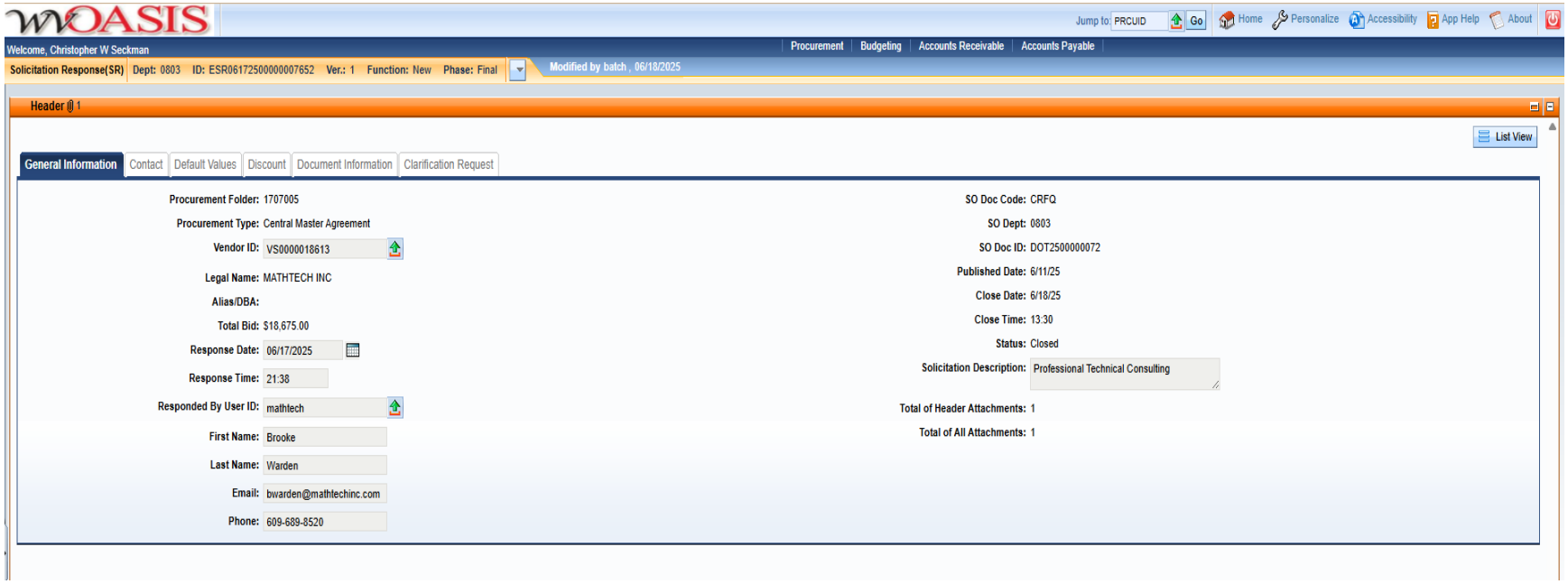
The following documentation is an electronically-submitted vendor response to an advertised solicitation from the *West Virginia Purchasing Bulletin* within the Vendor Self-Service portal at ***wvOASIS.gov***. As part of the State of West Virginia's procurement process, and to maintain the transparency of the bid-opening process, this documentation submitted online is publicly posted by the West Virginia Purchasing Division at ***WVPurchasing.gov*** with any other vendor responses to this solicitation submitted to the Purchasing Division in hard copy format.


WVOASIS
Jump to: PRCUID Go
Home
Personalize
Accessibility
App Help
About
Welcome, Christopher W Seckman
Procurement
Budgeting
Accounts Receivable
Accounts Payable
Solicitation Response(SR) Dept: 0803 ID: ESR06172500000007652 Ver.: 1 Function: New Phase: Final
Modified by batch , 06/18/2025
Header @ 1
List View
General Information
Contact
Default Values
Discount
Document Information
Clarification Request
Procurement Folder: 1707005
Procurement Type: Central Master Agreement
Vendor ID: VS0000018613
Legal Name: MATHTECH INC
Alias/DBA:
Total Bid: $18,675.00
Response Date: 06/17/2025
Response Time: 21:38
Responded By User ID: mathtech
First Name: Brooke
Last Name: Warden
Email: bwarden@mathtechinc.com
Phone: 609-689-8520
SO Doc Code: CRFQ
SO Dept: 0803
SO Doc ID: DOT2500000072
Published Date: 6/11/25
Close Date: 6/18/25
Close Time: 13:30
Status: Closed
Solicitation Description: Professional Technical Consulting
Total of Header Attachments: 1
Total of All Attachments: 1

Department of Administration
Purchasing Division
2019 Washington Street East
Post Office Box 50130
Charleston, WV 25305-0130

State of West Virginia
Solicitation Response

Proc Folder:	1707005
Solicitation Description:	Professional Technical Consulting
Proc Type:	Central Master Agreement

Solicitation Closes	Solicitation Response	Version
2025-06-18 13:30	SR 0803 ESR06172500000007652	1

VENDOR

VS0000018613
MATHTECH INC

Solicitation Number: CRFQ 0803 DOT2500000072

Total Bid: 18675 **Response Date:** 2025-06-17 **Response Time:** 21:38:10

Comments:

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

Vendor
Signature X **FEIN#** **DATE**

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

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Ln Total Or Contract Amount
1	Onsite Consulting	10.00000	HOUR	235.000000	2350.00

Comm Code	Manufacturer	Specification	Model #
80101504			

Commodity Line Comments:

Extended Description:

Onsite Consulting Services

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Ln Total Or Contract Amount
2	Onsite Project Management	25.00000	HOUR	225.000000	5625.00

Comm Code	Manufacturer	Specification	Model #
80101504			

Commodity Line Comments:

Extended Description:

Onsite Project Management

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Ln Total Or Contract Amount
3	Onsite Technical Writing/Admin Support	10.00000	HOUR	175.000000	1750.00

Comm Code	Manufacturer	Specification	Model #
80101504			

Commodity Line Comments:

Extended Description:

Onsite Technical Writing/Admin Support

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Ln Total Or Contract Amount
4	Remote Consulting	20.00000	HOUR	200.000000	4000.00

Comm Code	Manufacturer	Specification	Model #
80101504			

Commodity Line Comments:

Extended Description:

Remote Consulting Services

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Ln Total Or Contract Amount
5	Remote Project Management	15.00000	HOUR	190.000000	2850.00

Comm Code	Manufacturer	Specification	Model #
80101504			

Commodity Line Comments:

Extended Description:

Remote Project Management

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Ln Total Or Contract Amount
6	Remote Technical Writing/Admin Support	15.00000	HOUR	140.000000	2100.00

Comm Code	Manufacturer	Specification	Model #
80101504			

Commodity Line Comments:

Extended Description:

Remote Technical Writing/Admin Support

TECHNICAL PROPOSAL

WEST VIRGINIA DEPARTMENT OF TRANSPORTATION
CRFQ DOT2500000072
Professional Technical Consulting Services

June 18, 2025

Mathtech, Inc.
2465 Kuser Road, Suite 200
Hamilton, NJ 08690
www.mathtechinc.com

CONTACT:
Steven Young
Senior Vice President
syoung@mathtechinc.com | 215-378-7067

Table of Contents

1.0 Cover Letter

MATHTECH
One AAA Drive, Suite 102
Hamilton, NJ 08691
www.mathtechinc.com

June 18, 2025

John Estep,
Department of Administration
Purchasing Division
2019 Washington St E
Charleston Wv 25305

RE: Submission for CRFQ DOT2500000072 : Technical Consulting Services

Dear Mr. Estep:

Mathtech, Inc. is pleased to submit this response to CRFQ DOT2500000072 for professional technical consulting services. Enclosed, please find all required documentation, including:

- Exhibit A : Pricing Page
- Exhibit B : Vendor References
- Exhibit C : Proposed Staff Resumes

In addition to the required exhibits, we have included a brief introduction to Mathtech to provide evaluators with context regarding our qualifications and experience supporting Departments of Transportation and Motor Vehicle agencies nationwide.

Our team is prepared to provide dependable and responsive support to the West Virginia Department of Transportation across the full range of requested services, including project management, requirements gathering, procurement support, stakeholder engagement, and technical writing. We are ready to mobilize immediately and look forward to the opportunity to support WVDOT's upcoming initiatives.

Thank you for your consideration. Please do not hesitate to contact me with any questions or requests for additional information.

Sincerely,

Steven Young
Senior Vice President

2.0 Introduction

2.1 About Mathtech

Mathtech is a nationally recognized consulting firm with nearly 60 years of experience helping state agencies, especially Departments of Transportation and Motor Vehicles, successfully plan, procure, and implement complex modernization initiatives. Headquartered in Virginia with offices in New Jersey and Arizona, we specialize in helping government agencies assess current operations, define modernization strategies, manage large-scale projects, and improve service delivery. Founded initially as the consulting arm of Mathematica, Inc., Mathtech has operated as an employee-owned firm since 1986.

Our work is rooted in collaboration, clarity, and execution. We provide full-lifecycle consulting services, from project assessments and business process analysis to procurement support, technical writing, and project management oversight. Our clients include state departments of transportation, motor vehicle agencies, public health departments, and administrative service organizations across the nation. We are known for delivering timely, actionable, and clearly documented results that enable agencies to modernize operations while managing risk and maximizing return on investment.

Mathtech's core service offerings include:

- **Strategic Planning & Funding Business Case Development**: Mathtech helps agencies define their needs for transformation and build a case for moving forward. We routinely assist agencies in seeking and obtaining approval and funding for system modernization projects from legislatures.
- **IV&V, Project Management/PMOs, and Governance:** Mathtech develops project review criteria and assesses large government projects, providing health assessments and recommendations. Mathtech can provide project management support for projects of any size and develop a governance model to properly guide a project, handle strategic decisions, and connect a project or operations to the organization.
- **Project Assessments and Turnarounds**: Mathtech conducts in-depth project evaluations and offers practical recommendations to improve, realign, or recover struggling efforts. We bring structure to complex projects through refined lifecycle, PMO, and delivery support models.
- **Business Process Improvement:** Mathtech leverages domain expertise to assist agencies in enhancing their operations and processes. Using a maturity model approach, we implement quick wins followed by ever-increasing efficiency.
- **IT Strategy and Architecture:** Mathtech supports agencies in developing adaptable technology strategies that leverage both existing systems and emerging solutions to meet future needs.
- **Requirements Analysis and RFP Development:** We define detailed requirements and author RFPs known for clarity, completeness, and alignment with agency objectives.
- **System Development & Testing:** Mathtech offers a comprehensive range of implementation services, enabling agencies to deliver more services efficiently using industry-standard methods and technologies. We also help agencies with testing support, including strategy, planning, execution, and traceability.
- **Organizational Change Management**: We help agencies manage the people side of change through targeted communication and training strategies, preparing teams for new roles and responsibilities before, during, and after modernization.
- **IT Staffing and Placement**: Mathtech has extensive experience managing IT Staffing contracts for government agencies and providing solid teams to support existing projects. We have successfully performed over 200 requests, representing nearly $70 million of procured services to date.

We have delivered these services successfully to over 20 state transportation and motor vehicle departments nationwide, tailoring solutions to meet the operational, fiscal, and policy-specific needs of each engagement.

2.2 Prepared to Support West Virginia DOT

Mathtech understands that this solicitation seeks dependable, knowledgeable, and flexible support for professional consulting, technical writing, and project management services. Our consultants are ready to assist WVDOT both onsite and remotely, supporting a variety of efforts including system documentation, requirements gathering, project oversight, business process analysis, technical writing, and procurement preparation.

We maintain a deep bench of senior consultants, each with an average of over 15 years of experience supporting public sector initiatives. Our team comprises certified Project Management Professionals (PMPs), technical writers, and business analysts who have delivered similar services to transportation departments and other state agencies nationwide. We are accustomed to working in fast-paced, multi-stakeholder environments and are prepared to mobilize quickly to meet the agency's needs. Our team consistently delivers clear documentation, actionable plans, and measurable results on time and within scope, even in dynamic environments.

While this RFQ encompasses a broad set of service areas, Mathtech's extensive experience in motor vehicle and driver services transformation complements WVDOT's evolving priorities. The following section highlights our national leadership and unmatched qualifications in DMV system modernization, a capability that may be particularly relevant as the Department plans for future initiatives.

2.3 Mathtech's Experience in DOT Operations

Mathtech brings extensive experience helping Departments of Transportation (DOTs) modernize operations, strengthen infrastructure planning, and improve program performance. Our team includes experts with hands-on experience in DOT environments, transportation systems, and logistics operations. Highlights include:

- **Strategic Planning** – Mathtech has supported agencies including Oregon DOT and Maryland DOT in evaluating legacy systems, engaging stakeholders, and developing actionable strategies for modernization and operational improvement.
- **System and Services Procurement** – We have developed procurement strategies and supporting documents for clients such as Delaware DOT (DelDOT) to streamline vendor engagement and ensure strong contract structures that safeguard the public interest. Our team of consultants brings deep transportation sector experience, supporting procurement and compliance for infrastructure programs aligned with AASHTO standards at the New Mexico DOT.
- **System Assessment Facilitation** – Mathtech provides independent assessment and facilitation services to help DOTs across the country understand current system capabilities, identify modernization needs, and plan for procurement and implementation.
- **Special Hauling Permit Systems** – Our staff have led the development of superload and special hauling permit systems, streamlining routing, approvals, and coordination with infrastructure and law enforcement stakeholders.
- **Fleet and Maintenance Operations** – Our team brings direct experience managing fleet logistics and maintenance operations within NMDOT and the New Mexico National Guard, including the use of the G-Army system. Our consultants have supported highway maintenance planning, traffic monitoring, and asset tracking for DOT operations using GIS and CAD-based tools.
- **Zero-Emission Freight Corridor Planning and CPRG Implementation** – Mathtech is supporting the Clean Corridor Coalition, a multi-state initiative funded through the EPA's Climate Pollution Reduction Grants (CPRG) program. This effort, led by the New Jersey Department of Environmental Protection in partnership with Delaware, Connecticut, and Maryland, focuses on planning and deploying medium- and heavy-duty zero-emission vehicle (ZE-MHDV) charging infrastructure along the I-95 freight corridor. Mathtech provides project management, interagency coordination, workforce development support, and grant compliance services.

- **NEVI Contract Development for Electric Vehicle Charging Deployment** – Mathtech supported DelDOT in implementing its National Electric Vehicle Infrastructure (NEVI) program by leading the development of vendor contract templates for EV charging infrastructure projects. Working closely with AECOM, DelDOT's technical contractor, Mathtech translated NEVI-specific requirements, such as federal match provisions, outreach mandates, and milestone payment structures, into actionable and compliant contract language. The team facilitated coordination across legal, procurement, and vendor stakeholders and prioritized execution with seven selected vendors. This work supported Delaware's goal of accelerating zero-emission vehicle adoption through timely and federally compliant agreements.
- **Highway Project Management** – Mathtech's team has supported multi-phase highway construction and modernization projects, including project controls, stakeholder coordination, and compliance tracking. We bring experience managing DOT-funded infrastructure projects using formal project management systems aligned to DOT standards and workflows.

2.4 Mathtech's Leadership in DMV Modernization

Mathtech is a recognized national leader in DMV modernization, having supported more than 20 state motor vehicle agencies through successful transformation efforts, more than any other services firm. Our experience spans the entire system modernization lifecycle, including planning, procurement, implementation, and oversight. We offer deep, practical knowledge of DMV operations, systems, and technologies, supported by proprietary tools and a robust methodology tailored to this domain.

We are not only implementers, but we are also advisors and thought leaders. Mathtech has provided strategic guidance to AAMVA, state legislatures, and agency executives nationwide, contributing to modernization strategies that align with both national standards and evolving customer service expectations.

2.4.1 What Sets Mathtech Apart

- **Proven Results:** Led 20+ DMV modernization efforts nationwide, from initial planning through implementation.
- **National Thought Leadership:**
  - Selected by AAMVA to lead the national e-Titling and Electronic Vehicle Records Management strategy.
  - Developed the requirements and RFP for CDLIS Modernization.
  - Active working group partner on AAMVA initiatives, including identity management and systems modernization.
- **Purpose-Built Tools and Frameworks:**
  - Maintains a proprietary DMV modernization methodology and a reusable catalog of business processes, requirements, and interfaces.
  - Houses an extensive library of DMV-specific RFP templates and modernization reference materials.
- **Experienced Team:**
  - Senior consultants average 15+ years of experience in DMV operations and public-sector modernization.
  - Proven record of helping agencies secure legislative funding through compelling strategies and business cases.
- **Community Engagement:**
  - Regular presenters at AAMVA and other national forums on modernization, governance, digital services, and change management.

2.4.2 Experience Across the Full Modernization Lifecycle

Mathtech's DMV experience spans every stage of the modernization lifecycle. Whether facilitating strategic planning, leading procurement efforts, or managing system implementation, our teams deliver insight grounded in real-world execution. We understand the complex intersection of operations, policy, and technology that defines motor vehicle and driver licensing environments.

Our work includes:

- Strategic planning, visioning, and roadmap development
- Legacy system assessments and gap analyses
- Interface cataloging and documentation
- Data readiness assessments and conversion strategy
- Requirements development and DMV-specific RFP drafting
- Procurement coordination and vendor evaluation
- Implementation oversight, risk mitigation, and quality assurance

We have served as long-term partners to many jurisdictions and are often invited back to support future phases of modernization. Agencies trust Mathtech because we understand their mission and deliver results.

2.4.3 Deep Expertise with Vendors and Solutions

Mathtech actively tracks and engages with all major DMV solution vendors. We understand each vendor's capabilities, delivery approaches, and system limitations. This insight enables us to assist agencies in making informed decisions, crafting effective RFPs, and managing vendor relationships efficiently.

We also bring practical experience preparing business cases and cost-benefit analyses to support funding efforts. Our work has helped multiple agencies secure legislative approval and confidently navigate complex budgeting processes.

2.5 Integrated Transportation and DMV Delivery

Mathtech has partnered with more than 20 Departments of Transportation and Motor Vehicle agencies across the country to deliver complex, high-stakes modernization initiatives. These efforts span the full system lifecycle, from early-stage strategic planning and business case development to procurement, implementation, and operational oversight. Our proven track record in Motor Vehicle and Driver Licensing operations makes us a trusted partner for agencies seeking to modernize systems, streamline processes, and improve service delivery.

Our teams offer specialized expertise in DMV environments, bringing decades of experience navigating the operational, policy, and technological complexities unique to public-sector transportation systems. Whether leading a Strategic PMO, facilitating stakeholder workshops, supporting UAT, or advising executive leadership, we deliver tailored solutions that reduce risk and accelerate progress.

We take pride in our long-term relationships with clients, often returning to support future phases of modernization or provide strategic guidance as programs evolve. Agencies frequently describe Mathtech as "a true partner in our successful modernization."

We bring the experience, tools, and insight essential to support the success of WVDOT's project needs, including:

Domain Expertise and Specialized Knowledge

- **Public Sector Motor Vehicle Subject Matter Expertise**: Mathtech's team includes experts in DMV requirements, operations, technologies, and policies. Our senior staff actively participate in AAMVA initiatives, ensuring that our strategies align with national standards and emerging trends.

- **Experience with Major DMV Technology Vendors**: We work closely with all leading system implementors, offering experience as evaluators, project managers, and oversight partners. This insight helps clients anticipate vendor capabilities and challenges before procurement or implementation begins.
- **Full System Modernization Lifecycle Insight**: Our teams have supported projects through all phases of modernization. This full-lifecycle perspective enables us to apply lessons from implementation to planning, and from procurement to operations, ensuring continuity and strategic alignment.

Capabilities that Deliver Results Across WVDOT Priorities

- **Flexible Support Across Consulting, Writing, and Project Management**: Mathtech excels at delivering cross-functional support for agencies. Our consultants conduct assessments, document complex systems, develop clear and actionable RFPs and policies, and manage technical and administrative projects onsite or remotely.
- **Strategy and Funding Business Case Development**: We help agencies secure legislative or executive buy-in by preparing data-driven business cases, cost-benefit analyses, and legislative briefings that demonstrate value and feasibility.
- **Procurement and Evaluation Expertise** : We have led dozens of public-sector procurement efforts, developing requirements, facilitating vendor interactions, and supporting structured, defensible evaluation processes.
- **Rapid Response and Deployment Capability**: Mathtech maintains a ready bench of qualified consultants available to support urgent or short-turnaround assignments. We are prepared to mobilize within 48 hours and can work in hybrid or fully remote environments as needed.

2.6 Prior DOT/DMV Experience

We have included the following table of DOT/DMV projects showing where we have performed similar work:

Client / Project
American Association of Motor Vehicle Administrators (AAMVA) *E-Titling Strategic Visioning and Operating Model* AAMVA engaged Mathtech to work with titling stakeholders nationwide to build a strategic vision and model for e-titling. Mathtech worked with multiple jurisdictions and vendors to map out use cases, identify stakeholder needs, and develop a path forward for eliminating paper titles. The project included the development of an eTitle Scorecard for evaluating eTitle readiness.
American Association of Motor Vehicle Administrators (AAMVA) *CDLIS Modernization Requirements & RFP* AAMVA engaged Mathtech to guide them in structuring the Commercial Driver's License Information System (CDLIS) Modernization Project, developing requirements, and writing the RFP. The requirements development focused on technical, testing, data conversion, delivery, performance, and support requirements. Many functional requirements were based on existing or new CDLIS standards and transaction definitions. Subsequently, Mathtech developed the evaluation strategy and assisted with the procurement process.
Connecticut Department of Motor Vehicles *Modernization, Vision, Strategic Plans, Blueprints, PM Support, and Mentoring* Mathtech led the CT DMV through a methodology to articulate the Vision for System Modernization and Future Business and Technology Architecture. Mathtech also conducted an Operational Maturity Assessment against over 70 criteria. The team provided a PMO charter, processes, and a set of templates, as well as BA and PM mentoring and training. Mathtech also provided industry research, options assessments, and overall modernization support. Mathtech performed an IT Organizational Change assessment, including a new reporting structure and role recommendations.

Client / Project
Florida Department of Highway Safety and Motor Vehicles *Driver License Issuance Business Case & Strategy* Mathtech worked with Florida DHSMV to research and plan future Driver's License Card Production and Issuance processes. The analysis included documenting current shortfalls in Florida processes, vendor research, stakeholder analysis, and peer agency surveys to learn about the breadth of possibilities available in the market. Mathtech created a comprehensive market research study, including a recommended business plan and supporting business case documentation to support significant changes to Florida's Driver's License card production processes.
Illinois Secretary of State *Legacy Modernization Planning* Mathtech led modernization and strategic planning services for the Illinois Secretary of State. The planning includes creating a holistic vision for integrated operations and customer services, a future system blueprint, a roadmap for improving IT and business operations, and overall system requirements. The agency is responsible for a wide range of public services, including driver licensing, motor vehicles, business registrations, corporate filings, and tracking lobbying activity.
Iowa Department of Transportation, Motor Vehicles Division *Modernization Strategic Plan* The Iowa DOT MVD engaged Mathtech to prepare a vision for modernization, a strategic plan, cost analysis, options analysis, and a roadmap forward. The goal is to replace all legacy systems serving Driver Licensing, Motor Vehicles, Business Licensing, and Motor Carrier services. Mathtech continues to serve the MVD with project management and consulting services to support preparation activities.
Maine Bureau of Motor Vehicles *Modernization Strategy and Blueprint* Mathtech led ME BMV through a series of vision sessions to develop a Modernization Strategic Plan to understand their current environment, strengths, weaknesses, gaps, and goals. In addition to a future vision, systems and technologies were evaluated to develop a Blueprint Gap Analysis between the current environment and the desired future state.
Maryland Department of Transportation, Motor Vehicle Administration *Enterprise System Modernization* Mathtech led the MD MVA through a methodology to articulate the Vision for System Modernization and the Future Business and Technology Architecture. Mathtech set up a PMO and governance structure and led business process improvement, data assessment, and conversion preparation activities to manage the project. Mathtech gathered business and technical requirements and developed an enterprise RFP covering all DMV functions. Mathtech enhanced the evaluation process and facilitated proposal review. After the award, Mathtech analyzed various database/data warehouse entities to identify data issues and help the state understand underlying data issues.
Minnesota Department of Public Safety, Driver and Vehicle Services Division *Driver License & Motor Vehicle System Modernization* Mathtech helped the State gather business and technical requirements and develop an enterprise RFP covering all DMV functions. Mathtech enhanced the evaluation process and managed the bidder's conference.
Missouri Department of Transportation/Department of Revenue *Registration Fee Transition Advisory Services* Mathtech assisted the State of Missouri's DOT and DOR in defining options/strategic plans and related effort and costs (systems, data, personnel, etc.) to move the calculation for Motor Vehicle Registration fees from a Horsepower basis to a Miles per Gallon basis.
Missouri Department of Transportation/Department of Revenue *MVDL Modernization Support and Program Oversight.* Mathtech previously supported the Missouri Department of Revenue (DOR) with planning services for procuring a fully integrated Motor Vehicle and Driver Licensing (MVDL) Business and Technology Modernization solution. These services included conducting an internal review and market research, developing the MVDL solution RFP, and facilitating vendor response evaluation. After completing these planning activities, Mathtech is currently providing ongoing Project Management and Oversight services to implement the FAST system.

Client / Project
Montana Department of Justice, Motor Vehicle Division *RFP Development and Process Study* The Motor Vehicle Division engaged Mathtech to help plan, strategize, and prepare for modernization, including defining requirements and writing an RFP for the new system. Mathtech also supported maintenance and development activities for its legacy system and provided project management support throughout the preparation and into the FAST implementation phase.
New Jersey Motor Vehicle Commission *Driver License & Motor Vehicle System Modernization* Mathtech led the MVC through a methodology to articulate the Vision for System Modernization and Future Business and Technology Architecture. Delving deeper, Mathtech further led the definition of functional and non-functional requirements and the full enterprise RFP covering all DMV functions. Mathtech worked with the State to enhance the RFP evaluation process and facilitated proposal review with State resources. After the award, Mathtech set up a PMO and governance structure, provided IV&V oversight of the implementation vendor, and coordinated and participated in User Acceptance Testing.
New Jersey Motor Vehicle Commission *Enhanced Digital Driver License System Planning, Procurement, and Rollout* Mathtech supported the MVC in the development of a comprehensive strategy, budget, architecture, and RFP to implement an upgraded Digitized Driver License System (EDDL). Mathtech subsequently provided IV&V oversight and assessment of the selected implementation vendor's deliverables and processes.
New York Department of Motor Vehicles *Modernization, RFP Inputs, and Review* Mathtech helped the NYDMV prepare an RFP to modernize its driver and titling legacy system. We also provided the state team with RFP input planning and strategy guidance.
North Carolina Division of Motor Vehicles *Modernization Assessment* Mathtech, Inc. was engaged by the North Carolina Department of Information Technology and Division of Motor Vehicles to evaluate the DMV's ongoing efforts to modernize its Information Technology systems. The scope of work required that Mathtech perform an in-depth analysis of the Division's plan to implement the AZ MAX system and specifically assess the following project elements: ▪ Timeline ▪ Data Security ▪ Pricing Structure ▪ Customer Service Improvements ▪ Personnel ▪ Other Relevant Factors Mathtech collaborated with the State, managed the project, and guided the agency through vision sessions, scope blueprinting, and timeline development. This enabled the agency to clearly articulate its goals, scope, and other critical project elements. Mathtech has delivered its assessment to North Carolina's Department and continues supporting the state of North Carolina as it proceeds with the modernization.
Oregon Department of Transportation, Division of Motor Vehicles *Modernization Strategy/Business Case* Mathtech led ODOT through a methodology to articulate the Vision for System Modernization and the Future Business and Technology Architecture. This formed the basis for an enterprise RFP's business and technical requirements covering all DMV functions. Mathtech also supported ODOT in developing a Business Case and Cost-Benefit Analysis, which was used to secure funding for the modernization.
Oregon Department of Transportation, Division of Motor Vehicles *Five-Year Strategic Plan* Mathtech led ODOT through a methodology to develop a 5-year strategic plan that addressed both internal management needs and customer-facing projects. The project included Visioning, Prioritization, Customer Journey Mapping, and other exercises to develop a plan that supported DMV and DOT strategic needs.

Client / Project
Pennsylvania Department of Transportation *DMV Modernization Strategy, Requirements, RFP, and Support* Mathtech supported PennDOT in creating a vision for operations and conducting a DMV solution and vendor assessment. Using these artifacts, we drafted an enterprise system modernization RFP, including all DMV functions and requirements. Mathtech led iterative review sessions with PennDOT leaders and SMEs to craft the full enterprise modernization RFP. Mathtech participated in the draft RFP's pre-release, response to vendor questions, and proposal reviews to award. Mathtech guided the implementation phases.
Rhode Island Division of Motor Vehicles *Requirements and Testing Support* Mathtech provided services to the State of Rhode Island Division of Motor Vehicles for the Rhode Island Motor Vehicle System (RIMS) modernization project. The team created unified documentation, assembled a UAT plan framework, and streamlined the specification development and review processes. Mathtech also built a requirements repository, a data issues migration tracker, and a data mapping repository.
South Carolina Department of Motor Vehicles *Agency Modernization : Full Project Support* Mathtech is assisting the South Carolina DMV with a complete overhaul, modernization of its legacy systems, and a transformation of its business operations. Mathtech led the agency through vision sessions and strategic planning to create a vision of future operations. Mathtech collaborated with the state to catalog all business processes and document opportunities for improvement. Mathtech comprehensively assessed the agency's data and prepared a plan for data modernization and cleansing. Mathtech is finishing the development of an RFP to procure a new system and is helping the state evaluate the vendor marketplace and procure a new solution. Mathtech's role will include project management and vendor oversight.
South Dakota Department of Revenue *Modernization Study and Vehicle System Process Analysis* Mathtech provided project management and consulting services and led the South Dakota Department of Revenue through a methodology to define a Vision for System Modernization and the Future Business and Technology Architecture for business taxation and motor vehicles (titling and registration) functionality. Mathtech led an effort to evaluate the current technology vendor landscape through a Request for Information and demonstrations. Mathtech also led an effort to define current state processes, improvement opportunities, and future state RFP-ready functional requirements. Lastly, leveraging the Prosci methodology, Mathtech led DOR through organizational change evaluation and the development of the Organizational Change Management Plan. Mathtech also assisted with procurement evaluations.
Vermont Department of Motor Vehicles *DMV Core Systems Replacement* The Vermont Department of Motor Vehicles engaged Mathtech to provide Business Analysis services to support the system modernization project and help them improve customer service, reduce transaction processing time, reduce and eliminate backlogs, increase online transactions, and improve the overall efficiency of service delivery. This project also included testing, training, and data conversion activities.
Wisconsin Department of Motor Vehicles *Strategy, Peer Benchmarking, and Process Assessment* The State of Wisconsin engaged Mathtech to lead an analysis of business processes and process improvements in preparation for system modernization. The project included benchmarking operational best practices from other industries. All processes, requirements, and strategies were developed into a comprehensive modernization plan.
Washington Department of Licensing *Driver, Motor Vehicle, and Professional Licensing Modernization* Mathtech led WADOL through a methodology to articulate the Vision for System Modernization and Future Business and Technology Architecture. This formed the basis for an enterprise RFP's business and technical requirements covering all DMV functions. Post Modernization, Mathtech has assessed IT Organizational impacts, staffing needs, and structure.

Client / Project
Wyoming Department of Transportation *Modernization Strategy Plan* Mathtech led WYDOT through a series of planning tasks to understand their current environment, strengths, weaknesses, gaps, and future goals to develop a Modernization Strategic Plan. In addition to a future vision, cost model alternatives and solution alternatives were evaluated. *Driver License & Motor Vehicle RFP, Data and Support* Using the Vision for System Modernization and the Future Business and Technology Architecture defined in the Modernization Strategy Plan, Mathtech further led the definition of functional and non-functional requirements and developed the full enterprise RFP covering all DMV functions. In addition, Mathtech is working with WYDOT and ETS to develop a data dictionary and convert data from the existing DL/MV database. Mathtech also assessed DMV solutions available in the market and provided an overview of approaches by other DMVs. *Project Management* Mathtech has provided project management services throughout all phases of the project and the AZ MAX implementation.
Ontario Ministry of Transportation *DMV Modernization Strategy* Mathtech was part of a team serving the MTO's modernization planning efforts. Mathtech performed a range of requirements analysis and RFP support.
Jamaica Transformation Authority *DMV Operations Assessment and Modernization Strategy* The U.S. government engaged Mathtech to assist Jamaica with DMV modernization. Mathtech met with all related departments, developed an operations assessment, and presented a plan for modernization to the Prime Minister.

End of Section: The rest of this page intentionally left blank

3.0 EXHIBIT A: Pricing Page

EXHIBIT A - PRICING PAGE

TOTAL INSTALLATION & DELIVERY COST LOCATION -Building 6, Room 320, Charleston, WV 25305							
Item Description	**Estimated Qty Hours***	**Description**	**Unit Price Year 1**	**Extended Price**	**Unit Price Year 2****	**Unit Price Year 3****	**Unit Price Year 4****
On-site Consultant	10	Hourly Rate for On-site Consulting Services	$235.00	$2,350.00	$240.88	$246.90	$253.07
On-site Project Management	25	Hourly Rate for On-site Project Management Services	$225.00	$5,625.00	$230.63	$236.39	$242.30
On-site Technical Writing/Admin. Support	10	Hourly Rate for On-site Technical Writing/ Admin. Support Hourly Rate Services	$175.00	$1,750.00	$179.38	$183.86	$188.46
Remote Consultant	20	Hourly Rate Remote Consluting Services	$200.00	$4,000.00	$205.00	$210.13	$215.38
Remote Project Management	15	Hourly Rate for Project Management Services	$190.00	$2,850.00	$194.75	$199.62	$204.61
Technical Writing/Admin Support	15	Hourly Rate for Technical Writing/Admin Support Services	$140.00	$2,100.00	$143.50	$147.09	$150.76
		Total for Evaluation Purposes		**$18,675.00**			

Note:

Pricing for years 2 through 4 are optional and require contract renewal

Estimated Quantity will be utilized for bid evaluation purposes

4.0 EXHIBIT B: Vendor Qualifications/References

4.1 Wyoming Department of Transportation

Name	Taylor Rosetti, Support Services Administrator
Address	5300 Bishop Blvd, Cheyenne, WY 82009
Telephone Number	(307) 777-4484
Email Address	Taylor.rossetti@wyo.gov
Dates of Service	May 2019 to Present
Project Summary	

Vehicle & Driver Licensing System Modernization

Mathtech was engaged by the Wyoming Department of Transportation (WYDOT) to develop a strategic plan for modernizing its primary computer systems, specifically the RIS system, which supports all Vehicle and Driver operations and related functions. The system is an aging and outdated mainframe system that insufficiently supports operations and is challenging to maintain.

Mathtech's approach was to work collaboratively with WYDOT leadership to assess current challenges, develop a vision for the future, and create a strategic plan that WYDOT could implement while minimizing risk. Major activities included:

Background Review: Mathtech worked with WYDOT staff to collect background materials, prior assessments, planning documents, and other materials to understand WYDOT's current state both technically and operationally. Mathtech held review meetings with operational, technical, and executive leaders to understand the current state and set expectations.

Vision Sessions: Mathtech conducted vision sessions with operational leaders and staff, as well as with the Executive team, to enable them to articulate issues and problems and define their expectations for a new system. Vision Sessions focused on the existing system's limitations and ideas for new ways to conduct business. These sessions included considering the use of new technologies and popular practices from the private sector.

Stakeholder analysis allowed the participants to consider the needs of each party in the business process. For example, when assessing the requirements of MVC's new title and registration system, Mathtech asked user group participants to consider the needs of county operations, car dealerships, law enforcement, WYDOT management, car owners, leasing companies, and large businesses. This allowed the team to define requirements for a system that could successfully meet many needs and challenges. Additionally, the Team discussed data management and analysis requirements, allowing the participants to define high-level requirements from a different perspective and better define the scope of the new system.

The future system vision included:

- 360 Degree View of Customer Information
- Online WYDOT and Full Featured Web Site
- Better Financial Management & Reporting
- Effective Enterprise Reporting & Analysis Capabilities
- Smart Systems That Enforce Business Rules
- Eliminate Paper
- Engage Partners and Customers for Self-Service
- Full Support for Counties & Law Enforcement

Legacy System Assessment: Mathtech collaborated with functional and technical staff to conduct an assessment of the current system, identifying its deficiencies, technical challenges, supportability, stability, and functional capabilities to support both current and future operations.

System Scope and Requirements Definition Gap Analysis: Mathtech worked with WYDOT to understand the current system's scope of functionality and user base, as well as the scope and expectations of a replacement system. This gap analysis encompassed both public and private sector users, as well as the range of vehicle, driver, and business licensing operations. It also included technical factors such as hosting and supportability.

Market Assessment: Mathtech completed a review of available solutions and approaches in the Motor Vehicle marketplace, including a review of existing vendor solutions as well as current and completed modernization projects from other jurisdictions. Mathtech and WYDOT used this information to develop options and strategies for WYDOT's modernization effort.

Options for Moving Forward: Mathtech developed options and strategies for moving forward, including Commercial Off-the-Shelf (COTS) solutions, custom solutions, and code conversion strategies. The options and strategy analysis included:

- Strategy & Approach
- Schedule for Preparation, Procurement, and Implementation
- Staffing Requirements, Including Skill Sets and Staffing Levels
- Cost Analysis and Potential 10-year Cost of Ownership
- Risks and Mitigation Strategies

Funding Options: Mathtech worked with WYDOT leadership and surveyed other jurisdictions to develop funding options for the project, including transaction fees, system access fees, and general funds.

Legislative Presentation: Mathtech collaborated with WYDOT leadership to present the findings to the legislature as part of the planning and funding process.

Business Process Improvements: Building on the Business Process Details, Mathtech worked with WYDOT to develop a Modernization Blueprint, catalogue the existing business processes, and develop/document the To-Be business processes and related requirements.

Data Analysis & Modernization: Mathtech collaborated with State IT staff to develop comprehensive data dictionaries for all primary and secondary data sources down to the table and field level. This included developing metadata (characteristics, descriptions, system of record, etc.) for all functional areas (e.g., Driver License, Driver Enforcement, Titles, Registrations, etc.). Scope includes those data sources that WYDOT will need to convert for System Modernization, as well as data stored in Excel and Access databases by MVS (e.g., Special Plate Orders) and Compliance & Investigations (e.g., Business License, Investigations).

Data Quality Assessment: Mathtech led a data quality assessment of all data sources and implemented a range of remediation tasks to clean the data.

Master Data Conversion: Mathtech led the development of a next-generation relational data repository to consolidate all WYDOT operational data into a modern system. This includes the implementation of multiple data synchronization tools, which keep the new repository in sync with the mainframe system. Data is also collected from other sources and informal systems (Excel & Access) to create a complete platform for data analysis, new system development, and data conversion. Mathtech also developed and implemented a strategy to create new data access tools, replacing the Excel and Access tools.

Interface Documentation: Mathtech assisted the State in identifying all interfaces used in the current RIS system and all interfaces needed for a Modernized DMV. Mathtech categorized the interfaces into Federal (SSA, etc.), AAMVA (CDLIS, etc.), National (National Organ Donor, etc.), Other (Lexis/Nexis, etc.), and State Child Support, etc.) interfaces.

Title & Registration Strategy & Solution: Mathtech collaborated with WYDOT to address its unique vehicle administration and records management requirements related to the fact that Wyoming Counties perform vehicle title transactions on their own independent systems and share data with a WYDOT Vehicle Title & Registration clearinghouse.

RFP Development and Procurement Support: Mathtech developed a comprehensive RFP for the modernization effort, including the full range of agency functions, including Driver Services, Motor Vehicle Services, and Business License/C&I. The RFP effectively "designed the modernization project" and clearly defined requirements for the system and system delivery, payment point, and contract management to ensure the project had the tools to manage forward successfully.

Mathtech assisted WYDOT with the issuance and procurement project. This assistance included developing an evaluation approach and process, an evaluation scoring template, coordinating and providing responses to vendor questions, creating a baseline set of questions for reference checks, and developing questions and demonstrations for vendor Oral presentations.

Project Governance/Project Management Mentoring: Mathtech assisted WYDOT in developing its approach to project governance and managing the RIS Driver Services Modernization Project, specifically Project 1. In addition, Mathtech provided training and mentoring to both the Governance Group and the State Project Managers.

Project Management: Mathtech provided project management services, including a weekly status report, facilitating a weekly status meeting, providing meeting minutes, managing the daily activities of the Data Conversion Team, and offering Project Management and PMO expertise.

Size of the Project:	$8.8 M
Number of Stakeholders:	Approximately 40 stakeholders, including WYDOT leadership, Driver and Vehicle Services staff, IT and data personnel, procurement and finance leads, and external planning partners.
Locations:	Approximately 25: 30 locations, including WYDOT headquarters, field offices across Wyoming, and partner agency offices.

End of Section: The rest of this page intentionally left blank

4.2 Maryland Department of Transportation, Motor Vehicle Administration

Name	Clarence Edmonds, Senior Program Manager
Address	6601 Ritchie Highway NE, Glen Burnie, MD 21062
Telephone Number	(410) 787-7976
Email Address	cedmonds@mdot.state.md.us
Dates of Service	June 2013 to March 2023

Project Summary

The Maryland Motor Vehicle Administration (MVA) engaged Mathtech to support its agency-wide system and operations modernization effort. Mathtech supported the conception of the modernization project, including Strategy, Conceptual Architecture, Solutions Analysis, RFP Development, and Procurement Support. MVA chose to implement the FAST DV-VS solution and commenced in 2018. Mathtech maintained a team to help manage the project and support the implementation.

- **Modernization Vision**: Mathtech collaborated with Executives and User Groups to create a vision for the agency-wide modernization project. Mathtech collaborated with users to identify challenges and explore new ways to serve customers, enhance quality, and operate more efficiently and effectively in the future. The Vision Document served as a tool to define scope, set expectations, communicate with staff and stakeholders, and generate support for the project and its benefits.
- **Modernization Strategy**: Mathtech developed a range of options and a Strategic Plan for modernization. This analysis included estimated costs, risks, technical approaches, resource requirements, and other components. The strategy was developed collaboratively, leveraging market research and Mathtech's experience.
- **PMO & Governance**: Mathtech collaborated with MVA staff and leadership to develop and implement a PMO and project governance model. The PMO is fully compliant with the Maryland SDLC. In addition, a SharePoint site was designed to manage Project Management Plans for every MVA project, including support for SDLC artifacts.
- **Requirements Analysis and Business Process Improvement**: Mathtech worked with the MVA to lead the creation of a complete Process Catalog, including business rules, workflows, and other process documentation. In addition, Mathtech used its ODR/Business Process Improvement methodology to identify process changes that must be addressed during the modernization effort.
- **Enterprise Architecture**: Mathtech established an enterprise architecture function and governance model, including a modernization blueprint and plans to coordinate Information, Applications, and Infrastructure. The EA group defines standards, projects, and modernization activities to achieve the future IT Vision.
- **Modernization Planning and RFP Development** : Mathtech worked with MVA leadership to identify projects and develop the overall strategy for system modernization. This strategy included the development of two RFPs to procure new systems.
- **Procurement Support**: Mathtech fully managed the procurement effort in collaboration with State Procurement and leadership. We developed the procurement schedule, managed the bidder's conference, coordinated the collection of vendor questions and response process, developed addenda, and ensured that the process was defendable against protests and consistent with procurement policy.
- **Evaluation Support**: Mathtech collaborated with Procurement officials to develop the evaluation process and fully support the evaluation of large enterprise proposals offering services ranging from COTS to Custom and from $50M to over $100M in value.
- **Quality Assurance**: Mathtech implemented processes and tools to support a Quality Assurance function to oversee all other processes.

- **Data Management & Conversion**: Mathtech performed a comprehensive assessment and cleanup of all agency data in preparation for the implementation and conversion of data. This included discovery, analysis, and documentation of all data sources, followed by a complete analysis of data quality and then remediation and cleanup of data anomalies.
- **Project Management & Vendor Oversight**: Mathtech provided project management and consulting services throughout each phase. Once the implementation services were awarded to FAST, Mathtech maintained a team onsite to provide vendor oversight and support contact management.

Experience Requirement Met:
This engagement demonstrates Mathtech's ability to deliver a full range of professional services requested in the RFQ, including strategic planning, project management, business process improvement, requirements analysis, procurement, RFP development, technical writing, quality assurance, and data management. Mathtech's leadership in establishing a PMO, developing comprehensive modernization strategies, managing procurements, and overseeing system implementation for a state motor vehicle agency illustrates our capacity to fulfill the RFQ's consulting, writing, and project management needs, both remotely and onsite, within a large-scale, government transportation environment.

Size of the Project:	$19.7 M
Number of Stakeholders:	Over 50 stakeholders, including MVA executives, operational and technical staff, external vendors, and cross-agency partners.
Locations:	Approximately 25: 30 locations across Maryland, including the MVA headquarters, 20+ branch offices statewide, and partner agency sites.

End of Section: The rest of this page intentionally left blank

4.3 Delaware Department of Transportation

Name	Lanie Clymer, Director, Finance
Address	800 Bay Road, Dover, DE 19901
Telephone Number	302-760-2704
Email Address	charlanne.clymer@delaware.gov
Dates of Service	June 2023 to Present

Project Summary

Mathtech is supporting the Delaware Department of Transportation (DelDOT) with procurement strategy, process improvement, and hands-on management of several high-impact procurements. Our role includes providing both managerial and technical expertise while facilitating procurement modernization and leading several strategic projects, including contract renewals, new RFP development, and support for federally funded initiatives.

Mathtech's Role

Mathtech serves as DelDOT's partner in improving procurement processes and delivering targeted procurement support for key initiatives. We work collaboratively with DelDOT staff to combine Mathtech's cross-jurisdictional procurement experience with DelDOT's operational needs, resulting in clear, comprehensive procurement documentation and reduced project risk. We support procurements from RFP preparation through contract execution.

- **Call Center and EZPass Outsourcing:** Mathtech is leading the development and execution of a new contract for DelDOT's DMV call center and EZPass operations. Our team has guided the RFP process, incorporating standard and customized terms and conditions to meet DelDOT's unique needs. Drawing on our extensive DMV domain expertise, we helped define service requirements and mitigated potential customer and operational risks within the contract structure.
- **Temporary Tag Solution Procurement:** Mathtech is managing the procurement of an outsourced Temporary Tag solution. Working with DelDOT, we co-developed the business objectives and authored the RFP documentation. The RFP allows for vendor-proposed solutions using either Commercial-Off-the-Shelf (COTS) or custom development approaches, providing DelDOT with flexibility and alignment with current market capabilities. Our experience with similar projects across states has allowed us to incorporate lessons learned and best practices into the procurement strategy.
- **National Electric Vehicle Infrastructure (NEVI):** Mathtech provided leadership and procurement expertise for the development of a federally mandated NEVI contract to install electric vehicle charging stations throughout the state. We partnered with DelDOT to oversee the contracting process, while a separate technical contractor (AECOM) provided infrastructure-specific subject matter expertise. Mathtech's contributions focused on compliance, documentation, and contract formation.
- **Procurement Process Analysis & Improvement:** In addition to supporting individual procurements, Mathtech is assisting DelDOT in modernizing its procurement processes more broadly. We are analyzing existing procedures, recommending opportunities for streamlining, and applying workflow technologies to make future procurements more efficient and manageable. Our proprietary process improvement methods are being tailored to DelDOT's environment and long-term operational needs.
- **Safe Streets for Youth Program**: Mathtech is authoring the RFP for a new Safe Streets for Youth initiative, modeled after successful youth-focused road safety programs in other states. The project involves designing a statewide education and engagement strategy targeting youth traffic safety awareness. Mathtech is coordinating closely with DelDOT to ensure the scope, deliverables, and evaluation criteria are aligned with federal guidelines, grant requirements, and DelDOT's long-term safety objectives.

Experience Requirement Met:
This project demonstrates Mathtech's ability to provide comprehensive professional consulting and project management services in a transportation context, aligned with multiple categories requested by WVDOT. Mathtech provided end-to-end procurement support, encompassing strategy development, stakeholder coordination, and RFP authorship across various transportation programs. These efforts span DMV operations, road safety programs, and federally funded infrastructure initiatives, including the NEVI electric vehicle charging program and the Safe Streets for Youth campaign.

Mathtech's contributions included facilitating cross-departmental collaboration, incorporating federal funding and regulatory requirements, and applying structured project management practices to ensure successful outcomes. Our work also reflects experience in modernizing procurement processes, applying continuous improvement methodologies, and supporting both operational and technical aspects of statewide transportation projects. This demonstrates Mathtech's qualifications in procurement assistance, business process improvement, stakeholder facilitation, grant and compliance support, and strategic planning, all central to the WVDOT's requested service categories.

Size of the Project:	$183,750.00
Number of Stakeholders:	Approximately 25: 30 stakeholders across DelDOT departments, partner agencies, and external collaborators.
Locations:	Approximately 6: 8 locations, including DelDOT headquarters, DMV branch offices, regional implementation sites, and partner offices.

End of Section: The rest of this page intentionally left blank

5.0 EXHIBIT C: Vendor Proposed Staff

5.1 Requirements Summary Table

Requirement Description	Steven Young	Mark Angelos	Sean Noonen	Charu Barapatrey	Sherrylynn Cotter
Proposed personnel must have a minimum of five (5) years of experience providing technical consulting & project management for transportation, highways, and motor vehicle agencies.	✓	✓	✓	✓	✓
Personnel must have experience with AASHTO solutions and technical standards.			✓		
Experience with Federal Highway Administration (FHWA) policies and federal reimbursement procedures.	✓	✓	✓		✓
Experience with highway maintenance management and fleet management systems.	✓	✓	✓		
Experience with Highways Project Management systems.	✓		✓		✓
Experience developing Requests for Proposals (RFPs) and consulting during RFP evaluation processes.	✓	✓	✓	✓	✓
Personnel must demonstrate experience supporting multi-agency or enterprise-scale modernization efforts.	✓	✓	✓	✓	✓
Personnel must have experience with stakeholder facilitation and customer-focused requirements gathering.	✓	✓		✓	✓
Motor Vehicle Management System experience, including legacy DMV system replacement.	✓	✓		✓	✓
Experience with DMV technical interfaces like SOLS/V, DCHX, REAL ID, NTISSA, IFTA, or IRP.	✓	✓		✓	✓
Experience with Motor Vehicle field operations support.	✓	✓		✓	✓
At least one person with 5 years of Motor Vehicle modernization experience.	✓			✓	✓
Each proposed staff member must have 5+ years of documented experience.	✓	✓	✓	✓	✓

5.2 Steve Young, PMP

5.2.1 Summary

Steven Young is a seasoned project management professional and technology strategist with over 25 years of experience designing and implementing enterprise systems that improve the efficiency, quality, and accountability of public and private sector operations. A certified PMP, Steve is a recognized leader in business modernization, data management, and IT strategy, with deep experience across motor vehicle operations, transportation departments, and regulatory agencies.

Steve has led strategic planning and modernization efforts in more than a dozen states, supporting enterprise transformations in driver and vehicle services, system integration, business process reengineering, and technology procurement. His transportation-related experience includes leading the development of a statewide Oversized/Overweight Permit Management System and advising the Maryland State Highway Administration on strategies to consolidate applications and modernize reporting and analytics across their operations. He has also supported Departments of Transportation and Motor Vehicles in defining modernization strategies, documenting system requirements, and managing multi-phase implementations. Steve is frequently engaged by state agency leadership to facilitate modernization visioning, oversee RFP development, and guide the execution of large-scale enterprise technology initiatives aligned with transportation and licensing modernization goals.

5.2.2 DOT/DMV Accomplishments

- For the New Jersey Department of Environmental Protection, Steve provides executive oversight for the Climate Pollution Reduction Grants (CPRG) Corridor Coalition Program, a federally funded, multi-state initiative focused on climate and transportation. He advises on strategic planning, interagency coordination, and program governance, ensuring alignment with federal CPRG and NEVI guidance and supporting the successful administration of regional decarbonization strategies. *June 2025 to Present*
- Steve is currently leading DMV modernization and strategic planning services for the states of Iowa, South Carolina, and Missouri. These activities include helping agencies develop a vision for future operations, creating a strategic plan for moving forward, documenting business processes and system requirements, and developing an RFP to procure a new system and integration services. These projects are in various phases of planning, procurement, and implementation. *December 2019 to Current*
- Steve is working with the Wyoming Department of Transportation to develop a strategic plan for WYDOT's systems modernization project. He gathered information about the current system and developed a plan to migrate the system. He developed a Project Management Plan identifying all courses of action proposed to replace the existing system. His final report included a recommendation for moving forward, including appropriate staffing levels for implementation and testing, realistic timeframes, and budgets for all options. He continues to provide executive oversight as the new system is currently being implemented. *April 2017 to Current*
- Steve provided executive oversight for Project Core, the systems modernization project for the Maryland Motor Vehicles Administration. Project Core was a multi-year modernization project that replaced numerous legacy applications for Vehicle Titling and Registration, Driver Licensing and Enforcement, and Business Licensing. *June 2013 to March 2021*
- Steve oversaw strategic planning services for the Connecticut Department of Motor Vehicles. This included Vision Sessions, which presented goals for future operations built upon an assessment of current strengths and weaknesses. Mathtech also created a Future System Blueprint that defines the functionality and components of future systems, driving digitization and new customer services, including a gap analysis against current systems. Mathtech developed a maturity model to assess the agency's organizational and delivery capabilities. *September 2019 to September 2020*

- Steve has led modernization and strategic planning services for the Illinois Secretary of State. The agency is responsible for a wide range of public services, including driver licensing, motor vehicle registration, business registration, corporate filings, state archives, and tracking lobbying activity. The planning included creating a holistic vision for integrated operations and customer services, a future system blueprint, a roadmap for improving IT and business operations, and overall system requirements. *January 2019 to December 2020*
- Steve led strategic planning services for the Maine Bureau of Motor Vehicles. This included Vision Sessions, which established goals for future operations, and a Future System Blueprint that outlines the functionality and components of future systems to enhance digitization and customer services, including a gap analysis of current systems. Additionally, a strategic modernization plan was created to outline costs, strategies, staffing, data convergence tasks, and next steps for developing a modern and unified suite of DMV applications. *September 2019 to January 2020*
- Steve collaborated with the Washington State Department of Licensing to develop a strategy for redesigning and modernizing their IT organization, resulting in a "next generation" IT department. The project included research and benchmarking of similar IT organizations and an analysis of the agency goals, structure, staffing, skill sets, and operating models. This project was part of DOL's larger modernization effort, for which Mathtech also provided guidance. *May 2017 to September 2017*
- Steve led a team supporting the State of Florida in assessing options and developing a strategy for their new Driver's License System. *January 2014 to November 2014*
- Steve established and led a PMO and project oversight team that included architecture, requirements analysis, BPR, data modeling, database design, RFP development, and testing functions to oversee the implementation of a $67M government system for the State of New Jersey Motor Vehicle Commission. Functional areas included Driver Licensing, Driver History, Titles & Registrations, Business Licensing, and Information Sharing. He managed and led the development of a next-generation IT Strategy, system requirements, and Data Model to ensure the project's success. In addition, he planned and led executive and operational user group strategy sessions. He also led the development of user system requirements, coordinated MVC, OIT, and vendor staff, and provided project management leadership and support. *October 2004 to 2014*
- Steve collaborated with motor vehicle agencies in Wisconsin, Oregon, and Washington to create future visions, assess business processes, and develop modernization strategies. *October 2012 to December 2013*
- The Country of Jamaica engaged Steve to assess its motor vehicle licensing and titling operations, processes, and systems. *March 2010 to June 2010*
- Steve was engaged by the State of Minnesota to fully develop the overall vision of the MNLARS System (Minnesota License and Registration System), including functional and technical requirements, project management requirements, business process improvements, the RFP, and procurement support. Through all phases and conducted Vision Sessions, Steve led the Mathtech team, developed detailed requirements, and served as an executive advisor to the project's planning. *September 2009 to July 2010*
- AAMVA engaged Steve to create technical and project requirements for the modernization of CDLIS, including writing the RFP and assisting with procurement. He developed the approach and led vision and requirement sessions. He led a team of consultants to work collaboratively with AAMVA staff and leadership. *March 2008 to May 2009*
- The Maryland State Highway Administration engaged Steve to assess the legacy technologies and develop a comprehensive strategy for consolidating applications, managing data, and providing better reporting and analysis capabilities. The project included data collection and vision sessions across many user groups and locations. *November 2005 to July 2006*

- Steve provided project management oversight and led the development of systems and strategies to support New Jersey's transition to a Digitized Driver's License system. He designed and facilitated JAD sessions and guided executives and staff on strategy, technology options, and approaches. The project included developing a browser-based Driver Image/Signature query system to support the DDL project. It also included project management mentoring for MVC and OIT. *May 2003 to July 2003*
- Steve provided project management oversight and validation of New Jersey Motor Vehicle's implementation of a customer management queuing system and secure smart terminal workstation rollout. In addition, he led the development of requirements and RFP documents, assisted with vendor selection, and led the reengineering and evaluation of business process changes. *April 2001 to May 2002*
- Steve managed and led the development of a large, distributed client/server and Web-based e-government Oversized/Overweight Permit Management System for a state Department of Transportation. The system supported and provided data access to internal and Internet-based users based on a multi-tiered client/server architecture. This project was valued at approximately $17M. *1997 to 1999*
- Steve developed a Balanced Scorecard for operations performance management and the requirements for a related Executive Information System for New Jersey's Motor Vehicle Services. He led the development of IT Strategic plans and various operational assessments and recommendations. He was responsible for status reporting, daily interface with the client project manager, project budget and work plan management, and risk/scope management.
- Steve managed and led the development of detailed business and system requirements for New Jersey Motor Vehicles Services. Managed requirements definition, business process analysis, systems interface requirements, and new system design. Led the development of RFP documents

5.2.3 Other Accomplishments/Past Project Experience

- Steve oversees modernization and strategic planning services for the State of New Jersey, Department of Human Resources, Division of Family Development. The agency is responsible for a wide range of public services and coordination with county operations and Federal oversight. Legacy systems on the Bull Mainframe supporting SNAP and TANF programs are beyond the end of life. Mathtech is collaborating with the state to develop a modernization strategy, which includes a future system blueprint, a next-generation database, requirements analysis, incremental modernization, and long-term support tools. *March 2020 to Current*
- Steve led the development of a statewide Logical Data Model and a Data Management Framework for the State of New Jersey. The project provided the framework, including standards and organization for implementing cross-agency data sharing. The two-tiered model included data used statewide by all agencies and data used by affinity groups of agencies with related programs. A Data Management Framework that describes all parties' responsibilities for defining, maintaining, and securing the standard data repositories was also developed. *August 2000 to January 2001*
- Steve managed and led the development of a Java/Intranet-based purchasing application for NASA. The system utilized Internet technologies to make itself available to upwards of 20,000 users. The system utilizes distributed CORBA-based object request brokers, a Java client that runs in a web browser, and Oracle databases. The system interfaces with a fully integrated financial management system, also being implemented for the client. This project was valued at approximately $ 100 M. *1999 to 2000*

5.2.4 Education and Certifications

- BS in Computer Engineering from Drexel University.
- Project Management Certification from PMI

5.3 Mark Angelos, PMI-ACP

5.3.1 Summary

Mark Angelos is a senior project manager with more than 25 years of experience leading complex planning, procurement, and modernization initiatives across the public and private sectors. At Mathtech, Mark supports transportation and motor vehicle agencies with project oversight, contract development, and strategic advisory services aligned with federal, state, and agency priorities.

He brings a strong background in program delivery, cross-functional team leadership, and infrastructure strategy. His public-sector work focuses on helping agencies define and implement modernization efforts, delivering clear, actionable results through structured project management and stakeholder coordination. Mark has successfully supported projects involving electric vehicle infrastructure, DMV system planning, and interagency collaboration. He is known for his ability to align procurement, technical, and operational goals to advance mission-critical initiatives on time and within scope.

5.3.2 DOT/DMV Accomplishments

- Mark is currently serving as the Administrative Task Project Manager for the New Jersey Department of Environmental Protection's Climate Pollution Reduction Grants (CPRG) Corridor Coalition Program. Mark leads cross-jurisdictional coordination and program administration efforts to support multi-state climate planning and transportation decarbonization along the I-95 freight corridor. His work includes stakeholder engagement, interagency collaboration, schedule and deliverable oversight, and development of program strategies aligned with federal CPRG and NEVI guidance. *June 2025 to Present*
- Mark is leading procurement and advisory support for the Delaware Department of Transportation (DelDOT), focusing on transportation infrastructure modernization. His work includes strategy development, process improvement, and contract drafting for roadway safety, bridge planning, and FHWA-aligned upgrades. For DelDOT's NEVI program, Mark led the development of a master vendor contract template and coordinated execution across seven awardees. He collaborated with DelDOT staff, AECOM, and legal counsel to integrate NEVI-specific guidance, vendor proposals, and procurement clarifications. This work ensured federal compliance, milestone-based payments, and scalable EV charging deployment. *June 2023 to Current*
- Mark served as the Project Manager for the Wyoming Department of Transportation's Driver License and Motor Vehicle Modernization Planning Project. He played a key role in facilitating planning activities to support the replacement of WYDOT's aging Road Information System (RIS), which underpins critical statewide driver and vehicle operations. Mark managed stakeholder engagement, coordinated cross-functional workstreams, and supported business process analysis, data migration planning, and system scoping. His oversight contributed to the development of a strategic roadmap and modernization plan that positioned WYDOT for a successful procurement and implementation. *June 2023 to September 2024*

5.3.3 Other Accomplishments/Past Project Experience

- Hanmi Bank, Senior Vice President (July 2019 to May 2023)
- ABA, Vice President (December 2015 to June 2019)
- Kiewit, Vice President (June 2013 to December 2015)
- Ernst & Young, Senior Manager (2004 to 2013)
- AMEC, Project Manager (1999 to 2004)
    - **EPMO Leadership**: Led financial services sector, the Enterprise PMO, and internal consulting engagements. Implemented 12 new technologies costing over $7M, enhancing the institution's marketplace competitiveness. Redesigned the PMO's procedures and reporting standards to align with regulatory requirements and provide leadership with greater insight and confidence into project performance.

- **Capital Program Turnaround**: Led a team of 20 professionals on multiple work streams to turn around a struggling $8B distressed leisure and entertainment asset. Rigorous monthly cost analysis and reporting on the project's $5.4 billion hard costs, with a monthly burn rate of $200 million, gave the investment fund confidence to continue funding the project. $600M in change orders were resolved over 18 months, achieving 15% over savings. Audited $4B worth of work to capture an additional 2% of savings and supported the owner's $400M mechanics lien lawsuit by resolving the majority of subcontractor disputes, 70% of the total.
- **Operations Strategy: Developed** a phased completion strategy for a $4B mixed-use hospitality asset on behalf of the Board of an International Investment Bank. Executed against the plan to complete the project on time, achieving the entertainment asset's necessary 'wow-factor' opening before the busy season, and at the same time conserving bank cash flow and increasing asset valuation by $ 500 M.
- **Business Strategy and Operations Plans**: Developed a 5-year strategy and 2-year business operating plan for the Middle East's largest wildlife resort, enabling it to rival Singapore and San Diego Zoos by building out a commercial arm that will provide financial independence. Subsequently, designed a scalable real estate development and operating structure for $10B in assets/developable land for a Mideast government. (UAE)

5.3.4 Education and Certifications

- MBA from Northwestern University
- BS in Civil Engineering from the University of Vermont
- Project Management Certification (PMI-ACP) from PMI

End of Section: The rest of this page intentionally left blank

5.4 Sean Noonen, MBA

5.4.1 Summary

Sean Noonen is a skilled government consultant and former State agency official with over a decade of experience supporting transportation, infrastructure, and energy modernization initiatives. He brings a comprehensive understanding of federal grants administration, transportation program funding, and regulatory compliance, with specific expertise in the Davis-Bacon Act (DBA), the DBRA, 2 CFR 200, and FHWA-related procurement and reporting requirements. Sean has supported multimillion-dollar infrastructure programs across multiple jurisdictions, playing a lead role in budgeting, procurement, and compliance monitoring for transportation and energy projects.

His project portfolio includes work with the New Mexico Department of Transportation (NMDOT), where he oversaw contract compliance and financial operations for Federal Highway Administration (FHWA)- funded initiatives and oversaw construction and compliance efforts involving the *Standard Specifications for Highway and Bridge Construction*, and applied AASHTO LRFD Bridge Design Specifications in project delivery. His work integrated AASHTO-aligned practices into traffic monitoring, geotechnical reporting, and infrastructure modernization efforts. His strong background in public-sector operations is complemented by military leadership experience, where he has managed logistics and personnel operations for the New Mexico National Guard.

Sean is valued for his ability to connect compliance frameworks with operational implementation, helping state agencies streamline program delivery while meeting stringent fiscal and audit requirements.

5.4.2 DOT/DMV Accomplishments

- For the New Jersey Department of Environmental Protection, Sean leads financial reporting and grant compliance activities for the Climate Pollution Reduction Grants (CPRG) Corridor Coalition Program, a federally funded, multi-state initiative focused on climate and transportation planning. He manages fiscal tracking across coalition members, ensures adherence to 2 CFR 200 and related federal grant requirements, and supports the preparation of financial deliverables aligned with CPRG and NEVI program guidance. *June 2025 to Present*
- Sean supported the New Mexico Department of Transportation on their Traffic Monitoring Program project, where he managed program budgeting and procurement for NMDOT's Traffic Monitoring Program, with oversight of Davis-Bacon Act (DBA) and DBRA compliance on FHWA-funded construction projects. He directed contractor performance, cost analysis, and field team operations. He led procurement activities in compliance with 2 CFR 200 and state regulations, ensuring audit-ready documentation and program continuity. He also collaborated with the Maintenance Management Bureau, utilizing traffic data collection and projected traffic flow to plan future highway maintenance operations within the division. *February 2016 to October 2021*
- Sean serves as Commander and Senior Logistician, overseeing logistical operations for a 500-soldier infantry battalion for the New Mexico National Guard Forward Support Company. He manages fleet operations for my bureau within the New Mexico Department of Transportation (NMDOT) and the New Mexico National Guard as a Logistics Officer, utilizing the Army's system (G-Army) to oversee equipment readiness, lifecycle planning, and logistics coordination. *September 2013 to Present*

5.4.3 Other Accomplishments/Past Project Experience

- For the New Mexico Energy, Minerals and Natural Resources Department, Sean led compliance reviews for federal infrastructure funding, analyzing Davis-Bacon wage requirements and certified payroll submissions for the Orphan Well Plugging Program. He supported grant reporting, contractor coordination, and quarterly reporting for both federal and state funding stakeholders. *August 2022 to Present*

- For the Missouri Division of Labor Standards (DLS), Sean is supporting business process reengineering and strategy development for the State's Prevailing Wage program. Deliverables include a gap analysis of current and future-state processes, risk mitigation strategies, and a phased implementation roadmap to modernize labor oversight and enhance citizen-facing services. *June 2024 to Present*
- For the New Mexico Energy, Minerals and Natural Resources Department, Sean conducted a comprehensive bond audit to evaluate the accuracy and completeness of oil and gas operator bonding records. He reconciled hard copy and digital files, identified discrepancies, and developed recommendations to improve data management practices and strengthen regulatory reporting. *February 2023 to August 2023*
- Sean managed the State's federal grant intake process through the Federal Grants Bureau for the New Mexico Department of Finance and Administration. He provided technical assistance to agencies applying for federal funding. He supported narrative and budget development, ensured alignment with 2 CFR 200 and other grant requirements, and enhanced application competitiveness across multiple funding streams. *October 2021 to June 2022*

5.4.4 Education and Certifications

- MBA, Financial Management : University of New Mexico, Anderson School of Management
- BBA, Marketing and Operations Management : University of New Mexico, Anderson School of Management

End of Section: The rest of this page intentionally left blank

5.5 Charu Barapatrey, PMP

5.5.1 Summary

Charu Barapatrey is a certified Project Management Professional with over 25 years of experience in full lifecycle software implementation. Charu has over 23 years of experience in motor vehicle systems, including expertise in titling, Registration, Driver Licensing, Driver Management, and insurance reporting areas. He has played multiple roles, including Director, Senior Manager, Project Manager, Subject Matter Expert, Business Analyst, Client Liaison, Team Lead, Lead Analyst, and Programmer. Charu has managed major complex projects focused on business process improvement, crossing multiple organizational groups and stakeholders.

5.5.2 DOT/DMV Accomplishments

- Charu is currently working as the Lead DMV Subject Matter Expert for the American Association of Motor Vehicle Administrators (AAMVA) Electronic Title Project. In the project's initial phase, he is working on documenting standardized processing-related tilting and working with various jurisdictions to understand their needs, additional functionality, and approaches that all jurisdictions may take to implement electronic titling. *April 2023 to present*
- Charu was the Lead DMV Subject Matter Expert for the State of South Dakota Department of Revenue's Motor Vehicle Modernization Project, where he helped define the Requirements for an RFP seeking an implementation vendor covering Titling and Registration, Inventory Control, and Dealer License processing. *2022 to June 2024*
- Charu was the Lead DMV Subject Matter Expert for the State of Missouri Department of Revenue's Motor Vehicle-related Modernization Project. In the project's initial phase, he helped define the Requirements for the RFP (Request for Proposal) to seek an implementation vendor covering Driver Licensing, Driver History, Titling and Registration, Inventory Control, and License Office processing. In the project's second phase, he worked on data analysis and analyzing various database/data warehouse entities to identify data issues and help the state understand underlying data issues. *December 2019 to May 2022*
- Charu was the Lead DMV Subject Matter Expert for the State of Maryland Motor Vehicle Administration's System Modernization Planning and Implementation project. As Lead DMV SME, he facilitated the vision, business process reengineering, and requirements definition sessions for a new modernized system covering Driver Licensing, Driver History, Titling and Registration, Inventory Control, and Dealer Processing. He documented As-Is & To-Be processes, business rules, and Requirements for the RFP to select an implementation vendor. He also identified various interfaces, systems, databases, forms, letters, and reports the organization uses. He served as a state project management team member who helped create the RFP, participated in vendor evaluation, and selected the implementation vendor to modernize their multiple systems. Post-award, Charu focused on system design session support, interface planning, data migration support, management, and requirements tracking and verification. *June 2013 to March 2022*
- Charu served as the Lead Business Analyst for the State of Wisconsin Department of Transportation's Business Process Improvement project for the Department of Motor Vehicles. Charu facilitated the vision session and business process reengineering session. He documented the As-Is & To-Be process for the functional area of Driver Licensing, Driver History, Titling and Registration, Inventory Control, Dealer management, and Motor Carrier. The project tasks were to identify the strategies and objectives for improved, modernized processes. *August 2012 to June 2013*
- Charu served as the Lead Business Analyst for the State of Minnesota License and Registration System (MNLARS), where he facilitated the vision session and business process reengineering session and documented As-Is & To-Be processes for the functional area relating to Driver Licensing, Driver Compliance, Titling and Registration, Inventory Control, Financials, and Records management. The project tasks were to identify the strategies and objectives for the To-Be system, identify and document the As-Is processes, and apply strategies to build the To-Be processes. Identified and documented the requirements for the proposal request with the help of the state business users and technical teams. *September 2009 to July 2010*

- Charu served as the Project Manager for the Commonwealth of Kentucky, Commonwealth Office of Technology, where he worked on the following projects:
  - As Lead Analyst for the Kentucky Transportation Cabinet, he worked with several teams to define business processes, run JAD sessions, and document requirements in use cases for the revived vehicle information system. The functionality included titling and registering a vehicle, ad-valorem, usage and sales tax computation, common customer, session management, appropriate fees calculation and financial transactions, and cash drawer management.
  - As Project Manager/Lead Analyst, he provided business process evaluation services for Digitized Driver Licensing. He worked to improve and reengineer the current business processes for titling and registration systems and design guidelines for various testing processes. *September 2007 to June 2009*
- Charu served as a Subject Matter Expert on DMV functionality for the Pennsylvania Department of Transportation. He helped facilitate the project teams with the requirements gathering and deliverable reviews. The functionality included common customer, fees, and tax computation, inventory management, event scheduling, financial transactions, and cash drawer management. He was also responsible for account management-related activities for Saber Consulting at this site location. The project also involved mentoring and training project leads on functionality. *January 2007 to July 2007*
- For the Vermont Department of Motor Vehicles, Charu served as an Application Architect and Business Requirements Manager, where he led three teams of three to four resources to complete the business process reengineering phase of the project. The work involved conducting requirement sessions to understand the business processes with the state's Directors and Subject Matter Experts. As a subject matter expert on DMV functionality, he helped the teams with requirement gathering, deliverable reviews, and product development. The functionality included common customer, session management, driver licensing and improvements, fee and tax computation, imaging systems, financial transactions, and cash drawer management. *January 2006 to December 2006*
- For the State of Louisiana, Charu served as the Business Requirements Manager and was responsible for the business requirements phase of the Next Generation Motor Vehicle (NGMV) project. He managed the requirements team and interacted with multiple design and development teams to complete the deliverables of this project. His primary responsibility included conducting the JAD sessions with users for mandatory insurance, suspension and reinstatement, customer records, and inventory management and documenting the requirements in use cases with the help of the requirements team. After the requirements gathering phase, he provided business functionality overviews to the design, development, and testing teams and managed client interaction to resolve issues and provide clarifications. *January 2003 to December 2005*
- For the State of Tennessee, Charu worked on the Titling and Registration Users System for Tennessee (TRUST) project, where he served as the Functional Manager, leading two teams of five to seven resources to complete the requirements for the title and registration-related functionality for the modules, registration, inventory management, permits and placards management, Financials and cash drawer management, unique customer, session management functionality. The project involved working with several state government agencies and stakeholders. The project also involved handling several contract employees and their contract companies who were involved in the project's design and development tasks, which required mentoring and training the project teams. *September 2001 to November 2002*
- For the State of Kentucky, Charu worked as the Business Analyst Lead for the Kentucky Vehicle Information System (KVIS), where he managed the business requirements gathering effort by conducting the JAD sessions with the users and subject matter experts for the functional areas of usage and ad-valorem tax, financial management, common customer, session management and U-Drive-It. The user requirements were captured and documented using use cases and the RUP methodology. Also acting as a project manager, he managed a team of 12 members to complete the design, development, and testing effort to implement the Web-KVIS functionality, including the vehicle's registration renewal over the Internet. *October 1999 to September 2001*

5.5.3 Education and Certifications

- Master of Technology, Computer Science & Engineering, Indian Institute of Technology, Bombay
- Bachelor of Technology, Computer Science & Engineering, Indian Institute of Technology, Bombay
- Project Management Institute, Project Management Professional
- Aveta Business Solutions, Six Sigma Black Belt

End of Section : The rest of this page intentionally left blank

5.6 Sherrylynn Cotter

Sherrylynn Cotter is a seasoned project manager and transformation strategist with over 20 years of experience leading public-sector modernization initiatives, with a strong focus on motor vehicle and transportation agencies. She specializes in DMV operations, legacy system replacement, and stakeholder engagement across all levels of government.

Sherrylynn currently manages the Wyoming Department of Transportation's Road Information System modernization, overseeing strategy development, requirements gathering, business process analysis, and RFP preparation for a system supporting all driver and vehicle functions. Her prior roles include leading modernization planning and implementation oversight for the Montana and Connecticut DMVs, as well as turning around critical DMV transformation efforts in Rhode Island, where she was appointed to the Governor's Oversight Committee to improve statewide motor vehicle services.

Her work also includes transportation infrastructure initiatives, such as coordinating with over 40 critical agencies for Rhode Island's statewide communications upgrade and modernizing DMV cash operations, testing systems, and covert enforcement processes. Sherrylynn brings deep expertise across project lifecycle stages, combining strategic vision with practical execution in DMV and transportation domains.

5.6.1 DOT/DMV Accomplishments

- For the Wyoming Department of Transportation (WYDOT), **S**herrylynn serves as the Project Manager for an ongoing, multi-year modernization planning initiative to replace the agency's legacy Road Information System (RIS), which supports all driver licensing, motor vehicle, and related functions. She leads stakeholder coordination and project delivery across functional, technical, and executive teams, ensuring alignment with WYDOT's modernization vision. Her responsibilities include managing the development of a system requirements inventory, business process catalog, and gap analysis; and, overseeing the formulation of modernization strategies and procurement roadmaps; and guiding the creation of an RFP for system replacement and integration services. She also supports the design of data inventory and conversion strategies, including early planning for data quality remediation and mapping activities.
  September 2020 to Present
- Sherrylynn served as a Project Manager for the State of Montana's Motor Vehicle Division's Modernization assessment, including developing the requirements for an RFP, guidance throughout the procurement process, and contract negotiations. After receiving the award, Sherrylynn provided project oversight and guidance, including the on-time and completed implementation of the FASTQ scheduling system within 3 months, as well as overseeing a development team of three.
  September 2020 to March 2023
- Sherrylynn collaborated with the Connecticut Department of Motor Vehicles on a modernization and transformation project, leveraging her extensive experience in change management and business process training to inform the project's direction. Sherrylynn worked with the Mathtech team to help the agency establish a Project Management Office by defining a set of services, roles, standards, and a work plan to implement these changes successfully. *March 2020 to March 2021*
- Sherrylynn served as the Assistant Director of Special Projects for the Rhode Island Division of Information Technology (DoIT), where she led multiple high-impact initiatives related to the DMV and transportation. Initially brought in as the Statewide IT Training Manager, she quickly advanced to overseeing crisis interventions and complex modernization efforts across state agencies. Her work included directing transformations of DMV systems, cash office operations, knowledge testing automation, and compliance modernization. She played key roles in both strategic oversight and hands-on execution, earning appointments to the DMV Oversight Committee and the Change Control Board, where she influenced policy, operations, and constituent services for transportation-related functions statewide.

  Sample projects during her tenure included:

- **Project Manager & Lead Business Analyst, DMV Modernization:** Tapped by the Director of Revenue to rescue a struggling DMV modernization project after multiple prior attempts had failed. Assumed full leadership of process and system redesign efforts, including a comprehensive reengineering of DMV operations within the constraints of the legacy system. Managed a $12 million vendor contract and negotiated with more than 300 technical interfaces connected to mission-critical law enforcement systems. Successfully stabilized the project, restored stakeholder trust, and laid the groundwork for long-term transformation.
- **Auditor & Operations Manager, DMV Cash Management:** Appointed on an emergency basis to manage the DMV's Cash Office following the abrupt departure of key staff. Conducted a rapid assessment and overhaul of the Office's cash handling practices, which processed over $250,000 daily. Identified gaps in financial control and deposit routines, implemented best-practice standards, and introduced effective new business procedures. Stabilized operations within six weeks and was recognized as the agency's subject matter expert for enforcement and cash management operations.
- **Project Manager, Automated Driver's Knowledge Test Implementation:** Rescued a delayed DMV testing kiosk project slated for public launch in under three weeks but left inoperable. Rapidly mobilized technical and operational resources to commission hardware, validate multilingual software functionality, and develop robust contingency and testing plans. Led site preparation and final deployment, successfully launching the new secure kiosk testing system within five weeks.
- **Appointed Member, DMV Oversight Committee:** Selected by Governor Chafee to serve on a special DMV oversight committee charged with enhancing customer service and operational efficiency. Helped drive initiatives such as expanding online transaction capabilities, introducing appointment scheduling for adjudication, and reengineering the handicap placard and plate surrender processes. These efforts significantly improved the public experience and reduced average customer wait times from four hours to 90 minutes.
- **Lead Business Analyst, DMV Crisis Response Team:** Appointed to a crisis response team to stabilize and rapidly reengineer DMV processes for immediate deployment. Supervised a team of analysts, reviewed contractual and system requirements, and participated in the Change Control Board to validate scope and cost responsibility. Delivered high-priority business requirements aligned with tight timelines and system constraints.
- **Business Analyst, Covert Operations Integration:** Trusted by executive leadership to work discreetly on documenting and redesigning DMV processes related to covert enforcement activities. Collaborated with federal and local partners, including the DEA, ATF, SSA, and State and Local Police, to ensure operational integrity and compliance during the modernization of secure functionality.
- **Change Manager, Project 365:** Led the enterprise-wide transformation of over 40 Rhode Island state agencies, including 24/7 critical entities like Hospitals, Law Enforcement, and Emergency Management, by migrating disparate communications systems to a unified platform. Oversaw readiness planning, user training, agency-specific branding, and change management activities to ensure smooth transitions. Recognized for maintaining high user morale and engagement across 8,600+ users, while coordinating closely with the Executive Branch on internal communications and outreach.
- **Implementation Lead, CDL 5.2 Rollout:** Led the deployment of CDL 5.2 functionality, including new federal Medical Certification requirements, as part of her broader modernization and governance responsibilities. Coordinated implementation within existing project structures and aligned the rollout with concurrent system transformation activities and DMV leadership goals.
  20006 to 2020

5.6.2 Other Accomplishments/Past Project Experience

- Sherrylynn was the Organizational Change Manager (OCM) and Training Lead for the State of Vermont's statewide procurement project, VT Buys. She was responsible for all communications and the oversight of the vendor responsible for delivering the project's OCM and training. *July 2021 to April 2022*

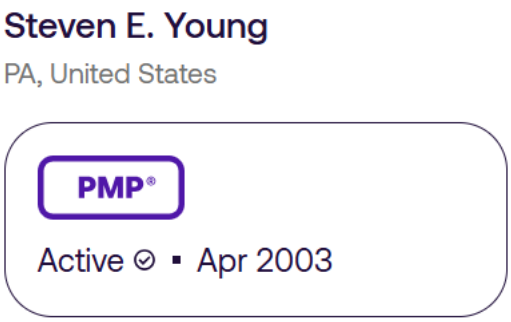
- Sherrylynn served as an IT Training Manager for the Rhode Island Judiciary. Sample projects during her tenure included:
  - **Project Manager, Outstanding Small Claims in District Court:** At the request of a District Court Judge, Sherrylynn led the design and implementation of a court modernization initiative to eliminate a decade-long backlog of small claims cases. She leveraged newly acquired Microsoft Office technologies and data tools to streamline scheduling, improve notice delivery, and enhance address accuracy by cross-referencing court and DMV records. Through address verification, automated notifications, and structured scheduling, the project ensured fairer case outcomes and eliminated the entire ten-year backlog within one year.
  - **Appointed to Superior Court Technology Committee:** Sherrylynn was appointed to serve as an advisor to the Judges who served on the Technology Committee. The committee surveyed currently available technology and its applications to the Superior Court. A sampling of the outcomes: digitally recorded juror instructions, the deployment of monitors in courtrooms to present evidence, and video arraignments.
  - **Business Analyst, Training, and Testing Lead:** Sherrylynn led business analysis, training, and testing for two rapid statewide credit card system implementations across the Judiciary. She conducted end-to-end needs assessments of court cashiering workflows, infrastructure, and reconciliation practices, and developed detailed business rules and procedures for the use of credit cards. She designed and delivered training programs covering compliance, equipment use, and financial controls, educating clerks, cashiers, and bookkeepers across multiple courts. The second implementation was completed in just 30 days following vendor non-compliance with federal mandates.
  - **Auditor, Superior Court, District Court, and Traffic Tribunal:** Appointed by the Chief Justice at the request of the CFO, Sherrylynn conducted a comprehensive audit of cash handling procedures across the Superior Court, District Court, and Traffic Tribunal statewide. She interviewed clerks and staff, reviewed processes for collections, transfers, storage, and remittance, and evaluated all related forms for consistency and accuracy. Her final report offered actionable recommendations for enhancing cash controls, standardizing practices, and improving operational efficiency. Resulting changes included enhancements to deposit routines, currency ordering procedures, form redesign, and uniform check acceptance protocols.
    2001 to 2006
- Sherrylynn served as a Corporate and Sales Trainer for UNICOM.
  1998 to 2001

5.6.3 Education and Certifications

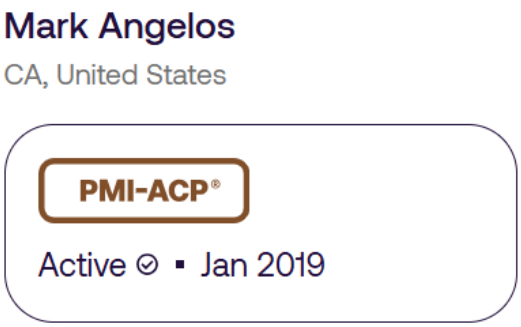
- Bachelor of Science, University of Rhode Island, Kingston, RI (1992)
- Certificate*, ITIL Foundation, New Horizons*, Warwick, R.I. (2019)
- Certificate, *Agile Project Management*, *Scrumstudy* (2014)
- Certificate, *Prosci Change Management*, *Prosci, Inc*. (2011)
- Continuing Education*, Succession Planning, Bryant University*, Smithfield, R.I (2008)
- Certificate, *Training Manager/Director, Langevin Worldwide Training*, Toronto, ON (2006)
- Certificate, Shared Services in the Public Sector Workshop : John F Kennedy School of Government, Harvard University (2006)

5.7 Project Management Institute: Proof of Certification

5.7.1 Steven Young, PMP



5.7.2 Mark Angelos, PMI-ACP



5.7.3 Charu Barapatrey, PMP

6.0 RFP Forms

6.1 Cover Sheet

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

Proc Folder: 1707005 **Doc Description:** Professional Technical Consulting **Proc Type:** Central Master Agreement			**Reason for Modification:**
Date Issued	**Solicitation Closes**	**Solicitation No**	**Version**
2025-05-28	2025-06-18 13:30	CRFQ 0803 DOT2500000072	1

BID RECEIVING LOCATION

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

VENDOR

Vendor Customer Code: VS0000018613
Vendor Name : Mathtech, Inc.
Address : One AAA Drive, Suite 102
Street : One AAA Drive, Suite 102
City : Hamilton
State : New Jersey **Country :** United States **Zip :** 08822
Principal Contact : Brooke Warden
Vendor Contact Phone: 908-809-3585 **Extension:**

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

Vendor Signature X **FEIN#** 22-2112294 **DATE** 6/18/2025

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

Date Printed: May 28, 2025 **Page:** 1 FORM ID: WV-PRC-CRFQ-002 2020/05

6.2 Addendum 1

ADDENDUM ACKNOWLEDGEMENT FORM
SOLICITATION NO.: CRFQ DOT2500000072

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.

Mathtech, Inc.
Company

Authorized Signature

6/18/2025
Date

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

6.3 Addendum 2

ADDENDUM ACKNOWLEDGEMENT FORM
SOLICITATION NO.: CRFQ DOT2500000072

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)

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

Mathtech, Inc.
Company


Authorized Signature

6/18/2025
Date

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

6.4 Contract Manager

8.4 Contract Manager: During its performance of this Contract, Vendor must designate and maintain a primary contract manager responsible for overseeing Vendor's responsibilities under this Contract. The Contract manager must be available during normal business hours to address any customer service or other issues related to this Contract. Vendor should list its Contract manager and his or her contact information below.

Contract Manager: Brooke Warden
Telephone Number: 609-689-8520
Fax Number: 609-689-8505
Email Address: bwarden@mathtechinc.com