVDMV and partner systems identified in the project scope and migration of driver records required to establish FastDS Driver Services as the State's system of record.
- Integration with WVDMV's existing Mobile ID/mDL solution to support secure data exchange and continued Mobile ID/mDL services in accordance with applicable AAMVA and ISO/IEC 18013-5 standards.

Proposed FastDS System-Modernization Detailed Project Schedule for WVDMV Driver Services

Rollouts, Phases, Activities, & Milestones	Start	Finish	Duration
WVDMV Driver's License Modernization Project	1/1/2027	1/14/2028	271 days
Preparation Phase	**1/1/2027**	**2/5/2027**	**26 days**
Install FastDS	1/1/2027	1/8/2027	6 days
Identify Project Objectives	1/1/2027	1/29/2027	21 days
Create Project Schedule	1/1/2027	1/29/2027	21 days
Prepare Inventories	1/4/2027	2/5/2027	25 days
Develop Communication Plan	1/4/2027	2/5/2027	25 days
Develop Business Profiles	1/11/2027	2/5/2027	20 days
Perform System Overview	1/18/2027	2/5/2027	15 days
Definition Phase	**1/11/2027**	**7/2/2027**	**125 days**
Develop Resource Plan	1/11/2027	1/29/2027	15 days
Perform Infrastructure Recommendations	1/18/2027	2/12/2027	20 days
Perform Developer Technical Training	2/8/2027	2/19/2027	10 days
Define Business Requirements	2/8/2027	7/2/2027	105 days
Plan Test Scenarios	2/15/2027	7/2/2027	100 days
Conduct Training Needs Analysis	2/15/2027	7/2/2027	100 days
Foundation Phase	**2/15/2027**	**5/14/2027**	**65 days**
Define Scope of Foundation	2/15/2027	3/12/2027	20 days
Perform Foundation Setup	2/15/2027	4/30/2027	55 days
Perform Verification	5/3/2027	5/14/2027	10 days
Development Phase	**2/15/2027**	**11/12/2027**	**195 days**
Perform Development Tasks	2/15/2027	9/10/2027	150 days
Develop Interfaces	2/15/2027	9/10/2027	150 days
Perform Change Impact Analysis	2/15/2027	11/12/2027	195 days
Perform Business Verification	2/22/2027	10/8/2027	165 days
Develop Correspondence	3/8/2027	10/1/2027	150 days
Develop Reports	3/22/2027	10/1/2027	140 days
Develop Architecture Plan	4/12/2027	7/23/2027	75 days
Define Application Security	7/5/2027	10/1/2027	65 days
Conversion Phase	**1/18/2027**	**12/24/2027**	**245 days**
Inventory Data Resources	1/18/2027	2/5/2027	15 days
Purify Data	2/15/2027	11/26/2027	205 days
Define Conversion	3/1/2027	7/30/2027	110 days
Perform Extracts	3/8/2027	12/24/2027	210 days
Develop Conversion	3/8/2027	12/24/2027	210 days
Run Mock Conversions	4/26/2027	12/24/2027	175 days
Verify Conversion	6/7/2027	12/24/2027	145 days

Rollouts, Phases, Activities, & Milestones	Start	Finish	Duration
Testing Phase	**4/19/2027**	**12/24/2027**	**180 days**
Create Testing Plan	4/19/2027	6/18/2027	45 days
Perform Business Testing	8/9/2027	11/12/2027	70 days
Perform Converted Data Testing	8/9/2027	12/10/2027	90 days
Conduct Performance Testing	11/8/2027	12/17/2027	30 days
Perform End-to-End Testing	11/1/2027	12/24/2027	40 days
Perform Application Security Testing	11/1/2027	12/24/2027	40 days
Training Phase	**6/21/2027**	**12/31/2027**	**140 days**
Create Training Plan	6/21/2027	8/13/2027	40 days
Localize User Help and Documentation	8/9/2027	10/15/2027	50 days
Develop Curriculum	8/9/2027	10/22/2027	55 days
Train Trainers	10/4/2027	11/5/2027	25 days
Train Users	11/1/2027	12/31/2027	45 days
Rollout Phase	**6/14/2027**	**1/1/2028**	**146 days**
Prepare Installation Report	6/14/2027	7/16/2027	25 days
Create Cutover Checklist	7/26/2027	12/3/2027	95 days
Prepare Operations & Support Plan	10/11/2027	12/3/2027	40 days
Set Up Help Desk	11/1/2027	11/26/2027	20 days
Update Disaster Recovery Plan	11/8/2027	12/10/2027	25 days
Perform Operations Training	11/29/2027	12/17/2027	15 days
Run Conversion	12/29/2027	12/30/2027	2 days
Production Release - Driver Services ★	1/1/2028	1/1/2028	1 day
Production Phase	**1/1/2028**	**1/14/2028**	**11 days**
Perform Rollout Support	1/1/2028	1/14/2028	11 days
Perform Production Support	1/1/2028	1/14/2028	11 days
Perform Operations Support	1/1/2028	1/14/2028	11 days

Ongoing Maintenance & Support

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

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

Maintenance and support begin at production release of FastDS, continue throughout the duration of the initial contract, and are included as part of any State-authorized option years.

PROPOSED PROJECT ORGANIZATION

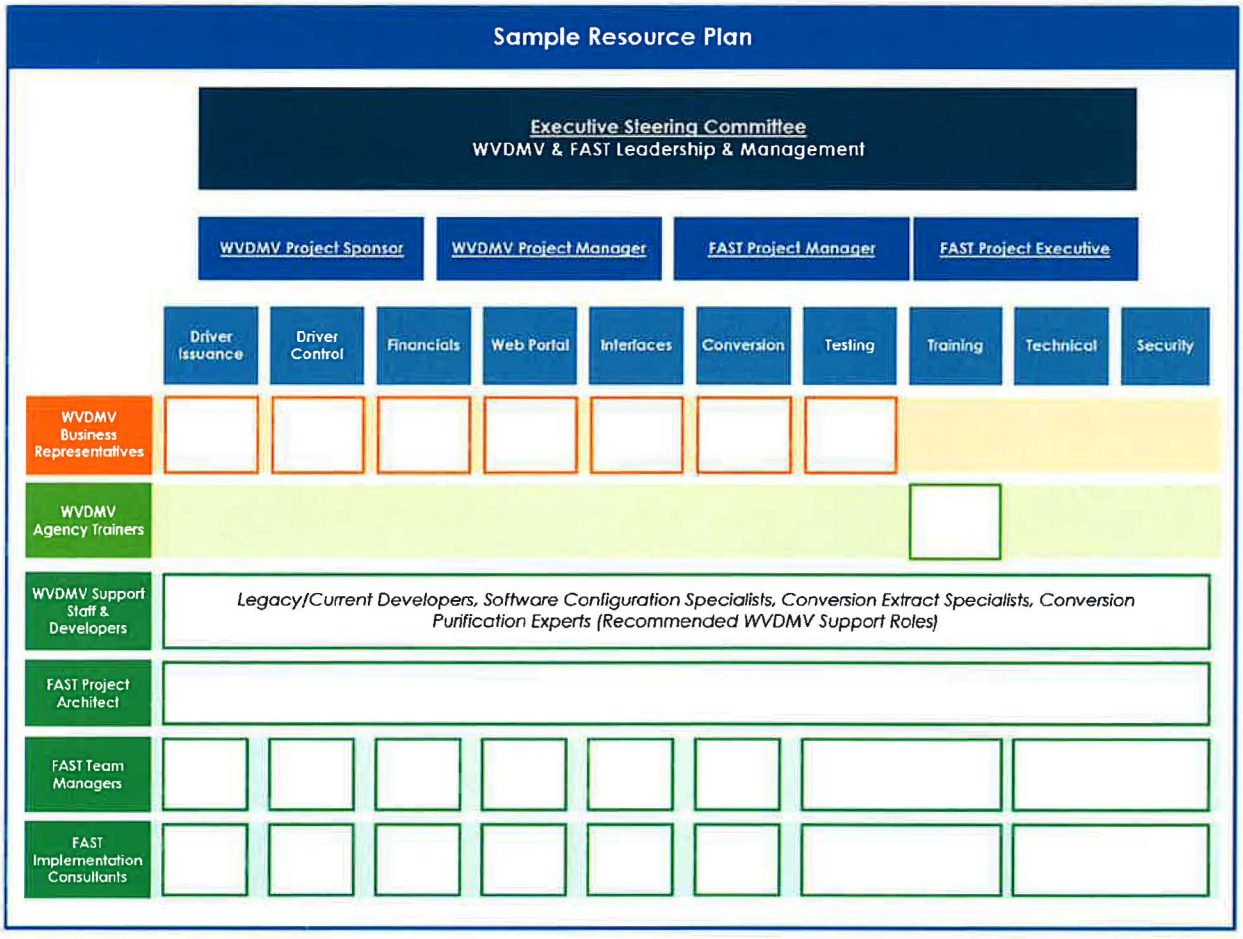
5.3.6.2.7 Describe the Vendor's proposed project organization for delivery of the requested services. Summarize the experience of the proposed project team. As an attachment (not counted in page limit), provide two-page resumes for each proposed team member which focus on highlighting the specific prior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

Proposed Project Organization

FAST will align our staffing approach and project organization with the WVDMV's team structure and adjust resources as project phases and activities evolve. This approach ensures that appropriately qualified personnel are assigned at the right time throughout the project lifecycle. The project organization will clearly define team member roles and responsibilities, levels and durations of commitment, team structure, and the processes that support collaboration and communication across all project teams.

The following diagram presents a proposed high-level resource plan for FAST and WVDMV personnel. The plan is designed to foster collaboration while delivering meaningful project outcomes. FAST implementations utilize a joint FAST-agency team approach that leverages the expertise of WVDMV business and technical staff to configure the solution in alignment with FAST best practices and business processes.

This proposed project organization reflects the collaborative partnership model planned for the driver services rollout and will be finalized during the Preparation phase.



PROPOSED PROJECT ORGANIZATION

The proposed organization establishes a collaborative governance model that integrates FAST and WVDMV personnel into a single project team. FAST project leadership provides overall project management, functional leadership, technical oversight, conversion management, testing and training coordination, and implementation staffing, while WVDMV stakeholders provide business leadership, operational expertise, and decision-making authority.

Proposed Project Team and Key Resources

From project inception, our FAST project personnel collaborate with your WVDMV project personnel as part of a joint project team. Most FAST personnel, including named key personnel, will live in the Charleston area during their time on the project. Our proposed key personnel will be committed to the project and will serve in their assigned roles until the rollout goes live in production.

FAST Project Personnel – Roles and Responsibilities

Project Role	Description of Responsibilities
Project Manager **Donald Browning** PMP Certified Full-time, 100% dedicated on-site to the project	The project manager is a senior project leader who supports the agency and FAST project team in delivering the FastCore-based FastDS software. They are responsible for managing FAST's contractual relationship with the agency, providing strategic direction on implementation issues, and serving as the primary liaison with agency program sponsors, senior agency managers, and external stakeholders. Additional responsibilities include: • Serving as FAST's primary point of contact for the project. • Promoting FAST's implementation methodology and providing executive support through all phases. • Working with the agency to identify and communicate project objectives. • Participating in the steering group meetings and cooperating with agency executives. • Ensuring adherence to the project contract and budget. • Tracking and monitoring FAST project deliverables in the Delivery Workbench. • Resolving business decisions and issues, including helping to identify when decision requests are needed. • Organizing team status meetings and preparing status reports and presentations. • Managing FAST's project budget and invoices.
Functional Lead **Srisailam Vasudevan** Full-time, 100% dedicated on-site to the project	The functional lead provides direct support to the project manager and oversight on implementation activities, checking for standardizations, reviewing site-specific components prior to promotion and identifying areas for improvement. Additional responsibilities include: • Cooperate with other project teams, including Conversion, Testing, and Training. • Manage the following for their functional team: o Review and refine development plans in Delivery Workbench. o Assist with and monitor schedules, definitions, and development tasks. o Keep Delivery Workbench up to date for team activities. o Maintain awareness of the project requirements to ensure that business needs are being met without extending beyond original project scope. o Keep track of the development progress and assist with development activities. o Ensure that Implementation Consultants conform to the design criteria, standards, constraints, policies, and interface or integration requirements established for the project. o Support knowledge transfer activities, including sharing knowledge between FAST and client developers. o Be familiar with and promote the FastCore Implementation Methodology. • Provide status updates and raise any issues to the Project Manager. • Complete any additional tasks delegated by the Project Manager.

PROPOSED PROJECT ORGANIZATION

Project Role	Description of Responsibilities
Technical Architect **Paul Gibson** Full-time, 100% dedicated on-site to the project	The Technical Architect supports the Project Manager and oversees the technical aspects of project work, ensures that applicable architecture standards and policies are followed, and is responsible for ensuring the delivered solution meets the Agency's business requirements while project activities are conducted in accordance with industry best practices. Additional responsibilities include: • Oversee environment changes associated with site-specific design extensions and database schemas. • Provide technical oversight of the hosted FastDS platform/environment. • Lead performance tuning and optimization of the FastDS system. • Create design criteria, standards, constraints, policies, and interface or integration requirements for the project and communicate them to Team Managers. • Work closely with the Project Manager and Conversion teams to set standards. • Guide the planning of technical testing as well as technical aspects of training. • Lead or actively participate in creating the cutover checklist. • Promote cross-functional team communication. • Attend team status meetings.
Data Conversion Manager Full-time, 100% dedicated on-site to the project	The data conversion manager is responsible for the organization, management, and execution of the conversion process to move legacy data into FastDS. Conversion team members work closely with the manager and complete any delegated tasks related to the execution of the conversion process. Team member responsibilities may vary depending on the project needs, experience, and team manager directions. Primary responsibilities include: • Guiding the client throughout the conversion process and explaining the FAST conversion approach. • Assisting with conversion verification activities. • Providing customer lists for data purification activities. • Working and communicating with agency resources for extracts and other legacy system needs. • Supporting the client technical staff and data extractors. • Managing and supporting the team, if applicable. • Creating the conversion-related deliverables, such as the conversion approach and conversion plan. • Supporting the review and approval of the applicable project deliverables (e.g., conversion plan). • Reporting the conversion progress to the project and agency management. • Completing any additional tasks delegated by the project manager and functional lead.
Testing & Training Coordinator Full-time, 100% dedicated on-site to the project	The testing & training coordinator (TTC) is responsible for overseeing project activities, including planning, organizing, and overseeing all project-related training activities, developing and coordinating the training program for project members and users, and business and end-to-end testing activities. Additional responsibilities include: • Creating training plans, materials, and documentation. • Planning and coordinating train-the-trainer programs. • Planning and coordinating testing schedules, resources, test execution, and reporting. • Defining user access and application security needs. • Identifying changes in business processes and organizational structures and evaluating user readiness.
Implementation Consultants	Implementation consultants (ICs) configure and develop system functionality for specific areas of the system. In addition to acting as implementation consultants, some ICs may

Project Role	Description of Responsibilities
Full-time, 100% dedicated on-site to the project	also serve as team leads on various project teams. IC responsibilities may vary depending on the project needs and team managers' directions. Primary responsibilities include: • Working closely with agency business representatives to ensure that the solution meets user needs. • Supporting the business with verification, demo, and testing activities. • In the Preparation phase, assisting with preparation activities and the delivery of system overviews and learning any new functional areas. • In the Definition phase, participating in the definition-gathering process and analyzing business rules. This can include definition meetings and research, as well as assisting with or performing demos. • In the Foundation phase, performing and verifying the foundation and assisting with foundation demos and data setup. • In the Development phase, executing tasks and producing deliverables as outlined in the project plan and directed by the team manager. • Working on configuration and site-specific programming tasks (including correspondence, reports, and interfaces). • In the Conversion phase, reviewing converted data for the area and providing feedback, and fixing development-related issues that cause conversion errors. • In the Testing phase, understanding the project testing plans and methodology and meeting development deadlines based on testing plans. o Completing unit testing and participate in pre-testing activities, if applicable and participating in scenario reviews, if applicable. o Fixing failed test scenarios and resolve issues discovered during testing or training preparations. • In the Training phase, being aware of training timelines, activities, and needs, and supporting the training data build and resolving related issues. • In the Rollout phase, being aware of cutover activities and the development freeze timeline and assisting with any assigned cutover activities, including system pre-testing. • In the Production phase, providing deskside support after go-live and assisting and supporting the agency to ensure that the project is successful.

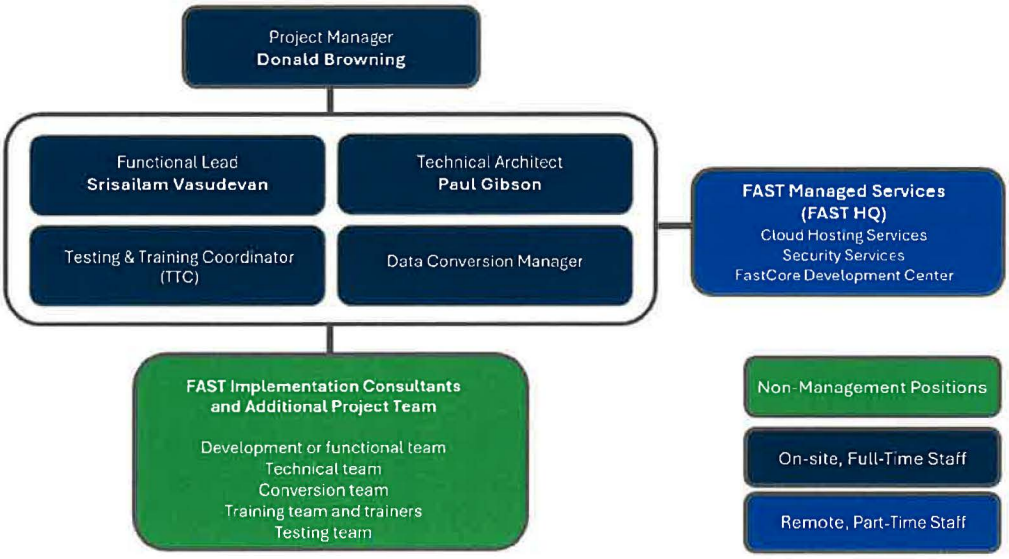
FAST employs more than 2,600 full-time professionals, including over 750 experts dedicated to our FastDS-VS solution and its implementation for driver and vehicle services agencies. As part of a collaborative project approach, our dedicated project team will work closely with agency personnel as an integrated project team. Drawing on experience from FAST's software implementations for U.S. driver and motor vehicle agencies in 27 jurisdictions, FAST's extensive network of driver services professionals, together with the West Virginia DMV project team, will be available to provide supplemental expertise and resources as needed to help ensure successful project delivery.

This depth of experience and staffing capacity provides WVDMV with access to specialized subject matter expertise, implementation best practices, and supplemental resources when needed. It also reduces project delivery risk by ensuring FAST can rapidly address emerging business, technical, conversion, testing, and training needs throughout the implementation lifecycle.

We have selected a team of qualified personnel based on the business needs, project requirements, and modernization goals for West Virginia's DMV Driver System project. **With a combined total of over 40 years of experience on FastCore solutions and system-modernization projects, our key personnel significantly exceed**

mandatory experience requirements and are committed to the successful delivery of the project. We propose the following three key personnel to support West Virginia's FastDS DMV Driver Modernization System project. Two-page resumes for key personnel are included in the Forms and Attachments section of this Technical Proposal.

FAST Project Team Organization



Project Manager – Donald Browning is a FAST project manager with more than 20 years of experience delivering FastCore-based government solutions. He currently serves as project manager for the West Virginia Department of Revenue's GenTax system, where he leads implementation support, modernization initiatives, software enhancements, production support, and major FastCore version upgrades. Through his long-standing partnership with West Virginia and extensive expertise in FastCore architecture, implementation management, and operational support, he brings proven leadership and valuable state-specific experience to the WVDMV Driver Modernization project. **Mr. Browning meets the mandatory Project Manager qualification through his current Project Management Professional (PMP) certification.** His more than 20 years of FastCore-based government solution experience further strengthens his qualifications for the proposed role.

Functional Lead – Srisailam Vasudevan is a FAST team manager who exceeds the mandatory requirement of two years working in similar roles on implementations of FastDS with more than 13 years of experience implementing FastDS-VS solutions for state driver and vehicle services agencies. He currently serves as implementation team manager for the Maryland Department of Transportation after previously supporting Arkansas's statewide FastDS-VS implementation. His experience overseeing functional and technical activities, interface development, AAMVA integrations, and project teams provides the leadership and driver services expertise needed to help ensure FastDS meets WVDMV's business requirements and follows FAST implementation best practices. **Mr. Vasudevan exceeds the mandatory Functional Lead qualification requirement through more than 13 years of experience implementing FastDS-VS solutions for driver and vehicle services agencies.**

Technical Architect – Paul Gibson is a FAST technical architect with more than seven years of experience delivering FastCore-based driver and vehicle services solutions. He currently provides architectural leadership for Missouri's FastDS-VS implementation after supporting statewide implementations in Alabama and Arkansas. His experience establishing solution design criteria, standards, constraints, policies, and interface

requirements for projects, as well as experience supporting integrations and converted data, and directing testing and cutover activities, provides the technical leadership needed to support a reliable, secure, and production-ready FastDS implementation for WVDMV. **Mr. Gibson exceeds the mandatory Technical Architect qualification through more than seven years of experience serving in architectural and technical leadership roles on FastCore-based driver and vehicle services implementations.**

Recommended WVDMV Roles and Responsibilities

Active involvement from agency personnel is an essential element of project success. It enhances knowledge transfer, provides valuable hands-on experience for staff, and enables agency personnel to learn directly from FAST subject matter experts throughout the implementation.

The following table presents recommended WVDMV staffing roles and responsibilities based on FAST's experience delivering FastDS implementations of similar scope and complexity. These roles are intended as recommendations and are not required for successful system delivery. However, participation by agency personnel with institutional knowledge and operational experience is particularly important in the roles of business representatives and subject matter experts (SMEs), testers, data conversion specialists, trainers, and legacy system developers.

During the Preparation phase, FAST and WVDMV will collaboratively develop and finalize a staffing and resource plan that defines the roles, responsibilities, and level of participation for both FAST and WVDMV project personnel. As part of this process, FAST will work closely with WVDMV stakeholders to ensure alignment on staffing needs, resource commitments, and project responsibilities, resulting in a shared and coordinated staffing approach.

Recommended Technical, Functional, and Operational Responsibilities of WVDMV Staff

Recommended Role	Description of Responsibilities
Project Sponsor	This individual is responsible for securing resources for the project and acts as a vocal and visible champion, legitimizes the project's goals and objectives, keeps abreast of major project activities, and is a decision-maker for the project. They will provide support for the project manager; assist with major issues, obstacles, problems, and policy conflicts. The project sponsor serves as primary liaison between the steering committee and project managers.
Project Manager	The project manager functions as a project decision maker. The project manager champions the project, removes any barriers, and acts as the key point person for all issues regarding the project. The project manager also provides any necessary support to the project and signs off on all deliverables. The project manager works closely with FAST project management to direct day-to-day project activities. The project manager also oversees the agency's resources (both functional and technical) assigned to the project and resolves business decisions and issues arising within the agency's administration. We recommend that the project manager: • Be a full-time agency employee from the business side; • Be an individual who has expertise in the agency's business practices, rules, policies, etc.; • Move their office to the project space for the project duration; • Expend at least 90% of their working hours directly on project work from their office in the project space; • Be the agency's senior-most manager for purposes of directing all agency employees involved with the project; and

	• Have the authority to make final decisions on behalf of the agency for all matters related to the project including business requirements, prioritization of work, approval of deliverables, personnel assignment, invoice approval, and project activities.
Business Representative(s)	Business representatives will provide business knowledge expertise and contribute significantly to the implementation by describing current and desired outcomes. They assist in making decisions regarding the configuration and escalate decisions requiring senior management resolution and perform configuration verification. They create system testing (user acceptance) and end-to-end testing scenarios; perform converted data verification testing; make detail-level decisions on behalf of the agency in a timely manner on a day-to-day basis; review training material for completeness and accuracy; and provide project solution expertise to users.
Trainer(s)	Agency trainers will attend train-the-trainer sessions, work with FAST to create the job-specific training material and data, deliver user training, and modify online Help to accommodate agency-specific functionality. They are part of the team that performs rollout support and schedule agency staff to attend training.
Tester(s)	Agency testers will execute business test scenarios, document any issues found during testing, and perform regression testing as needed.
Conversion Extract Specialist(s)	These individuals support conversion activities; provide legacy system knowledge base; code automated data cleansing jobs, if practical; code conversion extracts and programs; coordinate with staff performing data cleansing; and perform legacy system and extract reconciliation.
Conversion Data Purification Expert(s)	These individuals focus on cleansing activities prior to conversion to relevant data including common purification items like invalid characters, orphaned data or inactive ID types that may entail strategies such as manual correction using legacy systems or an automated correction program in legacy.
Legacy /Current Solution Developer(s)	Provide and assist with interface inventory and definition. Decommission and turn off previous systems.
Software Configuration Specialist(s)	WVDMV can opt to include agency personnel to serve as software configuration specialists. These personnel implement and maintain software configurations for items such as correspondence and reports. Agency software configuration specialists work with FAST project personnel to more fully understand the configuration of their agency's particular instance and configuration of FastDS, with a particular focus on the configurations of items of frequent change
Security Administrator	Assist in defining application security. Load and validate access rules. Grant and revoke user access to system functions. Manage security levels and investigate access and permission requests.
System/Network Administrator(s)	Supports legacy system/network operation and maintenance as needed.
Organizational Change Management Manager	Leads Organizational Change Management planning for the modernization project. This individual works with FAST support to ensure that agency leadership is kept informed of project activities and changes, to prepare communication plans, and to incorporate change-management related implementation tasks into the schedule. They also work with agency managers and supervisors to engender support throughout the agency for change.

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

- Project workspace(s) to accommodate approximately 50-60 people, with the final count depending on the number of WVDMV resources assigned to the project who are not already seated in or near the project

space. Ideally, the project workspace will be in the same building used by most agency users. Although a separate workspace is acceptable, we have found that co-location with a broader pool of WVDMV users and business experts increases opportunity to leverage their expertise in discussions and decisions related to the new system.

- To support various project deadlines, FAST and WVDMV resources assigned to the project will require access to the project workspace after business hours. This includes weekends and state holidays.
- Local-area-network (LAN) infrastructure and support. Network connection at each workstation and access to network printers and scanners.
- Office space for FAST project management.
- Use of meeting rooms/conference rooms and data projectors.
- Workstations, dual monitors, keyboards, pointer devices, network connections, electrical outlets, and electrical extension cords.
- Stationery, office supplies, whiteboards, chairs, desks.
- Project administration support.
- FAST and WVDMV project staff will have the required access to systems and communication tools in the event work must be performed remotely due to WVDMV health and safety guidelines.
- The project will require a testing space that can accommodate 10-15 people and training spaces that can accommodate 10-15 people. These spaces should be equipped with desks, chairs, workstations connected to the LAN, whiteboards, and other office items.

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

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

FAST is not proposing subcontractors for this project. Specialized services may be performed by personnel from affiliated FAST organizations operating under FAST management and project governance. For example, our FAST Hosting Services team in Denver will provide support in establishing and supporting the WVDMV's hosting environment.

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

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

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

PROPOSED PROJECT MANAGEMENT METHODOLOGY

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

FAST will use our FastCore Implementation Methodology to manage and deliver the WVDMV Driver Modernization project. The FastCore Implementation Methodology provides a structured framework for project management, risk management, quality management, testing, data conversion, training, and production support throughout the project lifecycle. It incorporates formal planning, governance, review, approval, and change-management activities that help ensure project requirements are met while supporting transparent communication and proactive issue resolution. Through its iterative and incremental approach, the methodology enables FAST and WVDMV to collaboratively manage project delivery, reduce implementation risk, and prepare for successful long-term operations and maintenance.

Our methodology is designed expressly for the implementation of our configurable COTS FastDS solution and additional FastCore-based software products. It serves as a proven approach to project delivery that contains phases and tasks that interconnect our software and the activities designed for its implementation. The proposed methodology is the same proven approach used to deliver, maintain, and perpetually enhance the FastCore-based system for the West Virginia Department of Revenue, promoting regular collaboration, communication, and successful project delivery. West Virginia's Department of Revenue has been in production with a perpetually modern FAST solution since 2007.

As shown in the following figure, our methodology is both iterative and incremental, with overlapping phases, allowing decisions to be revisited to further improve system configurations, functions, and business processes.

Our methodology is use-case driven, delivering functional value to users through iterative development that is guided by real-world scenarios. We involve users throughout the methodology and continuously modify the solution in response to their feedback and needs. Because we involve stakeholders regularly and test early and frequently, we significantly reduce the risk of developing a solution that does not align with client (user) expectations and are able to course-correct before risks escalate. Also, with developers, testers, and business representatives from WVDMV working together with our FAST team, we promote collective ownership and mitigate risks from multiple perspectives.

The Iterative Phases of the FastCore Implementation Methodology



PROPOSED PROJECT MANAGEMENT METHODOLOGY



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

Preparation Phase

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

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

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

Definition Phase

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

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

Foundation Phase

Define Scope of Foundation • Perform Foundation Setup • Perform Verification

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



Development Phase

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

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



Conversion Phase

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

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



Testing Phase

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

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



Training Phase

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

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

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

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

Production Phase
Perform Production Support • Perform Operations Support

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

Standard Deliverables

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

Preparation Phase
- Organization chart
- **Project management plan***
- **Project schedule***
- Business profile(s)
- Communication plan
- Inventories of inputs and outputs

Definition Phase
- Business definition items
- Technical training materials
- Interface design documentation

Foundation Phase
- Updated definition items

Development Phase
- Interface design documents
- Application security overview

Conversion Phase
- **Conversion plan***
- Data conversion definition items
- Conversion reconciliation report

Testing Phase
- **Testing plan***
- Test scenarios
- Test results



Training Phase

- **Training plan***
- Training materials
- Online Help



Rollout Phase

- Installation report
- **Operations plan***
- Cutover checklist
- Help desk/deskside-support plan
- Updated disaster-recovery plan



Production Phase

- Defect Reporting

***Bolded items are formal deliverables that undergo agency approval process.**

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

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.

FAST proposes a single, integrated 12-month implementation of FastDS, our commercial off-the-shelf (COTS) Driver Services solution, beginning January 1, 2027, and reaching production deployment on January 1, 2028. As detailed in the Proposed Project Approach section of this Technical Proposal, the schedule encompasses the Driver Services minimum viable product (MVP); the REST-based integration architecture and all RFP-required AAMVA integrations; and the driver licensing functionality, data migration, testing, training, operational readiness, and production support needed to retire the existing mainframe Driver License System.

Our proposed schedule includes maintenance and support for FastDS' AWS commercial cloud environment throughout the five-year contract period, and 2,000 hours per year for FastDS application support and enhancements. Maintenance and support begin at production release for the rollout for Driver Services, continue throughout the duration of the initial contract, and are included as part of any State-authorized option years.

Throughout the first year of production operations, agency technical staff will work alongside FAST production-support personnel during day-to-day operations, maintenance activities, incident management, configuration updates, and enhancement activities to gain hands-on experience supporting the production environment. By combining formal technical training, mentoring, documented operational procedures, and participation in production support activities, FAST will transfer the knowledge and skills necessary for agency personnel to independently support and maintain the solution in accordance with the State's long-term operational objectives.

Knowledge Transfer and Technical Training Approach Throughout Project

Based on our experience implementing more than one hundred government system-modernization projects, including 29 agencies across the U.S. supporting driver services, vehicle services, or both, FAST uses a joint project team to provide continuous knowledge transfer and technical training throughout implementation. From project inception, FAST, WVDMV, and State IT staff work side by side through on-the-job training, mentoring, and classroom instruction, preparing agency personnel to operate and maintain FastDS in production. This collaborative approach builds skills and ownership among functional, technical, and administrative users while giving FAST direct access to State experts familiar with West Virginia's business, customers, and stakeholders.

The training and knowledge transfer activities described throughout this section are designed to provide WV staff with the skills to support and maintain the system. Because various skills are required to support different aspects of the system, the project team trains and transfers knowledge to agency staff across a wide range of agency technical roles. Common areas of hands-on involvement for agency staff on the project include:

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

An Operations and Support Plan is created with the agency before production to prepare for the transition of daily support and maintenance activities to agency personnel. The plan outlines the resources and timing necessary for transferring day-to-day operational support to the agency. The plan also outlines the activities to be performed, at a high level, to support FastDS and its environments, such as:

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

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

Role-Based Skillsets

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

Role	Requisite Skills/Qualifications	Training and Knowledge Transfer Activities
Developers —These IT professionals are involved in the configuration of the application and typically focus on specific functionality within the solution.	• Familiarity with C# programming. • Skilled in Structured Query Language (SQL) programming. • Basic understanding of SQL Server, including SQL Data Definition Language (DDL) and Data Manipulation Language (DML). • Thorough knowledge of IT technology standards, guidelines, policies, procedures.	• Participate in FastDS overview sessions to learn how the agency will use the solution. • Attend developer training courses on developing and configuring the solution. • Apprentice with FAST developers to observe and work together to configure the solution and create site-specific modules, letters, reports, and interfaces.
System Administrator —This role focuses on the technical aspects to maintain the system, rather than on specific application functionality. It includes responsibility for both FastDS application and database administration.	• Understanding of SQL Server. • Experience with network support. • Experience with desktop support. • Knowledge of database standards. • Skills in technical and database administration. • Skills in backup and recovery processes. • Skills and experience in operational infrastructure and procedures. • Understanding of system security, batch job streams, and batch printing operations. • Judgment about when to escalate batch job problems.	• Participate in training on FastDS architecture and tools. • Serve as an understudy to a FAST project team member. • Through a hands-on, on-the-job training approach, learn: ○ Setting up web services, self-service web portal servers, application servers, database servers, and file servers. ○ Configuring the solution's environments and performing migrations between them. ○ Maintaining and administering the solution's tools. ○ Monitoring the production environment and system performance.

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

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

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

Learning Management

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

Additionally, the learning management tool provides trainers and other project staff with access to evaluation tools to measure the effectiveness of the training and knowledge transfer activities as well as to identify areas to improve future instruction. Using this tool, trainers or project staff can prompt agency technical staff to

complete a course evaluation to assess the degree to which they mastered the content. They use the tool to solicit feedback from agency staff on whether the training or knowledge management activity met key objectives and expectations.

Documentation and Guides

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

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

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

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

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

FAST EXPERIENCE & QUALIFICATIONS

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

FAST's experience demonstrates that WVDMV will be implementing a production-proven Driver Services solution and modernization approach, not undertaking a custom-development effort, transferred system implementation, or modernization experiment. Through decades of DMV modernization projects, FAST has repeatedly delivered configurable COTS solutions that retire legacy systems, modernize AAMVA connectivity, and establish long-term platforms for ongoing modernization. FAST's proven record of delivering statewide solutions for DMVs across the country, combined with our experienced project teams, demonstrates our qualifications to successfully deliver the West Virginia DMV Driver Modernization System.

FAST serves as the prime contractor on every system modernization project based on our FastCore government software solutions. For motor vehicle agencies, this includes FastDS-VS, our FastCore-based solution for the administration of Driver Services, Vehicle Services, or integrated Driver and Vehicle Services programs. In this capacity, we provide client agencies with complete lifecycle modernization services, including software development, implementation, conversion, integration, testing, training, maintenance, support, and ongoing system enhancements.

The following table lists our FastDS-VS system-modernization projects for 27 U.S. jurisdictions, 21 of which are currently live and in production. On these projects, we implemented (or are currently implementing) FastDS-VS for the administration of U.S. state driver and vehicle programs and services. These projects demonstrate that FAST's software, implementation methodology, cloud architecture, conversion approach, testing framework, and production-support model have been proven across jurisdictions ranging from small states to some of the nation's largest DMV organizations.

To provide information on the size and status of the FastDS-VS projects in the table below, our client jurisdictions are listed in alphabetical order. The FastDS-VS components and services that were implemented (or are currently being implemented) are also included to demonstrate the scope of each state's FastDS-VS project.

Scope & Status of FastDS-VS System-Modernization Projects for 27 U.S. Jurisdictions

Client Jurisdiction	Pop.	FastDS-VS Components & Services		Project Status
		Driver	Vehicle	
State of Alabama*	5.1M	✓	✓	Maintenance & Support (system in full production)
State of Arkansas	3.06M	✓	✓	Maintenance & Support (system in full production)
State of Colorado	5.9M	✓	✓	Maintenance & Support (system in full production)
State of Georgia*	11M	✓	✓	Maintenance & Support (system in full production)
State of Illinois	12.7M	✓	✓	Active Implementation Project
State of Iowa	3.2M	✓	✓	Active Implementation Project
Commonwealth of Kentucky	4.6M	✓		Maintenance & Support (system in full production)
State of Maryland	6.2M	✓	✓	Maintenance & Support (system in full production)
Commonwealth of Massachusetts	7.1M	✓	✓	Maintenance & Support (system in full production)

Client Jurisdiction	Pop.	FastDS-VS Components & Services: Driver	FastDS-VS Components & Services: Vehicle	Project Status
State of Michigan	10M	✓	✓	Maintenance & Support (system in full production)
State of Minnesota	5.8M	✓	✓	Maintenance & Support (system in full production)
State of Mississippi	2.9M		✓	Maintenance & Support (system in full production)
State of Missouri	6.2M	✓	✓	Maint. & Support (Driver Services in production) Active Implementation Project (Vehicle Services)
State of Montana	1.1M	✓	✓	Maintenance & Support (system in full production)
State of Nebraska	2M	✓	✓	Maint. & Support (Vehicle Services in production) Active Implementation Project (Driver Services)
State of New Mexico	2.1M	✓	✓	Maintenance & Support (system in full production)
State of New York	19.5M	✓	✓	Maint. & Support (Driver Services in production) Active Implementation Project (Vehicle Services)
State of North Dakota	746K	✓	✓	Maintenance & Support (system in full production)
State of Oklahoma	4.05M	✓	✓	Maintenance & Support (system in full production)
State of Oregon	4.3M	✓	✓	Maintenance & Support (system in full production)
State of South Carolina	5.6M	✓	✓	Active Implementation Project
State of South Dakota	909K		✓	Maintenance & Support (system in full production)
State of Tennessee	7M	✓		Maintenance & Support (system in full production)
State of Utah	3.3M		✓	Maintenance & Support (system in full production)
State of Vermont	650K	✓	✓	Maintenance & Support (system in full production)
State of Washington	8M	✓	✓	Maintenance & Support (system in full production)
State of Wisconsin	6M	✓	✓	Active Implementation Project

** FAST implemented FastDS for Georgia's Department of Driver Services and FastVS for the Georgia Department of Revenue, Motor Vehicle Division, supporting driver licensing and vehicle registration and titling, respectively. In Alabama, FAST implemented FastDS for the State's Law Enforcement Agency and FastVS for the Alabama Department of Revenue.*

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

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

FAST significantly exceeds the requirement of one driver licensing solution implemented to production status. FAST has fully implemented driver licensing systems in 19 jurisdictions, with five additional implementations currently underway. This extensive experience demonstrates our proven ability to deliver modern driver licensing solutions on time and within budget.

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.

FAST significantly exceeds the experience qualification outlined in Section 4.3.1.2. FAST serves as the software developer, implementation partner, and support provider for driver licensing systems currently operating in 19 U.S. jurisdictions. Across these projects, FAST has delivered complete lifecycle services, including software development, implementation, conversion, integration, testing, training, deployment, maintenance, and ongoing system enhancements. This single-provider model provides our client agencies

with one accountable point of contact to address all aspects of system modernization, operation, support, and enhancement. Please refer to the table above for a list of these jurisdictions.

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

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

4.3.2.1. The Vendor's proposed Project Manager must be currently certified as a Project Management Professional (PMP) by the Project Management Institute.

Our proposed project manager, Donald Browning currently holds an active Project Management Professional (PMP) certification issued by the Project Management Institute (PMI). A copy of his PMP certificate is included with his resume located in the Forms and Attachments section within this Technical Proposal.

4.3.2.2. The Vendor's proposed Functional Lead and Technical Architect must have at least two years of experience working in similar roles on implementations of the Vendor's proposed solution.

We have assembled a highly qualified team aligned with the business needs, project requirements, and modernization objectives of the West Virginia DMV Driver Modernization System. Our proposed Functional Lead, Srisailam Vasudevan, brings more than 13 years of experience implementing FastCore solutions in similar leadership roles, while our proposed Technical Architect, Paul Gibson, brings more than 7 years of experience designing and implementing FastCore-based systems for both driver and vehicle services. Together, they offer the extensive functional and technical expertise required to successfully deliver a modern, scalable, and reliable solution for West Virginia.

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

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

While the RFP only requires three client references, FAST highly encourages West Virginia to contact *any* State that is implementing or is already live in production with any FastCore-based solution; we are willing to provide additional client points of contact upon request.

GEORGIA DEPARTMENT OF REVENUE

Motor Vehicle Division (DOR) / Department of Driver Services (DDS)

✓	Similar size, nature, and complexity: FastDS-VS implementation including driver and vehicle for a jurisdiction of 11 million.
✓	FastDS-VS implementation project from November 2017 to January 2021
✓	Location of the project: Conyers, Georgia and Atlanta, Georgia

Rollouts	FastCore Product/Service	Implementation Period
Rollout 1	Vehicle Services (FastVS)	November 2017 – May 2019
Rollout 2	Driver Services (DS) incl. mDL functionality	July 2019 – January 2021

Description

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

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

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

Georgia Department of Driver Services (DDS) deployed the FAST Mobile Credential system in Apple Wallet, on-time and on-budget. On June 13, 2023, Georgia DDS announced they had 150,000 enrollments within the first month of launching their mDL solution. Shortly afterward, Georgia launched mDL in Google and Samsung wallets as well. Georgia now has more than 800,000 mobile driver licenses (mDLs) available on iOS devices, reflecting widespread resident adoption of digital credentialing and the successful deployment of FAST's Mobile Credential solution.

Project Goals and Objectives

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

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

In today's increasingly digital world, DDS recognized the need to offer mobile driver licenses (mDLs) to provide Georgia residents with a secure, convenient, and modern credentialing option. The agency needed a solution that met AAMVA and ISO standards, protected customer privacy, and could be implemented without disruption to existing operations. Mobile driver license (mDL) was enabled within the FastDS-VS solution, allowing Georgia DDS to issue mDLs through Apple, Google, and Samsung wallets using existing data, business rules, and workflows. Because FastDS-VS natively supports digital credentialing, the State achieved full compliance with all AAMVA and ISO standards without additional customization or external components. The FAST Mobile Credential solution launched on time and on budget, and within the first month, more than 150,000 residents enrolled. Georgia remains the largest state to provide this capability with over 800,000 mDLs, delivering a secure, modern, and convenient digital licensing experience that continues to be widely adopted by residents statewide.As the software provider, implementation partner, and long-term support provider, FAST maintained a single point of accountability throughout modernization, deployment, and production operations.

Customer Name and Contact Information

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

FastVS - Georgia Department of Revenue
Keith Thomas, Deputy CIO
2595 Century Center Parkway
Atlanta, GA 30345
Phone: 404-387-5936
Email: Keith.Thomas@dor.ga.gov

FastDS - Georgia Department of Revenue
Brett Young, Assistant Deputy Commissioner of Innovation & Technology
2206 Eastview Pkwy
Conyers, GA 30013
Phone: 678-764-2377
E-mail: byoung@dds.ga.gov

STATE OF MINNESOTA
Minnesota Department of Public Safety (DPS)

✓	Similar size, nature, and complexity: FastDS-VS implementation including driver, vehicle, IRP and IFTA for a jurisdiction of 5.8 million.
✓	FastDS-VS implementation project from November 2017 – October 2021
✓	Location of the project: Saint Paul, Minnesota

Rollouts	FastCore Product/Service	Implementation Period
Rollout 1	Base FastDS Functionality and REAL ID	November 2017 to October 2018
Rollout 2	Enhanced features, additional e-Services, AAMVA interfaces (eg SPEX)	October 2018 to June 2019
Rollout 3	Vehicle Services (FastVS)	August 2019 to November 2020
Rollout 4	IFTA/IRP	January 2021 to October 2021

Description

Prior to selecting FAST as their modernization vendor in 2017, the agency moved forward on an initial attempt to modernize their legacy vehicle system. This initial modernization project took 9 years and left the agency with inadequate reporting capabilities, lack of pre-populated functionality, insufficient editing rights, and poor user-interface design (especially the color scheme and font size). In order to meet pending federal compliance deadlines, the FastDS-VS solution was then selected through a fast-tracked procurement and implemented for the Minnesota Department of Public Safety (DPS) for driver licensing and control. The Minnesota Driver and Vehicle System (MNDRIVE) project began as a ten-month accelerated implementation of FastDS that enabled the state to meet its deadline for issuing REAL ID-compliant credentials. During this phase, more than 7.4 million customer records were converted, and FAST trained 1,700 users statewide.

The success of this initial rollout paved the way for future work with DPS, including additional implementations that delivered self-service enhancements, titling and vehicle services functionality, and IFTA/IRP programs that were added to the project scope through a contract amendment expanding the initial driver licensing and control scope. FastDS-VS currently manages more than 8.1 million active vehicle registrations, with 7.9 million new registrations issued in 2024. The vehicle services program maintains 10.4 million active titles, with 1.5 million titles issued in 2024, and supports 95 active fleet accounts. The driver services program manages nearly 5 million active driver licenses and state ID records, issuing approximately 1.3 million new credentials in 2024.

Project Goals and Objectives

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

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

As the software provider, implementation partner, and long-term support provider, FAST maintained a single point of accountability throughout modernization, deployment, and production operations.

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

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

	KENTUCKY TRANSPORTATION CABINET Kentucky Information Network for Driver Licensing (KINDL) System	
✓	Similar size, nature, and complexity: FastDS implementation supporting statewide driver licensing administration for a jurisdiction of approximately 4.6 million.	
✓	FastDS implementation project from Feb 2025 – June 2026	
✓	Location of the project: Frankfort, Kentucky	
Rollouts	**FastCore Product/Service**	**Implementation Period**
Rollout 1	FastDS incl AAMVA interfaces (SPEXS, DHR, NRII, DACH)	February 2025 to June 2026

Description

FAST implemented the FastDS software for driver services with a project start in February 2025 and production in June 2026. Through this 16-month modernization project, the Kentucky Transportation Cabinet (KYTC) replaced a legacy mainframe dating back to 1989 and a series of disparate issuance systems with the new Kentucky Information Network for Driver Licensing (KINDL). FAST served as the prime contractor and provided full lifecycle services, including consulting, software installation and configuration, system integration, interface development, testing, training, production cutover, knowledge transfer, and ongoing support.

KINDL supports statewide driver licensing administration, including driver issuance, driver control, configurable workflows, task management, reporting, document management, correspondence, and exchanges with AAMVA through SPEXS, DHR, NRII, and DACH (upgrading from CDLIS-only with the implementation). The implementation also streamlined system access for more than 1,000 law enforcement officers and other third-party users.

FAST successfully modernized Kentucky's driver licensing environment by converting 5.5 million driver records, 5.1 million credential records, and 1,500 user accounts into KINDL. The implementation consolidated operations across 36 licensing locations, retired four legacy systems, and integrated 35 partner organizations through 57 interfaces. FAST executed more than 6,100 testing scenarios and provided training to 500 licensing personnel and 150 law enforcement users to support statewide deployment and adoption. The result was a unified, modern platform that streamlined driver licensing operations while maintaining critical exchanges with internal and external stakeholders.

An average of 42 FAST staff supported implementation activities, and 28 FAST staff currently provide ongoing operations and maintenance services. The system operates in a client-owned AWS Commercial Cloud environment and supports driver licensing administration for a jurisdiction of approximately 4.6 million residents.

Project Goals and Objectives

KYTC needed to replace KDLIS, a legacy COBOL and IMS mainframe system dating to 1989, and a series of disparate issuance systems with a single modern platform. The aging environment was increasingly difficult and costly to maintain, relied on manual and paper-driven processes, and limited KYTC's ability to respond efficiently to legislative changes and deliver modern customer services. KYTC selected FAST to implement the FastDS solution as the Kentucky Information Network for Driver Licensing (KINDL).

KYTC's objective was to implement a fully functional, statewide driver licensing system within 18 months while maintaining continuous compliance with federal mandates, AAMVA requirements, Commonwealth technology standards, and state law. FAST completed the implementation in 16 months, two months faster than KYTC's

required timeframe and on budget. FAST migrated Kentucky's driver data and applications from the mainframe to KINDL. The new system now supports statewide licensing and driver-control functions, including credential issuance, eligibility determinations, convictions, withdrawals, reinstatements, medical reviews, and hearings, as well as configurable workflows, task management, correspondence, document management, reporting, and auditing.

Another key goal was to consolidate driver information and streamline business processes while preserving the exchanges necessary for statewide operations. Built on FastDS, KINDL provides a single system with a consolidated view of driver history, images, correspondence, and customer interactions. The solution exchanges data with AAMVA through SPEXS, DHR, NRII, and DACH and supports secure real-time and batch exchanges with IDEMIA, Tyler Technologies, Kentucky State Police, the Administrative Office of the Courts, law enforcement, and other authorized partners.

KYTC also sought a flexible, highly configurable solution that could accommodate new laws, fees, sanctions, interfaces, and digital services without the extensive reprogramming required by the legacy environment. FAST delivered this flexibility through FastDS configuration tools that enable authorized KYTC staff to update business rules, workflows, fees, sanctions, correspondence, reporting, and role-based access as requirements change. KINDL also provides comprehensive logging and secure data exchanges through a consistent interface for KYTC staff and authorized third parties. Hosted in KYTC's AWS Commercial Cloud environment and supported by FAST's ongoing operations team, the solution gives the Cabinet a secure, maintainable platform that can be enhanced over time without returning to the constraints of the former mainframe system.

As the software provider, implementation partner, and long-term support provider, FAST maintained a single point of accountability throughout modernization, deployment, and production operations.

Customer Name and Contact Information
Kentucky Transportation Cabinet
200 Mero Street
Frankfort, Kentucky 40622

Heather Stout, Executive Director, Office of Information Technology for KYTC
Phone: 502-234-8666
E-mail: Heather.Stout@ky.gov

Matt Cole, Commissioner, Department of Vehicle Regulation
Phone: 502-782-8443
E-mail: Matthew.Cole@ky.gov

FORMS & ATTACHMENTS

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

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

FAST ENTERPRISES

Designated Contact Certification

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

(Printed Name and Title) Eric Deffenbaugh, Authorized Signatory & Company Representative

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

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

(email address) BusinessTeam@FastEnterprises.com

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

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

Fast Enterprises, LLC
(Company)

(Signature of Authorized Representative)

Eric Deffenbaugh, Authorized Signatory & Company Representative, 10/20/2026
(Printed Name and Title of Authorized Representative) (Date)

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

BusinessTeam@FastEnterprises.com
(Email Address)

FAST ENTERPRISES

Exceptions & Clarifications

EXCEPTIONS & CLARIFICATIONS

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

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

Section	Proposed Modification	Rationale
6	6.EMERGENCY PURCHASES: The Purchasing Division Director may authorize the Agency to purchase goods or services in the open market that Vendor would otherwise provide under this Contract if those goods or services are for immediate or expedited delivery in an emergency and Vendor cannot otherwise provide those goods or services.	Vendor seeks to clarify that such emergency purchases related to the Contract are for goods and services that Vendor cannot otherwise provide.
11	11.LIQUIDATED DAMAGES: This clause shall in no way be considered exclusive and shall not limit the State or Agency's right to pursue any other available remedy. Vendor shall pay liquidated damages in the amount specified below or as described in the specifications: ~~... Liquidated Damages Contained in the Specifications.~~ Liquidated Damages Are Not Included in this Contract.	Vendor and the State have a history of successful contract partnerships without the imposition of Liquidated Damages. If invited to negotiations, Vendor requests the opportunity to discuss this term and any similar remedies.
13	13.PRICING: The pricing set forth herein is firm for the life of the Contract, unless specified elsewhere within this Solicitation/Contract by the State. A Vendor's inclusion of price adjustment provisions in its bid, without an express authorization from the State in the Solicitation to do so, may result in bid disqualification. ~~Notwithstanding the foregoing, Vendor must extend any publicly advertised sale price to the State and invoice at the lower of the contract price or the publicly advertised sale price.~~	Vendor's COTS system for government modernizations is dynamically priced based upon the circumstances of each jurisdiction. Vendor requests the opportunity to discuss this Section.
15	15.PAYMENT METHODS: Vendor must accept payment by electronic funds transfer ~~and PCard. (The State of West Virginia's Purchasing Card program, administered under contract by a banking institution, processes payment for goods and services through state designated credit cards.)~~	Vendor does not traditionally accept PCard payment given the contract circumstances.
16	16.TAXES: The Vendor shall pay any applicable sales, use, personal property or any other taxes arising out of this Contract and the transactions contemplated thereby. The State of West Virginia is exempt from federal and state taxes and will not pay or reimburse such taxes. If the State becomes required to pay a transaction tax that a buyer of goods would pay, like a sales tax, or the goods or services provided under this contract become subject to a transaction tax, like a gross receipts tax, the State will reimburse Seller for any such taxes that Seller pays hereunder.	Vendor seeks clarification in the event a new tax or fee is imposed or the State is no longer exempt.
28	28.WARRANTY: During the Warranty Period the Vendor expressly warrants that the goods and/or services covered	Vendor seeks clarification that the warranty is limited to the

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

Software as a Service Addendum

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

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

EXCEPTIONS & CLARIFICATIONS

CRFP Requirements

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

CRFP Requirement	Requested Modification
4.2.2.16 Operate and maintain Vendor solution in production per service levels as negotiated and mutually agreed to in the Contact.	FAST requests the opportunity to mutually agree upon applicable service levels. FAST's standard service levels can be provided upon request.
4.2.3.1 Complete implementation of all deliverables within the agreed-upon timelines	Because of the collaborative nature of the project, FAST does not believe that liquidated damages should be applicable. FAST requests the opportunity to discuss and mutually agree upon any liquidated damages.
4.2.3.3 Address identified defects during Operations and Maintenance per Agency defined service levels.	In FAST's experience, service credits are counterproductive. Instead of promoting collaboration and providing the Agency with flexibility to determine issue priority, they force FAST to address certain issues first and can creates a contentious atmosphere on project sites. FAST requests that service credits be removed and service levels be mutually agreed upon. FAST's standard service levels can be provided upon request.
4.2.3.5 Fully disclose all subcontractors and their proposed role in the Vendor proposal and obtain WVDMV approval before subcontracting any other elements of the work under the Contract	FAST may utilize its affiliated entities and commercial service providers to assist in its fulfillment of any resulting contract. FAST does not anticipate that these commercial service providers or affiliated entities will be subject to this requirement.

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

FAST ENTERPRISES

RFP Review & Certification

Points allocated to the cost proposal are 20

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

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

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

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

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

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

REQUEST FOR PROPOSAL

West Virginia DMV Driver Modernization System

Fast Enterprises, LLC

(Company)

Eric Deffenbaugh, Authorized Signatory & Company Representative

(Representative Name, Title)

Phone: 877-275-3278 / Fax: 303-770-3701

(Contact Phone/Fax Number)

October 20, 2026

(Date)

FAST ENTERPRISES

Addenda 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.

Fast Enterprises, LLC
Company

Authorized Signature

October 20, 2026
Date

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

FAST ENTERPRISES

FAST Resumes

Donald Browning, PMP

Proposed Project Manager

FAST ENTERPRISES

CURRENT FAST ROLE

West Virginia Department of Revenue

Mar. 2018 – Current
FastCore Project Support & Updates
Role: Project Manager

FAST ASSIGNMENTS

Illinois Department of Revenue

Jan. 2012 – Mar. 2018
FastCore Implementation Project
Role: Project Manager and Team Manager

West Virginia Department of Revenue

Jan. 2006 – Jan. 2012
FastCore Implementation Project
Role: IC Team Member

EDUCATION

BA, Business Administration, Management Information Systems
Marshall University
Huntington, West Virginia

CERTIFICATIONS

Project Management Professional (PMP) from Project Management Institute (PMI)

Certification Number: 4318982
March 2026

TECHNICAL SKILLS

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

PROFESSIONAL SUMMARY

Donald Browning is a Fast Enterprises, LLC (FAST) project manager with more than 20 years of management, implementation, and software development experience with FAST's commercial off-the-shelf (COTS) FastCore platform. Since 2018, he has served as the project manager for West Virginia Department of Revenue's FastCore-based GenTax system, leading implementation support, system enhancements, production support activities, and major FastCore version upgrades. Mr. Browning has extensive experience overseeing project resources, managing client relationships, tracking project deliverables, and supporting long-term operation and modernization of statewide government systems. He is an expert in FastCore system architecture, implementation management, and ongoing system enhancement and support.

HIGHLIGHTED SKILLS & QUALIFICATIONS

Project Management

- Overseeing FAST project resources and daily activities.
- Adhering to the project contract, budget, schedule, and delivery plan.
- Preparing and tracking contract deliverables, decisions, and risks in the system's integrated project management tool, FastCore Delivery Workbench.
- Assuming overall responsibility for ensuring that the delivered solution meets agency business requirements while following FAST implementation best practices.
- Facilitating communication with agency leadership, stakeholders, and project teams.
- Coordinating issue identification, issue resolution, and project decision-making activities.
- Managing post-production support activities and software enhancement initiatives.
- Leading FastCore version upgrade efforts for statewide government systems.
- Resolving business decisions and issues, including helping to identify when decision requests are needed.
- Supervising and ensuring FAST implementation consultants configure the FastCore system to meet the scope of the contract and agency business requirements while following best practices.
- Communicating and translating technical terminology, concepts, and issues in terms understandable to technical and non-technical management and staff.
- Managing knowledge-transfer between FAST and agency personnel.
- Management of post-production support activities.

PROJECT EXPERIENCE & RESPONSIBILITIES

Championing Innovation in West Virginia

- Serves as project manager for the West Virginia Department of Revenue's FastCore-based GenTax tax and revenue system.
- Leads a team of 16 FAST personnel responsible for implementing FastCore software upgrades and delivering new GenTax functionality.
- Oversees project planning, resource management, stakeholder communication, contract deliverables, and production-support activities.
- Has led the project team through two major version upgrades during his tenure as project manager.
- Maintains working relationships with agency executives and key stakeholders to support ongoing modernization and enhancement activities.

Driving Continuous Modernization in Illinois

- Served as project manager and team manager for the Illinois Department of Revenue's FastCore-based tax and revenue system.
- Led a team of 15 FAST personnel responsible for implementing FastCore software upgrades and delivering new GenTax functionality.
- Supported major FastCore software initiatives, including Data Analytics functionality.
- Managed a joint state-agency implementation of FastCore products for Tax and Unemployment Insurance.
- Led the project team through two major version upgrades during his tenure as project manager.

Project Management Institute

THIS IS TO CERTIFY THAT

Donald Aaron Browning

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

Project Management Professional (PMP)®

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

Ike Nwankwo, PMP | Chair, Board of Directors

PROJECT MANAGEMENT INSTITUTE CORPORATE SEAL PENNSYLVANIA 19 69

Pierre Le Manh | President & CEO

Certification Number: 4318982

Original Grant Date: 12 March 2026

Citizenship: United States

Expiration Date: 12 March 2029

Sirisailam Vasudevan

Proposed Functional Manager

FAST ENTERPRISES

CURRENT FAST ROLE

Maryland Department of Transportation

FastDS-VS Implementation Project
July 2022 – Current
Role: Implementation Team Manager
Sep. 2020 – Jul. 2022
Role: IC Team Member
Aug. 2018 – Sep. 2020
Role: IC Team Manager

FAST ASSIGNMENTS

Arkansas Department of Finance and Administration

FastDS-VS Implementation Project
Dec. 2016 – Aug. 2018
Role: IC Team Manager
Jul. 2013 – Dec. 2016
Role: IC Team Member

EDUCATION

Bachelor of Science

University of Madras

Madras, India

TECHNICAL SKILLS

- FastCore software architecture and tools
- C
- C++
- C#
- Java
- Visual Basic.NET
- HTML
- Windows
- SQL Server
- Oracle
- UNIX/Linux

PROFESSIONAL SUMMARY

Srisailam Vasudevan is a Fast Enterprises, LLC (FAST) team manager with more than 13 years of experience implementing FastDS-VS solutions for state driver and vehicle services agencies. Mr. Vasudevan has supported two large-scale system modernization projects, serving in implementation consultant and team management roles with responsibility for solution development, functional oversight, project standards, and team coordination. In his current role with the Maryland Department of Transportation, he manages implementation activities and works closely with project, technical, conversion, and agency teams to help ensure the delivered solution meets business requirements and follows FAST implementation best practices. His experience has provided him with extensive knowledge of FAST's software, implementation methodology, and the business and operational needs of driver and vehicle services agencies.

HIGHLIGHTED SKILLS & QUALIFICATIONS

Functional Management

- Supporting the project manager and overseeing the technical aspects of project work.
- Working closely with the project manager and the technical and conversion teams to set standards.
- Delegating responsibilities to the project team managers based on the project requirements.
- Implementing hundreds of business requirements over the course of two projects, to ensure that the solution meets agency and user needs.
- Assuming overall responsibility for ensuring the delivered solution meets the agency's business requirements while keeping the project following FAST best practices.
- Participating in production support planning, including the SQR process setup.

PROJECT EXPERIENCE & RESPONSIBILITIES

Maryland Department of Transportation

- Has supported the FastDS-VS implementation project since August 2018, serving as an IC team manager, implementation consultant, and implementation team manager.
- Supports the project manager and oversees functional and technical aspects of project work.

- Coordinates with project, technical, and conversion teams to establish standards and support implementation activities.
- Oversees functional aspects of the solution, custom applications, and project interface components.
- Delegates responsibilities based on project requirements and helps ensure the delivered solution meets agency business requirements while following FAST implementation best practices.
- Supports a statewide solution encompassing driver licensing and control, mobile driver licenses, vehicle title and registration, configurable workflows, task management, reporting, integrated payments, document management and correspondence, external interfaces, and customer self-service.
- Has extensive functional knowledge in all the AAMVA applications.
- Converted SSOLV/HAVV, USPVS, SPEXS, PDPS applications from the UNI interface to REST Web Services.
- Currently working on converting NMVTIS to REST from UNI.
- Coordinates with various interface partners creating web services and file-based interfaces.
- Creates interface control documents, managing team members and executing interface-related programs.
- Has experienced in insurance (both plain text as well as EDI formats), NADA, and law enforcement requests, among other interfaces.
- Has handled the conversion of FastDS-VS software from VB.Net to C# as a team lead.

Arkansas Department of Finance and Administration

- Supported the implementation of the statewide FastDS-VS solution as an implementation consultant and IC team manager.
- Participated in definition meetings, demonstrations, business discussions, and design sessions with agency team members.
- Gathered and analyzed information in support of business cases, development initiatives, and system requirements.
- Implemented business requirements and supported solution development activities to help ensure the system met agency and user needs.
- Provided requirements and business-process support within and outside the project team.
- Helped raise, monitor, and resolve decision requests.
- Supported a statewide solution encompassing driver licensing and control, vehicle title and registration, integrated payments and financial processing, document management and correspondence, and interfaces with internal and external partners.

Paul Gibson

Proposed Technical Architect

FAST ENTERPRISES

CURRENT FAST ROLE

Missouri Department of Revenue Motor Vehicle and Driver Licensing Division

Mar. 2025 - Current
FastDS-VS Implementation Project
Role: Project Architect

FAST ASSIGNMENTS

Alabama Department of Revenue

FastVS Implementation Project
Apr. 2024 – Mar. 2025
Role: Project Architect
Feb. 2023 – Apr. 2024
Role: IC Team Member

Arkansas Department of Finance and Administration

FastDS-VS Implementation Project
Jul. 2019 – Feb. 2023
Role: IC Team Manager

EDUCATION

BA Computer Science, History
University of Jamestown
Jamestown, North Dakota

TECHNICAL SKILLS

- FastCore software architecture and FAST software tools.
- C
- C++
- C#
- Java
- Visual Basic.NET
- HTML
- SQL
- SQL Server
- Windows

PROFESSIONAL SUMMARY

Paul Gibson is a Fast Enterprises, LLC (FAST) project architect with more than seven years of FastCore implementation and team leadership experience. He currently serves as project architect for the Missouri Department of Revenue's FastDS-VS solution. Mr. Gibson previously served as project architect and implementation team member supporting the Alabama Department of Revenue's FastVS implementation; and as an implementation team manager for the Arkansas Department of Finance and Administration's FastDS-VS system. His expertise includes supporting all aspects of FastCore solution delivery, guiding implementation teams, and helping ensure solutions meet agency business requirements and established architectural standards.

HIGHLIGHTED SKILLS & QUALIFICATIONS

Project Architect

- Providing leadership and guidance to developers, business analysts, and subject-matter experts in the implementation of FastCore-based software solutions using the FastCore Implementation Methodology, from development through deployment.
- Supporting the project manager and team managers to oversee technical aspects of project work, helping to ensure on-time, on-budget delivery.
- Creating design criteria, standards, constraints, policies, and interface/ integration requirements for the project and communicating them to team managers and other project resources.
- Assuming overall responsibility for ensuring that the delivered solution meets the agency's business requirements while adhering to best practices.
- Performing quality assurance checks on all the technical aspects of the system, ensuring everything is working as expected and up to FastCore standards.

PROJECT EXPERIENCE & RESPONSIBILITIES

Supporting Continuous Improvement in Missouri

- Provides architectural leadership for the Vehicle Services rollout of Missouri's statewide FastDS-VS implementation, supporting vehicle title and registration, business licensing, inventory management, workflows, task management, reporting, document management, correspondence, financial processing, and partner interfaces.
- Coordinates functional and technical activities across implementation teams, managing requirements, quality, schedules, risks, and rollout readiness for the statewide Vehicle Services implementation.

- UNIX/Linux
- PostgreSQL
- JavaScript
- Postman API FileZilla
- Apache
- IIS
- Fortran
- COBOL
- Prolog
- Swift App development
- Java Android App development

- Supports a large-scale implementation involving an average of 48 FAST personnel, five subcontractors, and an agency environment with 5,311 internal users, while serving as a liaison between technical and non-technical stakeholders.

Supporting IFTA and IRP Rollout in Alabama

- Guided implementation activities for the IFTA and IRP rollout, aligning requirements, configurations, workflows, reporting, document management, financial processing, and partner interfaces with agency needs and FastCore standards.
- Supported a statewide solution serving 1,290 internal users and maintaining 22.1 million customer accounts, including the conversion of 72,699 supplements, 104,277 returns, and 18,972 IFTA and IRP account records.
- Supported interfaces for credit card processing, interactive voice response (IVR), managed file transfer, and e-mail relay for vehicle title, registration, and IFTA/IRP program operations.

Supporting Vehicle Rollout in Alabama

- Worked with all dealer management systems and dealers to develop an all dealer management system interfacing with the Alabama system to commit dealer title transactions to the system.
- Worked with AAMVA to implement and test Alabama's first implementation of real-time RESTful NMVTIS message processing.

Supporting Upgrades in Arkansas

- Supported the FastDS-VS Version 12 upgrade implemented between January and November 2022, helping coordinate implementation activities and maintain continuity for the statewide driver and vehicle services solution, including implementation of the new legislative requirement to title boats.
- Coordinated with agency representatives, technical resources, and implementation teams to resolve issues, communicate priorities, and support testing, deployment, and ongoing solution delivery.
- Supported a statewide system serving 1,532 internal users and 614 external service partners, administering nearly one million licensed drivers and one million registered vehicles annually, with integrations for credit card processing, general ledger functions, imaging, card production, cameras, and mobile driver license (mDL) capabilities.

FAST ENTERPRISES

Initial Project Work Plan

FAST ENTERPRISES

DMV Driver Modernization System Project

Initial Project Work Plan

West Virginia Department of Transportation,
Division of Motor Vehicles

Version: Draft

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INITIAL PROJECT WORK PLAN

Project Plan Overview

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

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

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

Project Goals and Objectives

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

- Modernize WVDMV's legacy driver licensing environment with a scalable, vendor-supported web-based platform that improves operational efficiency, minimizes customer disruption, and reduces risk associated with aging technologies.
- Consolidate driver licensing functions into a single platform with a consistent user experience, while supporting real-time law enforcement access, management reporting, business intelligence, and auditing capabilities.
- Enable seamless interoperability with DMV systems and external partners, while aligning programs and processes with AAMVA and applicable federal standards.
- Streamline operations through electronic workflows, including the generation and management of digital letters, forms, notices, and related documentation.

Assumptions and Constraints

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

- During the project, the agency will provide FAST with office space, desks, chairs, telephones, workstations, printer access, internet connections, MS Office, access badges, and project technical support.
- FAST and agency project staff will have the required access to systems and communication tools in the event work must be performed remotely due to agency health and safety guidelines.

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

Implementation and Project Management Approach

Project Start-Up and Integration Management

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

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

- Emphasizes working with pre-developed and pre-tested core FastDS software components (modules and subsystems) rather than on documents describing components that have yet to be developed.
- Involves early and frequent user participation through direct use of FastDS' pre-built software functionality, which can be accessed by users and project personnel within days or weeks of project initiation. This allows users and agency project personnel to focus on providing input on the configuration of agency-specific functionality and business and accessibility requirements, rather than requiring them to focus on basic system functions.
- Incorporates human- and user-centered design approaches to maximize usability and accessibility for all users and customers.
- Empowers project participants to make decisions. No decisions translate to zero progress. Our methodology and the ease of configuration of FastDS allows the project team to enact decisions without fear of significant or lasting consequences to the system and project.

- Recognizes that in application systems, change is constant. As new ideas emerge, as people's understanding of requirements improve, or as business needs change due to external factors such as new legislation, the project team works cooperatively to tune FastDS and adapt to the changes.

Allows project phases to be executed out of sequence, to overlap, and to run in parallel. This iterative and agile approach is based on project phases, decisions, and configurations that are flexible and can be revisited to further improve system configurations, functions, and business processes. The FastCore Implementation Methodology's nine phases are shown in the following diagram.

FastCore Implementation Methodology



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

- **Preparation Phase** – Planning based on the FastCore Implementation Methodology is undertaken for the project-specific implementation schedule and scope of work.
- **Definition Phase** – Defines the requirements and work necessary for configuring the solution's functionality for distinct agency programs and business lines.
- **Foundation Phase** – Initial system configurations are implemented based on defined requirements to provide the foundation for a more tailored agency solution that is further detailed and refined during the Development Phase.
- **Development Phase** – To deliver a solution based on specific agency business rules and requirements, detailed configurations and development tasks are undertaken for forms, correspondence, reports, interfaces, and additional system functions.
- **Conversion Phase** – Legacy data is identified, purified, extracted, converted, and reconciled throughout the bulk of the project schedule, and multiple mock conversions are conducted to ensure the solution operates with accurately converted data.

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

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

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

Requirements and Scope Management

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

configured in FastDS. Functional demonstrations in the Definition and Foundation phases illustrate how FastDS will accommodate the business requirements. WVDMV business users (with FAST support) ensure that confirmed requirements are properly tested during the Development and Testing phases. Requirements testing begins with unit testing and then progresses through business testing and end-to-end testing.

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

Methods, Tools and Techniques

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

System Overviews

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

Business Profiles

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

Inventories

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

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

Definition Meetings

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

Meeting Minutes

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

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

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

Development Tasks

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

Organizational Change Management

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

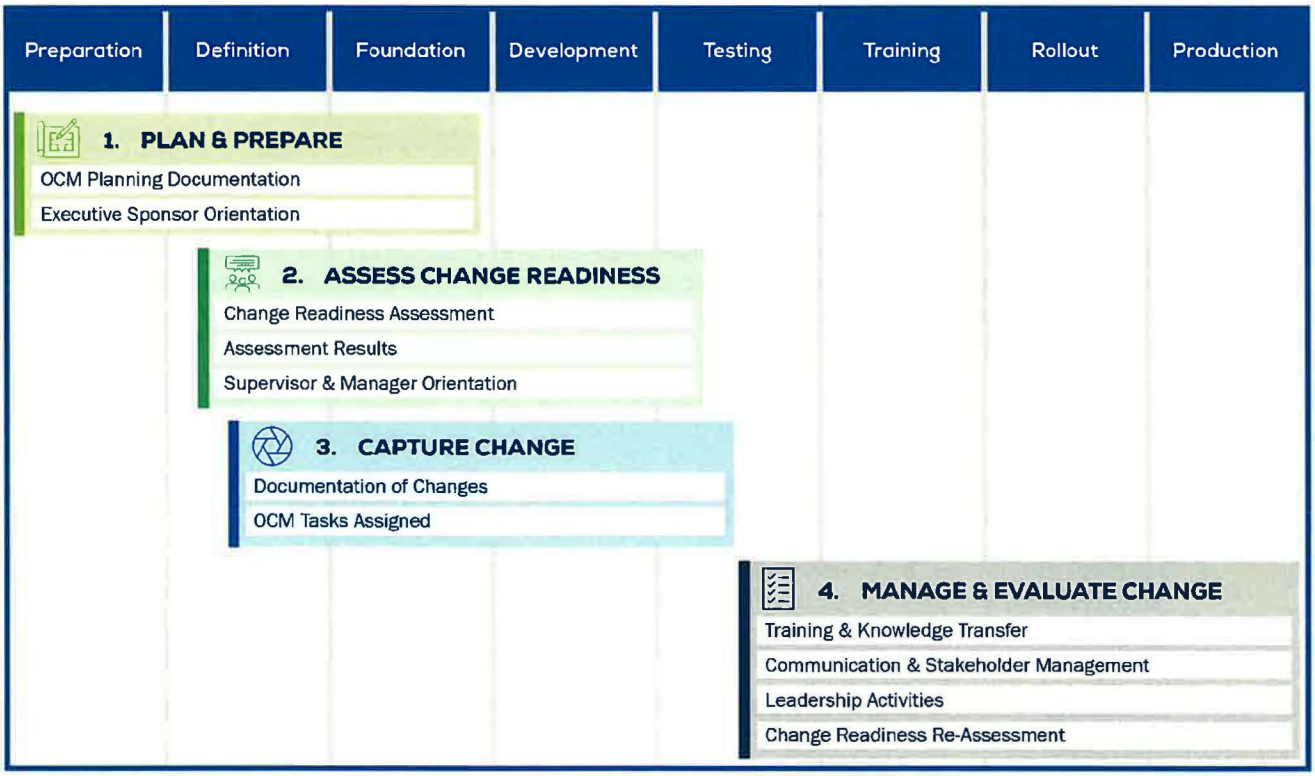
- Create an OCM road map from the current state of the legacy systems to the target state of the modern FastDS solution.
- Develop skills and awareness in your agency leaders and employees to communicate, manage, and accept the changes that come with transition to the modern system.
- Address employees'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

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

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

Our OCM approach is built into our FastCore Implementation Methodology to ensure change activities are ingrained in project processes and activities, rather than applied sporadically or reactively through supplemental actions and exercises. The following graphic illustrates the four stages of our OCM approach that occur throughout the phases of the methodology. Like the phases of our FastCore Implementation Methodology, these stages are iterative and frequently overlap to support refinement of the OCM approach and activities. OCM activities occur throughout the 12-month implementation.

OCM Stages within the FastCore Implementation Methodology



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

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

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

- Identify and confirm agency OCM stakeholders and their engagement roles on the project.
- Analyze the impact of change, using data gathered through meetings with stakeholders, evaluation of how the new system will change (and is changing) existing business processes, and assessments of associated training needs.
- Develop a specific OCM plan based on the needs of your agency and the impact of the new system on employees and their roles and responsibilities.

- Coach the executive sponsor and other agency OCM leaders on the importance of their role and methods of demonstrating their support for change over the course of the modernization project.



Stage 2: Assess Employees' Readiness for Change
Change Readiness Assessment • Assessment Results • Supervisor & Manager Orientation

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

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

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



Stage 3: Capture Change

Documentation of Changes • OCM Tasks Assigned

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



Stage 4: Manage Change & Evaluate the Acceptance of Change

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

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

Quality Management and Quality Assurance

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

Quality Planning

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

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

Quality Assurance Approach

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

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

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

The quality assurance approach includes:

- Formal, structured reviews of project deliverables.
- Collection and reporting of project performance, including scope, schedule, and budget.
- Risk and issue management, along with recommended changes to scope, schedule, and cost baselines.
- Status reporting to communicate project progress and effectiveness.

- Coordination with oversight and assessment entities to ensure compliance with the FastCore methodology and implementation processes.

Cost Management Approach

The flexibility of our software and approach to its configuration enables activities and work products from various project phases to be undertaken simultaneously. For example, the steps in our methodology's Foundation Phase provide the project team with a working version of FastDS based on your initial configurations of the solution. This foundation of your FastDS solution is demonstrated to your users and accessible for exploration and review, even though many design questions will not be fully resolved until the end of the following Development Phase. This capability of moving forward without formal signoffs for interim steps and work provides essential benefits, such as:

- Our proven and repeatable implementation methodology, coupled with FastDS' pre-built functionality, enable us to successfully expedite and deliver the project schedule through software configuration, rather than through time-consuming code development and multi-product integrations. Every FAST project since our company's inception more than 25 years ago has been delivered on time and on budget.
- Our commitment to every FAST client agency is to deliver our solutions at our originally proposed fixed price. This commitment has been met on every FAST system-modernization project for more than 100 government agencies since our company's inception nearly 30 years ago. We also deliver our FAST solutions to meet our client agencies' requirements without change-order profiteering. Our projects are based on the ability to implement system configurations at all points in the project schedule, even in later phases, to implement and improve FastDS functionality. This means we don't impose checkpoints on your agency that require change orders for future modifications. It also means the quality of configuration of your FastDS solution is continually improved as new ideas emerge, as people's understanding of requirements improve or evolve, or as business needs change due to external factors, such as new mandates or legislation. The project team works collaboratively to continually optimize the solution rather than enforcing arbitrary boundaries and definitions through signoffs designed to generate change orders.

Deliverable Acceptance

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

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

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

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

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

Standard Work Products and Deliverables by FastCore Implementation Methodology Phase



Preparation Phase

- Organization chart
- **Project management plan***
- **Project schedule***
- Business profile(s)
- Communication plan
- Inventories of inputs and outputs



Definition Phase

- Business definition items
- Technical training materials
- Interface design documentation



Foundation Phase

- Updated definition items



Development Phase

- Interface design documents
- Application security overview



Conversion Phase

- **Conversion plan***
- Data conversion definition items
- Conversion reconciliation report



Testing Phase

- **Testing plan***
- Test scenarios
- Test results



Training Phase

- **Training plan***
- Training materials
- Online Help



Rollout Phase

- Installation report
- **Operations plan***
- Cutover checklist
- Help desk/deskside-support plan
- Updated disaster-recovery plan



Production Phase

- Defect Reporting

***Bolded items are formal deliverables that undergo agency approval process.**

Risk Management

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

Risk Management Plan

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

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

1. Risk identification

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

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

Risk-Management Process

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

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

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

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

Reducing Risk

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

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

Communicating Risk and Issue Status and Progress

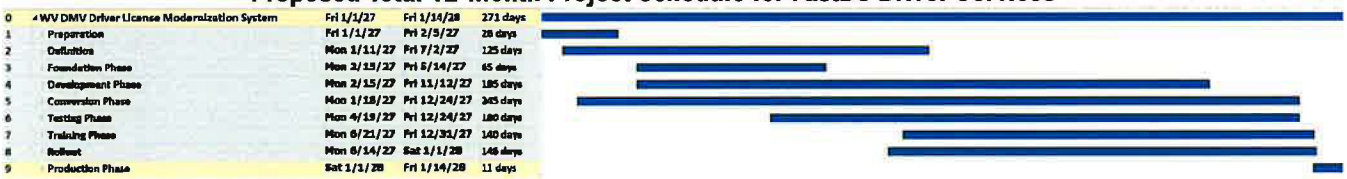
Project risks and mitigation/resolution activities are included in routine status reports prepared by the FAST project manager. Potential project-level risks will be identified and documented during the project's Preparation Phase. The work and project-management processes will be designed to avoid,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

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

Proposed Schedule

As shown below, the total schedule length for implementing FastDS, inclusive of RFP-required AAMVA integrations, is 12 months. Precise schedule length and timing can be adjusted to meet the State's needs, preferences, and priorities.

Proposed Total 12-Month Project Schedule for FastDS Driver Services



Detailed Project Timeline

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

Rollouts, Phases, Activities, & Milestones	Start	Finish	Duration
WVDMV Driver's License Modernization Project	**1/1/2027**	**1/14/2028**	**271 days**
Preparation Phase	**1/1/2027**	**2/05/2027**	**26 days**
Install FAST Software	1/1/2027	1/08/2027	6 days
Identify Project Objectives	1/1/2027	1/29/2027	21 days
Create Project Schedule	1/1/2027	1/29/2027	21 days
Prepare Inventories	1/4/2027	2/5/2027	25 days
Develop Communication Plan	1/4/2027	2/5/2027	25 days

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Rollouts, Phases, Activities, & Milestones	Start	Finish	Duration
Develop Business Profiles	1/11/2027	2/5/2027	20 days
Perform System Overview	1/18/2027	2/5/2027	15 days
Definition Phase	**1/11/2027**	**7/2/2027**	**125 days**
Develop Resource Plan	1/11/2027	1/29/2026	15 days
Perform Infrastructure Recommendations	1/18/2027	2/12/2027	20 days
Perform Developer Technical Training	2/8/2027	2/19/2027	10 days
Define Business Requirements	2/8/2027	7/2/2027	105 days
Plan Test Scenarios	2/15/2027	7/2/2027	100 days
Conduct Training Needs Analysis	2/15/2027	7/2/2027	100 days
Foundation Phase	2/15/2027	5/14/2027	65 days
Define Scope of Foundation	2/15/2027	3/12/2027	20 days
Perform Foundation Setup	2/15/2027	4/30/2027	55 days
Perform Verification	5/3/2027	5/14/2027	10 days
Development Phase	2/15/2027	11/12/2027	195 days
Perform Development Tasks	2/15/2027	9/10/2027	150 Days
Develop Interfaces	2/15/2027	9/10/2027	150 days
Perform Change Impact Analysis	2/15/2027	11/12/2027	195 days
Perform Business Verification	2/22/2027	10/8/2027	165 days
Develop Correspondence	3/8/2027	10/1/2027	150 days
Develop Reports	3/22/2027	10/1/2027	140 days
Develop Architecture Plan	4/12/2027	7/23/2027	75 days
Define Application Security	7/5/2027	10/1/2027	65 days
Conversion Phase	1/18/2027	12/24/2027	245 days
Inventory Data Resources	1/18/2027	2/5/2027	15 days
Purify Data	2/15/2027	11/26/2027	205 days
Define Conversion	3/1/2027	7/30/2027	110 days
Perform Extracts	3/8/2027	12/24/2027	210 days
Develop Conversion	3/8/2027	12/24/2027	210 days
Run Mock Conversions	4/26/2027	12/24/2027	175 days
Verify Conversion	6/7/2027	12/24/2027	145 days
Testing Phase	4/19/2027	12/24/2027	180 days
Create Testing Plan	4/19/2027	6/18/2027	45 days
Perform Business Testing	8/9/2027	11/12/2027	70 days
Perform Converted Data Testing	8/9/2027	12/10/2027	90 days
Conduct Performance Testing	11/8/2027	12/17/2027	30 days
Perform End-to-End Testing	11/1/2027	12/24/2027	40 days
Perform Application Security Testing	11/1/2027	12/24/2027	40 days
Training Phase	6/21/2027	12/31/2027	140 days
Create Training Plan	6/21/2027	8/13/2027	40 days
Localize User Help and Documentation	8/9/2027	10/15/2027	50 days
Develop Curriculum	8/9/2027	10/22/2027	55 days

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Rollouts, Phases, Activities, & Milestones	Start	Finish	Duration
Train Trainers	10/4/2027	11/5/2027	25 days
Train Users	11/1/2027	12/31/2027	45 days
Rollout Phase	6/14/2027	1/1/2028	146 days
Prepare Installation Report	6/14/2027	7/16/2027	25 days
Create Cutover Checklist	7/26/2027	12/3/2027	95 days
Prepare Operations & Support Plan	10/11/2027	12/3/2027	40 days
Set Up Help Desk	11/1/2027	11/26/2027	20 days
Update Disaster Recovery Plan	11/8/2027	12/10/2027	25 days
Perform Operations Training	11/29/2027	12/17/2027	15 days
Run Conversion	12/29/2027	12/30/2027	2 days
Production Release - Driver Services ★	1/1/2028	1/1/2028	1 day
Production Phase	1/1/2028	1/14/2028	11 days
Perform Rollout Support	1/1/2028	1/14/2028	11 days
Perform Production Support	1/1/2028	1/14/2028	11 days
Perform Operations Support	1/1/2028	1/14/2028	11 days

Schedule and Scope Management

We have successfully delivered over 650 production releases of our software solutions for the administration of hundreds of government programs and services. We are confident in our proposed schedule and our ability to manage it successfully. Our pre-built software and repeatable implementation methodology allow many project phases to be undertaken simultaneously. This allows the project team to work on subsequent or overlapping phases while work in preceding phases is underway. This approach increases project-team efficiency and allows it to quickly respond to unexpected events without sacrificing forward progress.

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

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

Schedule Control

The project manager is responsible for directing the project team in mitigating schedule variances and delays. The project team continually works to identify and analyze potential and existing issues that can result in schedule delays, and to develop strategies to resolve problems and reduce further impact on the project. If issues arise on the project, they will be dealt with through our issue-management process and the flexibility of our FastCore Implementation Methodology to adapt to task and timeline adjustments without impactful delays, missed deadlines, or disruption to overall project schedule. The entire project team is focused on

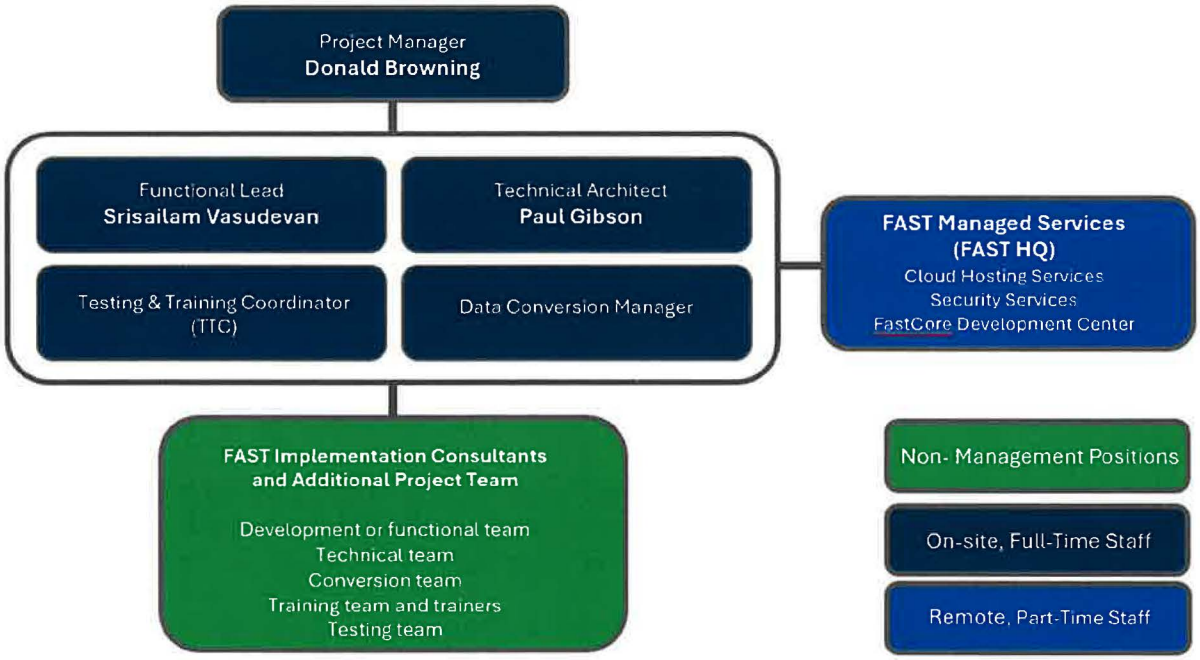
meeting project dates and deliverables. The iterative nature of our implementation approach emphasizes the resolution of high-impact issues early in the project and allows low-impact issues to be resolved in later project stages. We operate on the basis that waiting for every small decision to be made slows project progress. We also believe that attempting to resolve all functional details by generating documentation in early project stages leads to schedule slippage and missed deadlines.

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

Project Staff Organization

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

Proposed Project Team Organizational Chart – FAST



FAST Staffing Resources

FAST will begin assigning implementation consultants during the project's initial Preparation Phase. FAST implementation consultants support the project and FAST's team leads/managers. They serve as members of various project teams or as leads of these teams based on their experience on FAST's software implementation projects. The full complement of project staff will ramp up as the project progresses to meet

the workload requirements of subsequent project phases. For example, as the project proceeds, more full-time staff will be assigned to cover the functional and technical requirements of the Definition, Foundation, and Development phases.

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

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

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

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

We are committed to providing the proper staffing levels for successful project completion. With over 2,600 full-time employees who have contributed to the success of hundreds of production rollouts of our software for government agencies around the world, FAST has the employees needed to provide experienced and capable project team members for this important system modernization project.

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

FAST Project Personnel – Roles and Responsibilities

Project Role	Description of Responsibilities
Project Manager **Donald Browning** PMP Certified Full-time, 100% dedicated on-site to the project	The project manager is a senior project leader who supports the agency and FAST project team in delivering the FastCore-based FastDS software. They are responsible for managing FAST's contractual relationship with the agency, providing strategic direction on implementation issues, and serving as the primary liaison with agency program sponsors, senior agency managers, and external stakeholders. Additional responsibilities include: • Serving as FAST's primary point of contact for the project. • Promoting FAST's implementation methodology and providing executive support through all phases.

INITIAL PROJECT WORK PLAN

Project Role	Description of Responsibilities
	• Working with the agency to identify and communicate project objectives. • Participating in the steering group meetings and cooperating with agency executives. • Ensuring adherence to the project contract and budget. • Tracking and monitoring FAST project deliverables in the Delivery Workbench. • Resolving business decisions and issues, including helping to identify when decision requests are needed. • Organizing team status meetings and preparing status reports and presentations. • Managing FAST's project budget and invoices.
Functional Lead **Srisailam Vasudevan** Full-time, 100% dedicated on-site to the project	The functional lead provides direct support to the project manager and oversight on implementation activities, checking for standardizations, reviewing site-specific components prior to promotion and identifying areas for improvement. Additional responsibilities include: • Cooperate with other project teams, including Conversion, Testing, and Training. • Manage the following for their functional team: o Review and refine development plans in Delivery Workbench. o Assist with and monitor schedules, definitions, and development tasks. o Keep Delivery Workbench up to date for team activities. o Maintain awareness of the project requirements to ensure that business needs are being met without extending beyond original project scope. o Keep track of the development progress and assist with development activities. o Ensure that Implementation Consultants conform to the design criteria, standards, constraints, policies, and interface or integration requirements established for the project. o Support knowledge transfer activities, including sharing knowledge between FAST and client developers. o Be familiar with and promote the FastCore Implementation Methodology. • Provide status updates and raise any issues to the Project Manager. • Complete any additional tasks delegated by the Project Manager.
Technical Architect **Paul Gibson** Full-time, 100% dedicated on-site to the project	The Technical Architect supports the Project Manager and oversees the technical aspects of project work, ensures that applicable architecture standards and policies are followed, and is responsible for ensuring the delivered solution meets the Agency's business

INITIAL PROJECT WORK PLAN

Project Role	Description of Responsibilities
	requirements while project activities are conducted in accordance with industry best practices. Additional responsibilities include: • Oversee environment changes associated with site-specific design extensions and database schemas. • Provide technical oversight of the hosted FastDS platform/environment. • Lead performance tuning and optimization of the FastDS system. • Create design criteria, standards, constraints, policies, and interface or integration requirements for the project and communicate them to Team Managers. • Work closely with the Project Manager and Conversion teams to set standards. • Guide the planning of technical testing as well as technical aspects of training. • Lead or actively participate in creating the cutover checklist. • Promote cross-functional team communication. • Attend team status meetings.
Data Conversion Manager Full-time, 100% dedicated on-site to the project	The data conversion manager is responsible for the organization, management, and execution of the conversion process to move legacy data into FastDS. Conversion team members work closely with the manager and complete any delegated tasks related to the execution of the conversion process. Team member responsibilities may vary depending on the project needs, experience, and team manager directions. Primary responsibilities include: • Guide the client throughout the conversion process and explain the FAST conversion approach. • Assist with conversion verification activities. • Provide customer lists for data purification activities. • Work and communicate with agency resources for extracts and other legacy system needs. • Support the client technical staff and data extractors. • Manage and support the team, if applicable. • Create the conversion-related deliverables, such as the conversion approach and conversion plan. • Support the review and approval of the applicable project deliverables (e.g., conversion plan). • Report the conversion progress to the project and agency management. • Complete any additional tasks delegated by the Project Manager and Functional Lead.
Testing & Training Coordinator	The Testing & Training Coordinator (TTC) is responsible for overseeing project activities, including planning, organizing, and

INITIAL PROJECT WORK PLAN

Project Role	Description of Responsibilities
Full-time, 100% dedicated on-site to the project	overseeing all project-related training activities, developing and coordinating the training program for project members and users, and Business and End-to-End Testing activities. Additional responsibilities include: • Creating training plans, materials, and documentation. • Planning and coordinating train-the-trainer programs. • Planning and coordinating testing schedules, resources, test execution, and reporting. • Defining user access and application security needs. • Identifying changes in business processes and organizational structures and evaluating user readiness.
Implementation Consultants Full-time, 100% dedicated on-site to the project	Implementation Consultants (ICs) configure and develop system functionality for specific areas of the system. In addition to acting as implementation consultants, some ICs may also serve as team leads on various project teams. IC responsibilities may vary depending on the project needs and team managers' directions. Primary responsibilities include: • Work closely with agency business representatives (BRs) to ensure that the solution meets user needs. • Support the business with verification, demo, and testing activities. • In the Preparation Phase, assist with preparation activities and the delivery of system overviews and learn any new functional areas. • In the Definition phase, participate in the definition-gathering process and analyze business rules. This can include definition meetings and research. Assist with or perform demos. • In the Foundation phase, perform and verify the foundation and assist with foundation demos and data setup. • In the Development phase, execute tasks and produce deliverables as outlined in the project plan and directed by the Team Manager. • Work on configuration and site-specific programming tasks (including correspondence, reports, and interfaces). • In the Conversion phase, review converted data for the area and provide feedback. Fix development-related issues that cause conversion errors. • In the Testing phase, understand the project testing plans and methodology and meet development deadlines based on testing plans. • Complete unit testing and participate in pre-testing activities, if applicable and participate in scenario reviews, if applicable.

Project Role	Description of Responsibilities
	• Fix failed test scenarios and resolve issues discovered during testing or training preparations. • In the Training phase, be aware of training timelines, activities, and needs, and support the training data build and resolve related issues. • In the Rollout phase, be aware of cutover activities and the development freeze timeline and assist with any assigned cutover activities, including system pre-testing. • In the Production phase, provide Deskside Support after go-live and assist and support the agency to ensure that the project is successful.

Staff, Facility, and Logistics Assumptions

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

- Project workspace(s) to accommodate approximately 50 - 60 people, with the final count depending on the number of agency resources assigned to the project who are not already seated in or near the project space. Ideally, the project workspace will be in the same building used by most agency users. Although a separate workspace is acceptable, we have found that co-location with a broader pool of agency users and business experts increases opportunity to leverage their expertise in discussions and decisions related to the new system.
- To support various project deadlines, FAST and agency resources assigned to the project will require access to the project workspace after business hours. This includes weekends and state holidays.
- Local-area-network (LAN) infrastructure and support. Network connection at each workstation and access to network printers and scanners.
- Office space for FAST project management.
- Use of meeting rooms/conference rooms and data projectors.
- Dual monitors, keyboards, pointer devices, network connections, electrical outlets, and electrical extension cords.
- Stationery, offices supplies, whiteboards, chairs, desks.
- Project administration support.
- FAST and agency project staff will have the required access to systems and communication tools in the event work must be performed remotely due to agency health and safety guidelines.
- The project will require a testing space that can accommodate 10-15 people and training spaces that can accommodate 10 - 15 people. These spaces should be equipped with desks, chairs, workstations connected to the LAN, whiteboards, and other office items.
- Full-time FAST project staff will work on site with agency personnel during the project. Additional FAST staff may assist part-time either on site or remotely. Individuals who have performed similar tasks in

other jurisdictions will periodically visit the project to share their expertise and experience with specific functional or technical areas of the project.

- Most of FAST's services will be performed in the greater Charleston area at the project office. Some work may take place in FAST development centers. WVDMV will allow off-site FAST personnel working on project deliverables to access the hosted infrastructure remotely. Costs associated with any travel that may be required for FAST employees to and from FAST development centers will not be billed to WVDMV and are included in our prices.
- Services may be delivered by an affiliated FAST company or branch, like our FAST Hosting Services team at our Denver headquarters.

Communications Plan

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

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

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

Roles and Responsibilities

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

Project Communications Roles and Responsibilities

Role	Responsibilities
WVDMV Project Sponsor	• Serves as an internal and external project champion. • Performs executive-level outreach to key legislators and other external stakeholders.

Role	Responsibilities
	• Presents testimony, project status, and planning materials at external oversight sessions.
WVDMV Project Steering Committee	• Communicates project updates and information to operational managers and WVDMV staff. • Communicates goals and objectives to the project team and workgroups.
Project Sponsor	• Serves as an internal and external project champion. • Presents testimony, project status, and planning materials at external oversight sessions. • Help to facilitate Steering Committee meetings. • Participate in executive- and management-level meetings. • Inform the project-management team of executive-level project decisions.
Project Management Team	• Participates in executive- and/or management-level meetings and provides project-status updates as necessary. • Participates in Steering Committee meetings to provide status updates and communicate project-resource needs. • Informs the project team of Steering Committee guidance and decisions. • Develops and presents project status reports. • Provides input to communications plans. • Develop communications content and messages.
WVDMV Communications Manager	• Manages effective communications that meet stakeholders' needs by maintaining stakeholders and communications registries. • Develop external communications and review all non-project team communications. • Supports development of communications content, messages, and claimant notices/letters (plain-language initiative). • Ensures communications are reviewed for consistency, relevancy to target audiences, and reflection of relevant perspectives.
Project Team	• Supports development of project and system-related messages and communications, including project status reports, solution-related materials, and system demonstrations.

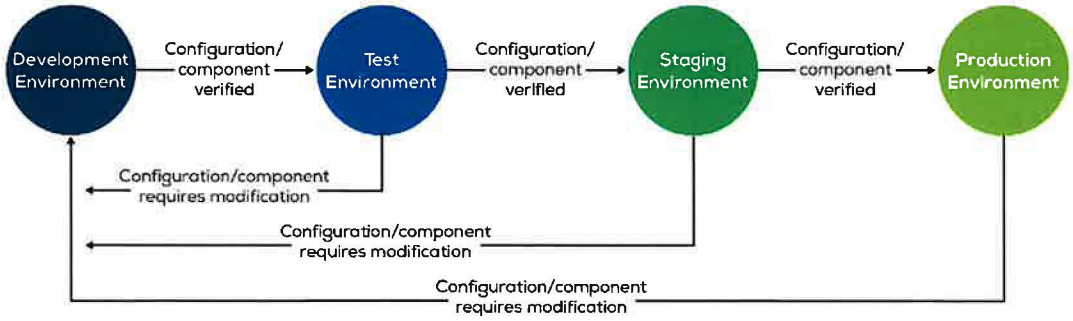
Implementation and Staging Approach

FAST uses a spiral model for software configuration during the implementation of FastDS. Project staff apply configurations (or develop site-specific components) in lower environments. These configurations and components are verified prior to their migration to higher environments. If a configuration or component does

not pass the verification process at any stage of the migration path, the component or configuration is returned to the development environment for modification. Once modified, the configuration or component begins re-verification through each stage of the migration path. This method allows users to use multiple environments simultaneously. Reviews, documentation, confirmations, and other quality-assurance tasks help to ensure the production environment is stable and operating as intended.

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

Spiral Migration Path of Configurations and Components



Creating Migrations

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

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

Migration Requests

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

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

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

Configuration Control

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

Technical Requirements

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

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