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

State of West Virginia
Centralized Request for Proposals
Info Technology

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

BID RECEIVING LOCATION

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

RECEIVED

VENDOR

Vendor Customer Code: VS0000047275

Vendor Name : Concourse Tech Inc.

Address : 169 Madison Ave, Suite 15520, New York, NY 10016

Street : 169 Madison Ave, Suite 15520

City : New York

State : NY **Country :** USA **Zip :** 10016

Principal Contact : Kelsey Shaner

Vendor Contact Phone: 646-305-9964 **Extension:**

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

Vendor Signature X **FEIN#** 92-0732705 **DATE** October 16, 2026

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

ADDITIONAL INFORMATION

ADDENDUM NO_1

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

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

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

ONLINE RESPONSES FOR THIS SOLICITATION ARE PROHIBITED

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

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

Comm Code	Manufacturer	Specification	Model #
43231500			

Extended Description:
DMV Modernization Cost Workbook Attachment A

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

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

Comm Code	Manufacturer	Specification	Model #
43230000			

Extended Description:
DMV Modernization System Cost Workbook Attachment A

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

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

Comm Code	Manufacturer	Specification	Model #
43210000			

Extended Description:
DMV Modernization System Cost Workbook Attachment A

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

Comm Code	Manufacturer	Specification	Model #
81111504			

Extended Description:
DMV Modernization System Cost Workbook Attachment A

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

Comm Code	Manufacturer	Specification	Model #
81162000			

Extended Description:
DMV Driver Modernization System Cost Workbook Attachment A

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

SOLICITATION NUMBER: CRFP DMV2700000001
Addendum Number: 1

The purpose of this addendum is to modify the solicitation identified as CRFP DMV2700000001 Solicitation" to reflect the change(s) identified and described below.

Applicable Addendum Category:

[ ] Modify bid opening date and time

[ ] Modify specifications of product or service being sought

[X] Attachment of vendor questions and responses

[ ] Attachment of pre-bid sign-in sheet

[ ] Correction of error

[X] Other

Additional Documentation:

Vendor Questions and Responses

Attach revised Att. A Pricing Page.

Attach Exhibits 4 & 5 as separate PDF

Attach WVOT-PO1034 – AI Code of Ethics

Attach WVOT-PO1035 – AI Acceptable Use

Attach Att. C& D as PDF's

Terms and Conditions:

1. All provisions of the Solicitation and other addenda not modified herein shall remain in full force and effect.

2. Vendor should acknowledge receipt of all addenda issued for this Solicitation by completing an Addendum Acknowledgment, a copy of which is included herewith. Failure to acknowledge addenda may result in bid disqualification. The addendum acknowledgement should be submitted with the bid to expedite document processing.

Addendum will consist of – Revised Pricing Page Attachment A – Dated 10-6-2026

Reference Images in the RFP Exhibit 4 and 5 are attached as separate PDF documents.

Attachment – C is included as a PDF

Attachment – D is included as a PDF

WVOT-PO1034 – AI Code of Ethics

WVOT-PO1035 - Acceptable Use

The following section located on page 11 has been updated to read as follows:

The Vendor shall pay liquidated damages of $10,000 per calendar day for each day after January 1, 2028, that the vendor's RESTful web services have not been implemented. If the vendor meets the January 1, 2028, deadline for the RESTful services and implementation, go-live date, the vendor shall pay $5,000 per calendar day, for any subsequent day the vendor's system is not operational. If the system is not operational for the day, it is down for more than 30 minutes during DMV work hours or more than 1 hour after DMV work hours, except for scheduled maintenance and updates.

Implement REST APIs & State-to-State Compliance with AAMVA Design, Develop, Test, and Deploy

Production Support – Initial Production Support/Stabilization final deployment date: June, 2028.

CRFP DMV 27*01 Driver Modernization System
Vendor Questions

Question #	RFP Section	Page #	Requirement	Vendor Question	Response
1	Section 5.3.7, Cost Proposal Format	47	"The Cost Proposal should be completed using the Microsoft Excel Cost Proposal Template Provided as Attachment A."	Please confirm that the Cost Workbook (Attachment A) is the correct Workbook for this solicitation. For example, the Cost Workbook included with the solicitation documents includes four Phases under Implementation Services, including Phase 4 (State Option) to Implement Vendor's Vehicle Digital Titling and Registration System, as well as associated Phase-specific tabs.	The Instruction page and Overall Cost Summary tab have been updated and a revised version of Attachment A – 10-6-2026 Cost workbook is being issued as part of the addendum. The Driver Modernization System consists of RESTful services and MVP implementation which is only one phase. References to phases 3 and 4 and the vehicle system are removed. Tabs have been renamed to "Driver License - UNI" and "MVP".

					Formulas have also been removed from the workbook. The vendor will be required to perform math calculations.
2	Attachment A – Overall Cost Summary	Workbook	Overall Cost Summary identifies Phase 1, Phase 2, Phase 3 – Enhanced DL capabilities and peripheral system replacement, and Phase 4 – State option for Vehicle Digital Titling and Registration.	Please confirm whether vendors are required to provide implementation and recurring pricing for Phases 3 and 4 as part of this proposal. If so, please provide detailed pricing worksheets and requirements applicable to those phases. Clarify the pricing and proposal requirements for phases 3 and 4. Please provide the missing attachment A worksheets.	See response to Question 1.
3	Attachment A – Phase 2 Implementation	Workbook	"Retire Mainframe Driver's License system using Minimal Viable Product (MVP) approach"; deliverables include configured software and custom objects including forms, reports, and workflows.	Please confirm whether the State will accept a configurable commercial workflow/application platform configured to satisfy the Driver System requirements, or whether the State requires an existing purpose-built DMV/driver-licensing product with pre-existing DMV functionality. Confirm that vendors may propose a configurable commercial application/workflow platform where the proposed solution satisfies all functional, technical, security, performance, and service requirements.	Vendors should propose their solution, and it will be evaluated based on the criteria outlined in the RFP specifications, Section 6.
4	RFP – Vendor Qualifications / Experience; applicable requirements attachment		Requirements concerning vendor qualifications, corporate experience, references, and/or prior modernization experience.	Please clarify whether the prime contractor, proposed software platform, or subcontractors are required to demonstrate prior driver licensing or DMV modernization implementations. If so, please specify the minimum number, scope, recency, contract value, and similarity required.	The vendor experience requirements are outlined in section 4.3, with mandatory experience requirements outlined in section 4.3.2, 4.3.2.1, and 4.3.2.2.

				Define the minimum DMV-specific past-performance requirement, if any, separately for the prime contractor, software provider, and subcontractors.	
5	RFP – Vendor Qualifications / Evaluation		Requirements concerning vendor/team qualifications and experience.	When evaluating experience, qualifications, staffing, and technical capability, will the State consider the combined qualifications and experience of the prime contractor, proposed software/platform provider, and named subcontractors/team members? Confirm that relevant qualifications and past performance of named subcontractors and technology providers may be included and evaluated as part of the proposed team.	RFP Evaluation and scoring criteria are outlined in Section 6 of the RFP. The vendor should include any relevant information necessary for scoring and evaluation. Vendors should be mindful of the proposal page limitation outlined in Section 5.3.6.1.
6	Attachment A – Phase 1 Development	Workbook	Phase 1 development includes modified COBOL, copybooks, other mainframe modifications, RESTful services, COBOL/JCL, and workflows.	Please provide an inventory of the existing Driver License mainframe application, including approximate number and/or lines of COBOL programs, copybooks, JCL/procedures, batch jobs, transaction programs, databases/data stores, interfaces, and other components expected to be modified or supported during Phase 1. Provide sufficient application inventory and sizing information to permit vendors to estimate Phase 1 legacy-development effort on a comparable basis.	Current mainframe hardware/platform – IBM z16 Operating system – IBM z/OS v3.1 Transaction-processing environment – IBM Transaction Server (CICS) v5.6 Database/data-store technologies – IBM Db2 for z/OS v13, VSAM, SAS, PDS, PDSe, sequential datasets Job scheduler – BMC Control-M Source-code management tools – none Development/test tools – IBM ISPF, IBM Data Studio, Microsoft Visual Studio Code, Excel Programming languages – COBOL, CICS, SAS, ICETOOL/SORT, IBM SQL PL Current Database Size: (Production DB2 Only) Tablespaces: 248 tables, 210,764,140 rows, 35,953.23 MB

					Indexspaces: 202 indexspaces, 176,606,393 entries, 3,966.04 MB Annual Transaction Volume: 1.25 million transactions (CISC and distributed) Number of Source Databases/Files: 100+ source databases and support files. 70k+ backup and support files (some aged/obsolete and can be purged. Current & Projected Transaction Volumes: Peak Transactions: 3,500/day CISC, 5,000+/day distributed. Concurrent Batched Workload: 120+ jobs per day. Required Interactive Response Times: Sub-second response time for all interactive transactions.
7	Attachment A – Phase 1 Development	Workbook	Phase 1 requires modifications to the existing mainframe Driver License environment.	Please identify the current mainframe hardware/platform, operating system, transaction-processing environment, database/data-store technologies, job scheduler, source-code management tools, development/test tools, and programming languages used by the existing Driver License system. Provide the current-state mainframe technical architecture and development toolchain.	Information pertaining to the current operational environment is outlined in Section 4.1 of the specifications.
8	Attachment A – Phase 1	Workbook	Phase 1 objective includes retirement of the AAMVA Unified Network Interface (UNI) Platform and integration with the Mainframe DL System.	Please identify the AAMVA services, transactions, message types, interfaces, and environments currently supported through UNI that must be supported by the replacement integration. Will the State provide current interface specifications and access to required AAMVA development, certification, and test environments? Provide an inventory of in-scope AAMVA	Vendors should review Attachment B: System Integration list located on page 53 of the RFP.

				interfaces and identify the State/vendor responsibilities for specifications, connectivity, testing, and certification.	
9	Attachment A – Phase 2 Data Conversion	Work book	Phase 2 includes conversion programs and multiple mock data conversions.	Please provide the approximate current database size, number of active and historical driver records, annual transaction volume, document/image volumes, data-retention requirements, number of source databases/files, and known data-quality issues relevant to Phase 2 conversion. Provide an inventory of in-scope AAMVA interfaces and identify the State/vendor responsibilities for specifications, connectivity, testing, and certification. Provide data-volume and source-system sizing sufficient for vendors to estimate conversion, reconciliation, storage, and performance requirements.	See response to Question 6.
10	Attachment A – Phase 1 Development	Workboo k	Development deliverables include RESTful services and integration with the Mainframe DL System.	Does the State prescribe or prefer a technology stack for the RESTful services and replacement integrations developed under Phase 1, or may vendors propose architecture and technology stack that satisfies the State's functional, security, performance, and support requirements? Confirm whether the REST/API implementation technology is vendor-proposed or State-prescribed and identify any mandatory standards or technologies.	State requires all AAMVA connections to be RESTful-based. If the vendor has alternative methods, they can be proposed and will be evaluated accordingly. The vendor will be required to meet all mandatory specifications. Failure to meet mandatory requirements may result in disqualification.
11	Attachment A – Phase 2 Data Conversion	Workboo k	Phase 2 includes conversion programs and multiple mock data conversions.	Please provide the approximate current database size, number of active and historical driver records, annual transaction volume, document/image volumes, data-retention requirements, number of source databases/files, and known data-quality issues relevant to	Current Database Size: (Production DB2 Only) Tablespaces: 248 tables, 210,764,140 rows, 35,953.23 MB Indexspaces: 202 indexspaces, 176,606,393 entries, 3,966.04 MB Annual Transaction Volume: 1.25

				Phase 2 conversion. Provide data-volume and source-system sizing sufficient for vendors to estimate conversion, reconciliation, storage, and performance requirements.	million transactions (CISC and distributed) Number of Source Databases/Files: 100+ source databases and support files. 70k+ backup and support files (some aged/obsolete and can be purged. Current & Projected Transaction Volumes: Peak Transactions: 3,500/day CISC, 5,000+/day distributed. Concurrent Batched Workload: 120+ jobs per day. Required Interactive Response Times: Sub-second response time for all interactive transactions.
12	Attachment A – Phase 2 / Performance Testing	Workbook	Phase 2 includes configured software, interfaces, testing, and replacement of the production Mainframe Driver's License system.	Please provide current and projected transaction volumes, peak transactions per hour/day, average and peak concurrent internal users, anticipated external/public users, batch volumes, and required interactive response times for the modernized Driver System. Provide quantitative sizing and performance targets against which vendors should design and price the solution.	Current Database Size: (Production DB2 Only) Tablespaces: 248 tables, 210,764,140 rows, 35,953.23 MB Indexspaces: 202 indexspaces, 176,606,393 entries, 3,966.04 MB Annual Transaction Volume: 1.25 million transactions (CISC and distributed) Number of Source Databases/Files: 100+ source databases and support files. 70k+ backup and support files (some aged/obsolete and can be purged. Current & Projected Transaction Volumes: Peak Transactions: 3,500/day CISC, 5,000+/day distributed. Concurrent Batched Workload: 120+ jobs per day. Required Interactive Response Times: Sub-second response time for all interactive transactions.

13	Attachment A – Support / Hosting / SLA	Workbook	Attachment A requires production support, managed services, hosting, and SLA/OLA-related deliverables.	Please identify required production availability, permitted maintenance windows, Recovery Time Objective (RTO), Recovery Point Objective (RPO), disaster-recovery requirements, geographic redundancy requirements, and any active-active or high-availability requirements. Provide the minimum availability and business-continuity service levels, vendors must meet and price.	Vendors should review the requirements outlined in sections 4.2.2.2.11 and 4.2.2.12 for system availability.
14	Attachment A – Interface Plan / Phase 1 & Phase 2		Implementation requires interface programs, RESTful services, integration planning, and system/integration testing.	Please provide a complete inventory of required internal and external interfaces for Phases 1 and 2, including interface owner, purpose, protocol/method, approximate transaction volume, availability of specifications, and whether each interface operates synchronously, asynchronously, batch, or real-time. Provide an interface inventory or confirm when one will be made available to the awarded vendor and identify which interfaces must be included in fixed implementation pricing.	Vendors should review Attachment B - System Integrations. The document is included in the RFP specifications, located after page 53 in the RFP specification document. There is not a separate file named Attachment B.
15	RFP / Attachment A – Security Plan & Security Testing		Required implementation deliverables include security planning and testing.	Please identify all mandatory cybersecurity, privacy, and compliance standards applicable to the solution and hosting environment, including applicable State standards, NIST requirements, CJIS requirements if applicable, PCI DSS if applicable, encryption standards, vulnerability/penetration testing, logging/SIEM integration, MFA/SSO, background-check requirements, and cloud security authorizations. Provide or reference the complete mandatory security/control baseline against which proposed solutions will be evaluated and accepted.	Vendors should review section 4.2.2.10 in the RFP specifications.
16	CRFP Line 5 /	CRFP p.	"Cloud Hosting Services DMV	Does the State require or prefer a	Vendors should review section

	Attachment A – Cloud Hosting	4 / Workbook	Modernization System."	specific cloud provider, government-cloud environment, cloud region, State-hosted environment, or data-residency model? Are vendor-managed SaaS solutions hosted in a commercial U.S.-based cloud environment acceptable if all required security and service levels are satisfied? Identify mandatory hosting, cloud-provider, data-location, and cloud-authorization constraints so vendors can propose and price compliant hosting architectures.	4.2.2.4 of the RFP specifications. The vendor is required to provide pricing for both options in Attachment A.
17	Attachment A – Phase 2 Implementation	Workbook	"Retire Mainframe Driver's License system using Minimal Viable Product (MVP) approach."	Please define the minimum functional scope that must be delivered for the Phase 2 MVP and identify which Driver System capabilities, if any, may be deferred to Phase 3 or subsequent modernization activities. Provide the minimum Phase 2 MVP functional baseline so all vendors price and schedule a comparable scope.	Review response to Question 1. The project consists of a single phase which includes transitioning from the mainframe RESTful services and implementation of the MVP. References to phase 3 and 4 were left in error and have been removed.
18	Attachment A – Milestone Payments / Phase Acceptance		Attachment A establishes milestone-based pricing, limits Planning to no more than 5% of the phase total, and requires Phase Acceptance to represent at least 20% of the phase total.	Please provide the objective acceptance criteria for each implementation milestone and final Phase Acceptance, including the State's review period, defect-severity thresholds, rejection/retesting process, and whether acceptance is deemed granted if a deliverable is not rejected within a defined review period. Establish measurable milestone acceptance criteria and define State review periods for purposes of schedule management and milestone invoicing.	Acceptance criteria are outlined in the RFP specifications. Please review section 4.2.2 and subsequent sections.
19	Attachment A – Project Schedule / Acceptance		Implementation depends on State participation, interfaces, testing, conversion, AAMVA activities, and other external dependencies.	If milestone completion or acceptance is delayed by State dependencies, AAMVA availability or certification, third-party interfaces, State data remediation, State testing/approval activities, or other factors outside the vendor's reasonable	Vendors should review section 4.2 in reference to project completion expectations and liquidated damage assessment.

				control, how will schedule, acceptance, and milestone-payment dates be adjusted? Confirm that vendor schedules and associated milestone dates will be equitably adjusted for documented delays caused by State or third-party dependencies outside the vendor's control.	
20	Attachment A – Software Subscriptions, Managed Services & Hosting		Attachment A requests recurring software/subscription, application managed-service, third-party SaaS, and hosting costs over the solution lifecycle.	Please clarify when software subscription, application managed-service, hosting, and third-party SaaS charges should commence for each phase, including software or environments required during development, testing, data conversion, training, and UAT prior to production acceptance. Specify the expected commencement point for each recurring cost category and how pre-production subscription/hosting costs should be represented in Attachment A.	All required subscriptions and licensing costs must be included in Attachment A. The vendor will be required to determine when specific licenses are needed to ensure project completion deadlines and to comply with the mandatory requirements.
21	CRFP Line 3 / Attachment A – Hardware & Installation	CRFP p. 3 / Workbook	"DMV Modernization Hardware & Installation."	Please provide the expected hardware and installation scope, including quantities, locations, required technical specifications, peripheral devices, warranty requirements, installation/configuration responsibilities, and whether vendors may propose technically equivalent or recommended hardware. Provide a hardware/peripheral inventory and installation requirements sufficient for vendors to submit comparable fixed pricing.	Vendors will be required to integrate the proposed solution with existing hardware. The vendor will not be expected to provide hardware costs separately and there is not a line for hardware costs on Attachment A. Any additional hardware required to implement the vendor's proposed solution should be incorporated in pricing provided in Attachment A.
22	RFP – Evaluation / Demonstrations / Oral Presentations		Evaluation requirements applicable to technical solution validation, demonstrations, presentations, or interviews.	Please confirm whether the evaluation process will include product demonstrations, scripted demonstrations, oral presentations, interviews, proof-of-concept activities, or other solution-	Section 6.1 outlines the evaluation criteria. Oral Presentations are not required.

				validation sessions. If so, please provide the anticipated scope, schedule, participants, and evaluation methodology. Identify any post-proposal demonstration/oral/POC requirements and how those activities will be evaluated.	
23	Section 2.4 - Vendor Question Deadline / Section 2.7 - Bid Opening	8-9	Questions are due October 7, 2026; bid opening is October 20, 2026 at 1:30 PM.	Given the revised scope, accelerated 18-month MVP, required partner and infrastructure sizing, and need to validate implementation, hosting, hardware, subscription, and support costs, would the State extend the proposal due date by three weeks? Extend the October 20, 2026 bid opening deadline to November 10, 2026 and adjust dependent procurement dates accordingly.	The project is on a very strict and accelerated timeline. No date extensions will be provided for bid submission.
24	Solicitation Line 3 - DMV Modernization Hardware & Installation	3	"DMV Modernization Hardware & Installation"	Please clarify whether vendors are required to provide cloud hosting services only, or if the scope also includes supply, installation, and refresh of DMV workstation/POS hardware and peripherals. Identify State-furnished hardware and Vendor-furnished mandatory hardware components. Permit reuse of compatible equipment to reduce implementation and lifecycle cost.	Review response to question 20.
25	Section 4.2.2 - Testing and Acceptance	39 and Project Specs	Final acceptance may be requested after 90 days of operation subject to defect conditions.	Please confirm WV DMV's staffing commitments, decision turnaround, test-data responsibilities, UAT duration, acceptance authority, and defect thresholds. Will the State provide dedicated SMEs and approvers according to an agreed review calendar? Define reciprocal review and approval timelines so vendor contingency for approval delays is not included in price.	As a high-priority project, WV DMV will provide sufficient subject matter expert resources to work with the vendor during system implementation. As a critical project, deliverables will be reviewed and returned in a timely manner.

26	Section 4.2.2 - Third-Party Coordination	36-39	The solution must interface with DMV systems and partners, including AAMVA-related services.	The solution must interface with DMV systems and partners, including AAMVA-related services. State-provided access and direct payment of third-party transaction/certification fees would reduce vendor pass-through markups and schedule contingency.	AAMVA transaction fees are currently paid by WV DMV.
27	Solicitation Line 2 - Software Subscriptions & Maintenance	2	"Software Subscriptions & Maintenance Fees"	Please provide the expected user populations by role, peak concurrent users, public transaction volumes, data/storage growth, environment counts, and licensing term to establish a common subscription-pricing basis. Publish a standardized sizing profile and allow elastic or tiered pricing based on actual consumption.	Review section 4.1 for detailed background and current operating environment information. DMV currently has 700 employees that would require concurrent licensing.
28	Section 4.2.2 - Mandatory Project Requirements (Data Migration and Conversion)	36-39 (Project Specifications)	"Vendors must implement a modernized driver license solution and migrate legacy data with no loss of authoritative data."	Please clarify responsibility for source data quality and cleansing activities. To what extent is the Vendor expected to remediate inaccurate, incomplete, duplicate, inconsistent, or non-compliant legacy data prior to conversion? Will WV DMV be responsible for validating, correcting, and approving source-system data and business exceptions, while the Vendor provides data profiling, conversion, and reconciliation services? WV DMV will retain responsibility for business data quality decisions, source data remediation, duplicate resolution, and business exception handling. The Vendor will provide data-profiling tools, conversion services, reconciliation reporting, and migration support. Significant source-data cleansing efforts beyond standard migration activities should be treated as a separate project task or change request.	DMV will determine who will be cleansing data with existing programming staff.
29	Section 4.2.2.8 - Project Management	46-52 and 64-	"Vendor shall provide project management services, prepare	In the event project activities are delayed due to unavailable DMV resources,	Review response to question 26.

	Services Throughout Implementation and Operations & Maintenance; Section 4.2.2 - Mandatory Project Requirements	70 (Project Specifications)	project deliverables, support implementation activities, and work collaboratively with WV DMV throughout the project lifecycle."	delayed business decisions, incomplete business-rule documentation, delayed approvals, testing-resource constraints, or third-party dependencies controlled by WV DMV, will corresponding schedule extensions and milestone-date adjustments be granted without penalty to the Vendor? Delays attributable to WV DMV resource availability, approvals, documentation gaps, or external stakeholders under DMV control will result in equitable schedule adjustments and shall not be considered Vendor performance delays.	
30	Section 4.2.1 Goals and Objectives; Section 6 Evaluation and Award	36-39 and 72-74	"The State seeks a modern Vendor-provided and supported driver licensing solution and will evaluate proposals based on technical merit and cost."	Please confirm whether WV DMV intends to evaluate and select the best-value solution based on the published evaluation criteria, or whether solutions previously evaluated for DMV modernization may receive preference. Additionally, will WV DMV equally consider alternative configurable platform-based solution that satisfy all mandatory requirements, provide equivalent functionality, reduce implementation risk, support accelerated delivery, and lower the total cost of ownership? WV DMV will provide equal consideration to all compliant proposals and evaluate them based solely on the published evaluation criteria, regardless of prior evaluations, prior procurements, or underlying technology platforms, provided the proposed solution vendor commits to meet the mandatory requirements and modernization goals of the State.	The vendor should review RFP Section 6.1 for information related to RFP evaluation criteria. This is a best value procurement which is based on both 30% cost and 70% technical scoring. This is a stand-alone procurement; information provided in previous procurements is not applicable in this RFP.
31	4.2.2.4 MVP Driver License System; 4.2.1.4 Interfaces	36-39	"Manage the handicap placard program (will require migration of data from the old	Please provide detailed requirements for integrations between the modernized Driver License System and the existing	The handicap placard program will be managed by the proposed solution. The handicap plate is

			mainframe-based vehicle registration and titling system)"	Vehicle Registration and Titling System, including business processes, data exchanges, transaction volumes, interface specifications, real-time versus batch requirements, and expected service-level requirements. WV DMV will provide interface specifications, message formats, transaction volumes, and ownership responsibilities for all Vehicle Registration-related integrations.	noted in the driver system but managed by a separate system.
32	4.2.2.4 MVP Driver License System	36-39	"The modernized solution will replace the Driver License System and support customer services."	Please clarify whether the Driver License System or the Vehicle Registration System serves as the system of record for customer demographic information and customer identifiers. If duplicate customer information is maintained across systems, please describe synchronization and data-governance requirements. WV DMV will identify the authoritative system of record for customer information and provide data-governance standards governing synchronization between systems.	The driver license system is the authoritative system of record for driver customer information.
33	4.1 Background and Current Operating Environment	12-51	Modernized web-based DL system for WV DMV staff across 26 regional offices and HQ units.	Can the Agency provide the number of internal DMV staff (named users) who will use the new system, broken down by role/persona (e.g., regional office clerks, Driver Services, Licensing/CDL, IT, management)? A per-persona named-user count lets us size Public Sector Solutions, Identity and CRM Analytics licenses accurately.	Refer to response to question 27.
34	4.2.2.4 Implement as a minimum viable product (MVP) version Of a modernized driver license system to replace the existing State of West Virginia	16-17	Online capability for authorized internal and external users to request and retrieve DL information.	What is the anticipated population and annual login/transaction volume of EXTERNAL authorized users (e.g., employers, law enforcement, courts) accessing the portal? Determines Experience Cloud license	Refer to response to question 27.

	mainframe Driver License System			type (login vs member) and quantities.	
35	4.2.2.4 Implement as a minimum viable product (MVP) version Of a modernized driver license system to replace the existing State of West Virginia mainframe Driver License System	16	Configurable template-driven notifications via mail, email, portal and SMS with audit trail.	What is the estimated annual volume of outbound notifications by channel (mail, email, SMS)? Sizes Marketing Cloud / Digital Engagement message packs and print/mail integration.	Vendors should review section 4.1 for detailed background information on DMV operations.
36	Instructions (Cost Workbook) / 4.2.2 Mandatory Project Requirements	Cost Wkbk / 34	Vendor shall separately cost out hosting if vendor-provided vs hosting in a State-controlled cloud.	Does the Agency require hosting in a State-controlled cloud, vendor-hosted (Salesforce Government Cloud), or should both be priced as options? Confirms the Hosting subscription line and any FedRAMP/StateRAMP requirements.	The vendor should provide pricing for both options. Vendors should also review responses to question 21.
37	4.2.2.4 Implement as a minimum viable product (MVP) version Of a modernized driver license system to replace the existing State of West Virginia mainframe Driver License System	16	HSM integration for Mobile DL/ID digital signing and encryption (Appendix A, 6 CFR Part 37).	Will the Agency (or its retained vendor, e.g., IDEMIA) provide the Hardware Security Module for Mobile DL/ID, or is the vendor expected to supply it? Clarifies whether HSM is a retained third-party asset or a vendor-provided BOM item.	The vendor is expected to provide costs for a cloud or hardware-based solution for the HSM.
38	4.2.2.16 Operate and maintain Vendor solution in production per service levels as negotiated and mutually agreed to in the Contract	36	Application managed services for additional years beyond the first year is an Agency option.	For the 10-year subscription, should Application Managed Services be priced for all 10 years, or only Year 1 with Years 2-10 as options? What service levels/coverage hours apply? Determines the App Managed Services subscription profile across Years 1-10.	The initial term of the contract is five years. Years 6 to 10 are optional renewal years. The vendor should include all required costs in the proposal, but the agency reserves the right to transition services to being managed internally in the future.
39	4.2.2.4 Implement as a minimum viable product (MVP) version Of a modernized driver license system to replace the existing State of West Virginia	18	Migrate the full driver record (~12 million) and integrate document management (OpenText AppEnhancer).	Can the Agency provide record counts and document volumes/sizes beyond the ~12M driver records (e.g., historical documents, images) for migration and storage sizing? Sizes data/file storage add-ons and	Images are not required to be migrated to the proposed solution.

	mainframe Driver License System			migration effort.	
40	Cost Workbook (Attachment A) - "Summary" Tab	Cost Wkbk	The Attachment A Cost Workbook "Summary Tab" contains input tabs only for Phase 1 and Phase 2; Phase 3 and Phase 4 references resolve to **#REF!**. "Overall Cost Summary" Tab: Formula is missing for Phase 3 & Phase 4.	Please confirm that only Phase 1 and Phase 2 are to be priced in this solicitation, and that Phase 3 (enhanced capabilities) and Phase 4 (vehicle titling/registration, State option) are excluded from the cost proposal. Confirms priced scope so vendors do not under/over-scope. If Phase 3/4 pricing is required, please provide corrected workbook tabs.	See Response to Question 1
41	**Attachment B**	53-64	Attachment B lists the expected system integrations (DMV-1 through DMV-32).	Is the Attachment B interface list complete and final, and can the Agency confirm the integration pattern owner (vendor vs interface owner) and message/transaction volumes per interface? Interface count and volumes drive MuleSoft sizing and integration staffing.	Attachment B includes a column heading identifying the interface system and interface partner. Transaction volumes can be inferred by reviewing the background information provided in the RFP.
42	**4.2.2.4 / Attachment B**	16 / 60-61	Mobile ID, card production, Web Enrollment and Back Office are currently provided by IDEMIA.	Please confirm that IDEMIA (card production, Mobile ID, Web Enrollment, Back Office) is retained and integrated to, rather than replaced, under this RFP. Confirms these remain retained third-party systems (no Salesforce license), integrated via APIs.	Card production, web enrollment and back office are maintained by a third-party vendor and will be integrated with the vendor's proposed solution.
43	**4.2.2 Mandatory Project Requirements**	34-36	Vendors shall build/prepare required testing environments and conduct structured testing.	How many non-production environments (development, test/QA, training, staging/full-copy) does the Agency expect, and are there data-masking requirements for DPPA/PII data in lower environments? Determines sandbox BOM lines and Shield/data-masking scope.	At a minimum, the vendor should provide a development, testing and production environment.
44	**SaaS Addendum / Attachment B (CJIS)**	119-127 / 62-64	'Acceptable data center location means a United States based only provider'; data at rest solely in U.S. data centers; CJIS-governed law-enforcement interfaces (DMV-29,	Does the Agency permit offshore/nearshore delivery (e.g., India, Philippines) for development and testing against masked/synthetic data in U.S.-hosted environments, provided all	Offshore/nearshore delivery is not acceptable. The data center and vendor programming and support staff must be in the United States.

			DMV-31).	production access to restricted/PII/CJI data is U.S.-based and CJIS-compliant? Confirming permissible delivery locations lets us optimize the blended onshore/offshore staffing model while meeting U.S. data-residency, background-check and CJIS requirements.	
45	**4.2**	11	Implement the Vendor's proposed driver license system as the state system of record using a minimum viable product (MVP) approach, which provides all functionality necessary to retire the existing mainframe West Virginia Driver License System, while developing integrations to and maintaining use of other non-mainframe applications. MVP must be fully implemented into production within 18 months of issuance of delivery order. The project will be initiated using a detailed project plan establishing the milestone completion date and will be attached to the delivery order initiating the project. WVDMV expects to initiate the project immediately upon award of the contract. The vendor shall fully complete all tasks associated with the project with a final go-live date of January 1, 2028.	Can the State confirm the REST Implementation must be completed by January 1, 2028 and the MVP must be completed within 18 months of issuance of delivery order? The project will be initiated using a detailed project plan establishing the milestone completion date and will be attached to the delivery order initiating the project. WVDMV expects to initiate the project immediately upon award of the contract. The vendor shall fully complete all tasks associated with the REST implementation by January 1, 2028 and the completion of the MVP within 18 months of the issuance of delivery order.	Review response to question 10. RESTful services must be in place by January 2028 and MVP complete by June 2028. Delivery orders will be issued upon contract award.
46	**5.3.6.2.5 and 5.3.6.2.6**	46 and 47	Vendor's approach for executing the project	Identical sections. How would you like us to address this in our response? For example, may we treat these requirements as one (e.g., 5.3.6.2.5/5.3.6.2.6) when cross-referencing in our response, in order to avoid a number gap that may cause questions during evaluation?	This is a duplicate requirement. A response to 5.3.6.2.6 is not required.

47	**Attachment A**	52	Complete the Cost Workbook	The Cost Workbook (Attachment A) contains errors, including a formula error tied to removal of the Project 3 and 4 tabs from the previous version of the RFP, and the references to phases in instructions throughout. Also, UNI and MVP continue to be referred to as Phases 1 and 2 in the workbook, but are no longer referred to as phases in the RFP. Will a new Cost Workbook be provided?	See response to question 1
48	**4.2.1.6/4.2.2.14**	13 and 35	Provide an electronic workflow that generates digital copies of letters, forms, and notices that are sent from the system and stores them in the WVDMV document management system.... The Vendor's proposed solution shall provide document management functionality to allow documents to be stored internally to the Vendor solution.....	Can you please clarify if documents generated and scanned/captured should be stored in the vendor solution. Access to documents created or captured in the legacy system would be available for viewing using an automated link to Open Text AppEnhancer	The vendor's proposed solution will need to capture, store documents and link to documents outside the proposed system. There are no documents in the legacy system.
49	**4.2.2.4**	18	Manage the handicap placard program (will require migration of data from the old mainframe-based vehicle registration and titling system) Please confirm if the handicap placard program (mobility impaired placard) associates the placard to the customer only. Or will the new system need to capture vehicle information. Please confirm that the mobility impaired plate is not included in the placard program. Manage the handicap placard program associated with the customer only. For the scope of the MVP, the vehicle/impaired plate is not required.	Please confirm if the handicap placard program (mobility impaired placard) associates the placard to the customer only. Or will the new system need to capture vehicle information. Please confirm that the mobility impaired plate is not included in the placard program. Manage the handicap placard program associated with the customer only. For the scope of the MVP, the vehicle/impaired plate is not required.	Refer to response for question 31.

50	**4.2.1.4**	13	Interface with all other DMV systems/partners per Attachment B. Some interfaces will initially be implemented during the project.	Please identify what interfaces that will be implemented during the project. Interface with the following DMV systems/partners per Attachment B - [list the required interfaces for MVP]	Review Attachment B for required interfaces.
51	**4.2.2.10**	32	Support the creation of a user ID and password by the public for use in public portals and public applications. Provide for the use of security questions, a link sent to an email address provided at account set-up or another method of allowing a citizen/customer to re-set a password;	Based on our understanding of the revised scope of this RFP, we will integrate to the existing customer portal and only provide online portal that is required for Medical Providers identified in 4.2.2.4 page 15. Support the ability for a secure online portal for Medical Providers.	Refer back to RFP section 4.2.2.4.
52	Attachment A Cost Workbook	n/a	Overall Cost Summary tab, rows 10, 11, 22, 23, 24 and 25	Attachment A, on the Overall Cost Summary Tab, includes phases 3 and 4 which are no longer part of this RFP. Can the State provide a revised copy that removes/updates rows 10, 11, 22, 23, 24, and 25 to reflect the new project scope and remove the concept of department option pricing?	See Response to question 1
53	Attachment A Cost Workbook	n/a	Overall Cost Summary tab, cell B21	In Attachment A, on the Overall Cost Summary tab, there appear to be missing formulas in cell B21. Can the State please fix this and provide a new copy of Attachment A?	The formulas have been removed from the workbook. The vendor will be responsible for completing the necessary pricing information and calculating the totals.
54	Attachment A Cost Workbook	n/a	Summary tab, cells D31, D42, and B44	In Attachment A, on the Summary tab, there are references to phases 3 and 4 on lines 29-30, and 38-41 which are causing formula errors in cells D31, D42, and B44. Can the State please remove the phase 3 and 4 rows and provide a new copy of Attachment A?	See response to question 1.
55	Attachment A Cost Workbook	n/a	Driver's License - Phase 2 tab, row 9	Row 9 refers to "Unit Tested Custom Objects (Forms, Reports, Workflows) - Pulled from Subtotal Cost, Phase 2 Customizations", since there is no longer a Phase 2 Customizations tab in Attachment A, will this row be deleted by	The cost workbook has been updated and the United Tested Custom Object line has been removed.

				the state or should vendors just leave it blank?	
56	5.3.6.2.6	47	"Describe the Vendor's proposed approach for executing the project. Provide a high-level timeline for completing the work depicting key tasks/activities and milestones. As an attachment (not counted in page limit), provide an initial project work plan."	This requirement appears to be an exact duplicate of RFP Section 5.3.6.2.5, should Vendors just respond with a reference to the previous requirement, or will this requirement be revised?	Item 5.3.6.2.6 is a duplicate. No response is needed.
57	4.2	11	"The vendor shall fully complete all tasks associated with the project with a final go-live date of January 1, 2028. The Vendor shall pay liquidated damages of $10,000 per calendar day for each day after January 1, 2028 that the vendor's system has not been implemented."	The second bullet on page 11 states that MVP full implementation must happen within 18 months of delivery order, whereas the following paragraphs state that final go-live must be January 1, 2028 and damages for implementation begin on January 1, 2028. Is this date reflecting the first phase (AAMVA REST implementation) and the go live for the MVP of the driver system is 18 months from contract start?	MVP go live date is June 2028.
58	4.2.2.7, Attachment B	28, 54-64	"The Vendor shall implement all system interfaces and integrations identified in Attachment B."	Does WVDMV currently use AAMVA Help America Vote Verification (HAVV), and does the State expect HAVV to be implemented as part of the REST modernization workstream or the MVP Driver License System? Please identify whether HAVV is in scope, the current transaction flow, and the planned implementation milestone.	No.
59	4.2.2.7, Attachment B	28. 54-64	"The Vendor shall implement all system interfaces and integrations identified in Attachment B."	Is the Department of Homeland Security Systematic Alien Verification for Entitlements (SAVE) service currently integrated with the Driver License System, and should SAVE be included in the REST modernization workstream or MVP scope? Please identify the current integration	This is not currently integrated. An external portal is currently being used. –

				method, owning system, transaction types, and expected implementation milestone.	
60	4.2.2.7, Attachment B	28, 54-64	"The Vendor shall implement all system interfaces and integrations identified in Attachment B."	Does WVDMV expect AAMVA Digital Image Access and Exchange (DIAE) to be implemented as part of the MVP, and what image-sharing capabilities and business processes are in use today? Please confirm whether DIAE is required at MVP go-live and identify the current and target image repositories, transaction types, and AAMVA certification expectations.	Not a requirement currently.
61	4.2.1.5, Attachment B	12, 13, 54-64	"Implement or modernize ... United States Passport Verification Service (USPVS)."	Does WVDMV intend to continue accessing USPVS through IDEMIA, or would the State permit and prefer a direct integration between the new Driver License System and AAMVA USPVS? Please identify the required target architecture, the responsible service-account owner, and whether the existing IDEMIA-mediated process must be retained during transition.	Refer to item #18 on Attachment B
	4.2.1.4, 4.2.2.7, Attachment B	12, 54-64	"Interface with all other DMV systems/partners per Attachment B."	What existing Vehicle Services, Digital Title and Registration System (DTRS), title, registration, customer, or other motor vehicle solution integrations must be maintained or created for the new Driver License System? Are any additional vehicle-system integrations anticipated beyond those listed in Attachment B? Please provide the authoritative list of vehicle-related interfaces, current owners, data exchanged, direction, frequency, and whether each interface will remain, be modified, or be retired.	The only integrations are listed in Attachment B – there are no additional interfaces.

62	4.2.2.7, Attachment B	28, 54-64	"The Vendor shall implement all system interfaces and integrations identified in Attachment B."	Does WVDMV currently use an IDEMIA image repository or image server to store or retrieve customer photographs and signatures? If so, must the new Driver License System integrate with that repository? Please identify the current image repository, system of record, supported image types, retrieval and update methods, retention rules, and target-state ownership.	Refer to Attachment B
63	4.2.1.5, 4.2.2.3	12, 13	"Implement or modernize ... State to State; Driver History Record (DHR) - SPEXS 6.2; ... DACH - SPEXS 6.3."	Which SPEXS services are currently operational, and which services, including State-to-State, Driver History Record, DACH, NRII, and CDLIS-related functions, must be modernized within the 12-month REST implementation? Please identify the current versions, message types, transaction volumes, readiness status, certification requirements, and target milestone for each SPEXS service.	DMV is not currently using SPEXS – currently using DACH, NRII and CDLIS now.
64	4.2.2.7, Attachment B	28, 56, 57	"The Vendor shall implement all system interfaces and integrations identified in Attachment B."	Is Commercial Skills Test Information Management System (CSTIMS) currently integrated with the Driver License System, and is modernization of the CSTIMS interface included in the required REST workstream or MVP scope? Please identify the current and target integration method, data exchanged, transaction frequency, certification requirements, and implementation milestone.	Not currently integrated, but the intent is to integrate in the future.
65	4.2.1.6	13	"...stores them in the WVDMV document management system (currently OpenText AppEnhancer) ... to support viewing and retrieval	Beyond viewing and retrieving documents, what image, correspondence, archival, indexing, workflow, or record-retention functions	The proposed solution must provide the document management functionality but will be further defined during system

			of documents previously generated."	must the new Driver License System support through OpenText AppEnhancer? Please identify document and image types, indexing fields, inbound and outbound functions, interface methods, volumes, retention rules, and system-of-record responsibilities.	implementation.
66	4.2.2.4, Attachment B	17, 18, 54-64	"Support the medical review process…" and "Integrate with various other DMV and partner systems as identified in Attachment B"	Which physicians, treatment providers, law-enforcement entities, courts, or other organizations currently submit Medical Review or Safety and Treatment information, and which integrations or portal capabilities must be implemented for the MVP? Please identify current submission channels, organizations, data and documents exchanged, direction, frequency, security requirements, and expected future-state process.	The proposed solution should incorporate a portal for multiple submission points of entry.
67	4.2.2.4, Attachment B (DMV-27)	18, 62, 63	"Integrate with various other DMV and partner systems as identified in Attachment B" and "Ignition interlock vendors (currently LifeSafer and Smart Start, Inc.)"	In addition to LifeSafer and Smart Start, does WVDMV anticipate onboarding any other ignition interlock vendors during implementation or the contract term? Please provide the current and anticipated vendor list, interface standards, data exchanged, transaction frequency, and onboarding expectations for future vendors.	No.
68	CRFP DMV27000001 Solicitation Documents-1.1: Introduction	RFP Pg. 1; PDF Pg. 5	The West Virginia Department of Administration, Purchasing Division (hereinafter referred to as the "Purchasing Division") is issuing this solicitation as a request for proposal ("RFP"), as authorized by W. Va. Code §5A-3-10b, for the West Virginia Department of Transportation Division of Motor Vehicles (hereinafter referred to as	Is the State considering an optional titling system as a part of this RFP? If not, remove "a digital titling and registration system (Agency option)" and replace with "tag and placard database conversion from existing digital titling system".	Section 1.1 was updated to read as follows: The West Virginia Department of Administration, Purchasing Division (hereinafter referred to as the "Purchasing Division") is issuing this solicitation as a request for proposal ("RFP"), as authorized by W. Va. Code §5A-

			the "State", "Agency", "WVDOT" or "WVDMV") to design, develop, test, train on, deploy, operate and maintain motor vehicle administration systems including a driver license system and a digital vehicle titling and registration system (Agency option).		3-10b, for the West Virginia Department of Transportation Division of Motor Vehicles (hereinafter referred to as the "State", "Agency", "WVDOT" or "WVDMV") to design, develop, test, train on, deploy, operate and maintain motor vehicle administration systems Driver Modernization System.
69	Section 4.2.2.3	RFP Pg. 14; PDF Pg. 38 of 131	Exhibit 4- Overview of the Project	The page is cut off, will the State please provide the full page in a landscape layout?	Addendum will contain a full-sized copy of the reference images.
70	Sections 5.3.6.2.5 & 6	RFP Pg. 46 & 47; PDF Pg. 70 & 71 of 131	Format of Response	5.3.6.2.5 & 6 are duplicates.	Refer to response to question 46.
71	4.3.1	RFP Pg. 44; PDF Pg. 68 of 131	4.3.1. Qualification and Experience Information: Vendor should describe in its proposal how it meets the desirable qualification and experience requirements listed below. 4.3.1.1. The Vendor's proposed driver license solution should have been implemented to a production status for at least one United States jurisdiction as of the date of proposal submission. 4.3.1.2. The Vendor's proposed vehicle registration solution should have been implemented to a production status for at least one United States jurisdiction as of the date of proposal submission. 4.3.1.3. The Vendor should have prior experience, preferably as the prime system integrator, with implementing the Vendor's	Will WVDMV consider Vendor experience to include components of the Driver License modernization in other jurisdictions and experience implementing 24 other jurisdictions?	Vendors should review the mandatory qualification and experience requirements outlined in section 4.3.

			proposed driver license solution to a production status for at least one United States jurisdiction as of the date of proposal submission. 4.3.1.4. The Vendor should have prior experience, preferably as the prime system integrator, with implementing the Vendor's proposed vehicle registration solution to a production status for at least one jurisdiction as of the date of proposal submission.		
72	4.2, 4.2.2.4	RFP Pg. 12&14; PDF Pg. 35 & 36 of 131	"the vendor shall fully complete all tasks associated with the project with a final go-live date of January 1, 2028." Section 4.2.2.4 (RFP p. 14) separately requires that the MVP driver license system be "implemented to a production status within 18 months of issuance of release order for the deliverable," and the deliverable summary on RFP p. 11&12 likewise assigns the MVP a deadline of "within 18 months of delivery order issuance."	Given a bid opening date of October 20, 2026, an 18-month period measured from any anticipated contract execution or delivery order date would conclude after January 1, 2028. For the MVP to reach production status by January 1, 2028, the delivery order would need to have been issued on or before July 1, 2026. Please confirm that the January 1, 2028 date applies only to the "Implement REST APIs & State-to-State Compliance with AAMVA" deliverable identified on RFP p. 12, and that the MVP DMV Licensing System deliverable is governed solely by the 18-month period measured from issuance of the delivery order.	See response to question 23.
73	4.2.2.3	RFP Pg. 13-14; PDF Pg. 37 of 131	"complete implementation of the REST APIs to operate with the existing mainframe Driver License System within 12 months of Contract execution and issuance of contract delivery order."	Please clarify which event starts this 12-month period if contract execution and issuance of the delivery order occur on different dates.	Issuance of the delivery order will establish the start date. The RESTful services must be in place by January 2028.
74	4.2	RFP Pg. 11; PDF Pg. 35 of 131	Delivery Milestones in Section 4.2	Every duration-based milestone in Section 4.2 is measured from contract execution, delivery order issuance, or release order issuance, but the Schedule of Events does not identify an anticipated date for any of these events. So that	The delivery order will be issued as soon as possible following contract award.

				Vendors may prepare a project work plan and pricing on a consistent basis, please provide the Agency's anticipated contract execution and initial delivery order dates, or alternatively confirm that Vendors should state an assumed date in their proposals.	
75	4.2	RFP Pg. 11; PDF Pg. 35 of 131	The last paragraph on the page details that "the Vendor shall pay liquidated damages of $10,000 per calendar day for each day after January 1, 2028 that the vendor's system has not been implemented."	Please define "the vendor's system" as used in this provision, specifically, whether it refers to the REST API / AAMVA deliverable, the MVP DMV Licensing System deliverable, or both.	The requirement is referring to both.
76	Section 4.2 versus 4.2.3.1	RFP Pgs. 11 & 41; PDF Pgs. 35 & 65 of 131	establishes liquidated damages of $10,000 per calendar day measured against a fixed date with no grace period. Section 4.2.3.3 [see Question 6 below regarding numbering] and Section 4.2.3.1 (RFP p. 41) establish a different regime: $5,000 per day, applied only after a deliverable is more than 30 days past the go-live date in the approved work plan, and Section 4.2.3.1 is identified as a desired, not mandatory, requirement. Please clarify the relationship between these two provisions: whether they apply to different deliverables, whether one supersedes the other, and which governs the MVP deliverable.		There are two deliverables, but they can be completed in parallel.
77	Tale 1 in Section 4.2.2.15	RFP Pg. 40; 64 of 131	Table 1 in Section 4.2.2.16 (RFP p. 40) lists the timeframes for initiating work and resolving incidents at each severity level as "To be negotiated," with a cross-reference to Section 4.2.3 for the Agency's preferred requirements. Section	Please confirm whether the Table 2 timeframes are the Agency's intended contractual baseline for purposes of proposal preparation and pricing, or whether Vendors should propose alternative service levels for negotiation. Vendors' pricing of application managed	This table is intended to provide the service level expectations and response times.

			4.2.3.3 (RFP pp. 41–43) then sets out specific acknowledgment and resolution timeframes in Table 2, together with service credits.	services depends materially on this answer.	
78	Table 2 in Section 4.2.3.3	RFP Pg.42; PDF Pg. 66 of 131	the resolution requirement stated in the Severity Level 1 – Critical row reads: "The Vendor must resolve 100% of all High-priority incidents within 24 hours of incident identification by either resolving the incident or implementing a work-around which allows the incident to be re-classified as a High priority incident."	As written, the Severity 1 row appears to reference High-priority incidents and to describe re-classification of an incident as the same priority it already holds. Please confirm whether this row is intended to read "Critical-priority incidents" and to permit re-classification to a lower (High) priority upon implementation of an acceptable work-around.	The table is intended to communicate the expected resolution times to ensure the system implementation.
79	Hosting Model, Question 8- Section 4.2.2.4	RFP Pgs. 20, 32, & 36; PDF Pgs. 44, 56, & 60	Pg. 20 Requires the Vendor to "install the Vendor's proposed solution in a Vendor-provided and managed technical environment," while reserving the Agency's option to host the production landscape in an Agency- or WVOT-controlled cloud environment. Pg. 32 requires the Vendor to "provide hosting in a StateRAMP authorized Cloud service provider environment and adhere to StateRAMP compliance requirements." & Pg. 36 states that "the Vendor solution shall be hosted in a state-owned public or private cloud environment."	Please clarify the Agency's intended hosting model for the production environment. Specifically: (a) Is the production environment to be hosted by the Vendor in a StateRAMP-authorized commercial cloud, or in a State-owned cloud environment? (b) If a State-owned environment is intended, please confirm whether the StateRAMP authorization requirement in Section 4.2.2.10 applies to the Vendor's solution, the State's environment, or both. (c) Please confirm that non-production environments (development, test, training, QA) are to be Vendor-provided and managed in all cases, as contemplated by Section 4.2.2.4. (d) Section 4.2.2.16 requires Vendors to provide a projected yearly total cost of ownership for "both the solution and cloud infrastructure, including consideration for network inbound and outbound traffic." Please confirm the hosting assumption Vendors should use in preparing this figure, and whether Attachment A accommodates pricing more than one hosting option.	Review response to question 16.

80	Section 4.2.2.3	RFP Pg. 15; PDF Pg. 39 of 131	Following the diagram, Exhibit 4, within the Go-Live criteria, states: "No open Critical (Severity 1) issues/deficiencies (please refer to Section 4.2.2.18)." Section 4.2.2 contains subsections 4.2.2.1 through 4.2.2.16 only.	Please confirm the intended appropriate cross-reference.	The correct reference is 4.2.2.16
81	Section 4.2.3.3	RFP Pg. 43; Pg. 67 of 131	Under "Service Credits," refers to "the performance and availability standards as defined in Section 4.2.2.14." Section 4.2.2.14 addresses document management. Performance requirements appear at Section 4.2.2.11 and availability requirements at Section 4.2.2.12.	Please confirm the intended appropriate cross-reference.	The correct reference for system performance and reliability is 4.2.2.11 and 4.2.2.12.
82	Sections 5.3.6.2.5 & 5.3.6.2.6	RFP Pgs. 46 & 47, PDF Pgs. 70 & 71 of 131	Contains identical text: "Describe the Vendor's proposed approach for executing the project. Provide a high-level timeline for completing the work depicting key tasks/activities and milestones. As an attachment (not counted in page limit), provide an initial project work plan."	Please confirm whether one of these subsections is intended to request different content, or whether Vendors should respond once to the requirement.	Item number 5.3.6.2.5 and item 5.3.6.2.6 are duplicated. A response is not needed for item 5.3.6.2.6.
83	Sections 4.3.1.1 & 4.3.1.2	RFP Pg. 44; PDF Pg. 68 of 131	(RFP p. 44) address implementation of the Vendor's proposed driver license solution to production status in at least one United States jurisdiction. These appear under Section 4.3.1, which is introduced as covering "desirable qualification and experience requirements," while Section 4.3.2 (RFP p. 45) sets out the mandatory qualification and experience requirements as the PMP certification of the proposed Project Manager and the two-year experience requirement for the proposed Functional Lead and Technical Architect.	Please confirm that Sections 4.3.1.1 and 4.3.1.2 are desirable requirements evaluated for points under Section 6.2, and are not mandatory requirements subject to disqualification under Section 6.5.2.	Requirements in both sections are desirable requirements that will be scored.

84	The Evaluation Point Allocation in Section 6.2	RFP Pg. 48; PDF Pg. 72 of 131	(RFP p. 48) assigns 10 points to "Qualifications and Experience Generally (§ 4.3.1)" and 15 points to "Exceeding Mandatory Qualification/Experience Requirements (§ 4.3.2)."	Please confirm this allocation as intended and clarify how the Agency will assess a proposal as "exceeding" the Section 4.3.2 mandatory requirements, for example, whether additional certifications, additional years of relevant experience, or additional key personnel beyond the three named roles will be considered.	Vendor should review section 6.1 for information concerning RFP evaluation.
85	Scope Clarification: Section 4.2.2.4	RFP Pg. 18; PDF Pgs. 42 of 131	(RFP p. 18) includes within the MVP scope the requirement to "manage the handicap placard program (will require migration of data from the old mainframe-based vehicle registration and titling system)."	Please confirm the extent of the Vendor's responsibility with respect to the vehicle registration and titling mainframe, specifically, whether the Vendor is responsible for extracting handicap placard data from that system, or whether WVDMV will provide an extract for the Vendor to transform and load. Please also confirm whether any other data resident on the vehicle registration and titling mainframe is in scope.	Refer to response to question 31.
86	Scoring Clarification: Section 4.3.1.1 & 4.3.1.2	RFP Pg. 43 &44; PDF Pgs.	Sections 4.3.1.1 and 4.3.1.2 describe desirable qualifications and state that the proposed solution "should" have been implemented to production status in at least one United States jurisdiction. Please confirm that these requirements are evaluated qualifications rather than mandatory pass/fail conditions. Additionally, will the Agency consider and assign credit for production implementations of material components of the proposed driver license solution, comparable statewide DMV or transportation system implementations, experience of committed subcontractors or teaming partners, and directly relevant experience of proposed key personnel?	Please confirm that these requirements are evaluated qualifications rather than mandatory pass/fail conditions. Additionally, will the Agency consider and assign credit for production implementations of material components of the proposed driver license solution, comparable statewide DMV or transportation system implementations, experience of committed subcontractors or teaming partners, and directly relevant experience of proposed key personnel?	For evaluation criteria refer to section 6.1 of the RFP. Information provided in these sections will be evaluated.

88	WVDMV RFP Attachment A Cost Workbook 9-11-2026	Sheets 1-7	Attachment A for the Cost Workbook does not appear to have been updated to CRFP DMV27000001.	Does the WVDMV still expect pricing based on the last phased project? Revise Attachment A, Overall Cost Summary to only show 2 Phases to reflect the requirements and timeline in RFP 27000001. Revise costs to include the design, development, and testing of at least 40 med complexity reports.	See response to question 1.
89	WVDMV RFP CRFP 26000001 Amendments 1 through 3	Past RFP Published Amendment QA Responses		Do the general responses (outside of the phases) to the overall RFP still apply to this publication?	Published Q/A from previous procurement efforts do not apply to the current procurement. DMV CRFP27*01 is a separate stand-alone RFP, previous documentation does not apply.
90	Section 2: Instructions to Vendors Submitting Bids	9	BID OPENING DATE: October 20, 2026 BID OPENING TIME: 1:30 PM	Can the WVDMV extend the bid deadline?	Refer to response to question 23.
91	4.3.1.1	44	The Vendor's proposed driver license solution should have been implemented to a production status for at least one United States jurisdiction as of the date of proposal submission.	Given that Section 4.2.2.4 defines Final Acceptance as requiring a minimum of ninety (90) days of continuous operations without critical defects, will the State confirm that to achieve full points on this 'production status' Qualifications & Experience requirement, the vendor's referenced system must be in production status and in continuous operations for a minimum of ninety days?	The 90-day requirement is related for the system requirement, it is not intended to be a requirement for qualifications and experience.
92	4.3.2.2	45	The Vendor's proposed Functional Lead and Technical Architect must have at least two years of experience working in similar roles on implementations of the Vendor's proposed solution.	Due to the importance of this project and strict timeline, will the State confirm that this mandatory experience requirement must specifically be on implementations of a driver licensing system of record, rather than driver-adjacent systems?	Vendors should review section 6.1 for RFP evaluation criteria. Mandatory requirements are outlined in section 4.3
93				Please provide the complete inventory of required external and internal interfaces for Phases 1–3, including each AAMVA	The project consists of a single-phase RESTful Service and MVP implementation. All interface

				program or service, interface protocol, expected transaction volume, certification requirement, and responsible testing party.	information is outlined in Attachment B starting on page 44 of the RFP.
94				Please identify the legacy databases, approximate record and document volumes, required history, source data formats, known data-quality issues, and the State's expectations regarding cleansing, reconciliation, archival access, and final migration acceptance.	Information pertaining to the current operational environment is outlined in Section 4.1 of the specifications.
95				For the state-controlled cloud alternative, what cloud provider, landing zone, security services, monitoring tools, environments, and operational responsibilities will the State provide, and which hosting and managed-service responsibilities must remain with the contractor?	Refer to response to question 16.
96				Please provide the State's target production dates for each mandatory phase and clarify the required parallel-operation period, cutover constraints, phase acceptance criteria, and conditions for decommissioning UNI, the mainframe application, and peripheral systems.	Refer to section 4.2 for target completion dates.
97				Please provide the number and location of DMV offices, user and transaction volumes, and an inventory of credential printers, cameras, signature devices, scanners, kiosks, payment devices, and other peripheral hardware that must be replaced, integrated, or supported.	Refer to response to question 7.
98	Attachments C, D, E / Appendix A	Various	The RFP references Attachment C (PII), Attachment D (privacy), Attachment E (Cloud Addendum), and Appendix A, which were not included in the posted package.	Will the Agency provide the full set of referenced attachments (Attachments C, D, E and Appendix A) so vendors can confirm all data-privacy, security, and contractual obligations? Access to all referenced attachments is needed to price and commit to the privacy, security, and cloud requirements.	The attachments were incorporated in the body of the specification document posted by the Purchasing Division. Attachment C starts after page 66. Attachment D was after page 66. Attachment E is listed after page 67. The individual documents

99	Section 4.2.3 Service Credits / General Terms 11 - Liquidated Damages	41-42 / 19	Service credits ($10,000/hour downtime; $5,000/hr Severity-1 resolution) and liquidated damages ($5,000/day) apply.	Is there an aggregate cap (e.g., a percentage of annual managed-services fees or contract value) on service credits and liquidated damages, and are the Table 2 resolution timelines mandatory or negotiable (Table 1 indicates timeframes are 'to be negotiated')? A reasonable liability cap and clarity on mandatory vs negotiable SLAs allow accurate risk pricing without excessive contingency.	There is no cap on liquidated damage assessment.
100	General Terms 3 - Contract Term; Renewal	17	Fixed Period Contract with Renewals; the '...completed within ___ days' value is not populated.	Please confirm the base contract term and renewal structure, and how they align with the 10-year subscription and managed-services horizon. A defined term and renewal cadence are needed to structure the 10-year subscription and any escalation.	Review response to question 38.
101	General Terms (IP / Assignment) / SaaS Addendum (Termination)	21 / 124-125	Ownership of deliverables and return/disposition of data at contract end.	Please confirm ownership of custom configurations and code developed for the Agency, whether source-code escrow is required, and the expected data/metadata/configuration extraction format and transition assistance at contract end. Clear IP, escrow, and exit terms protect the State's continuity and let vendors scope transition services.	Ownership of data is outlined in the Cloud SaaS addendum. The specifications do not include escrow.
102	General Terms 8 - Insurance	18	Insurance limits for CGL, Automobile, Professional/E&O, and Commercial Crime/Fidelity were not fully specified (Cyber is $10M with WVDOT as additional insured).	Please confirm the required coverage limits for Commercial General Liability, Automobile Liability, Professional/Errors & Omissions, and Commercial Crime/Fidelity insurance. Confirmed limits ensure accurate insurance cost and compliance.	Refer to item number 8 in the State General Terms and Conditions document. Insurance requirements are mandatory and are non-negotiable.

103	General Terms 14 - Payment in Arrears / Cost Workbook milestones	19 / Cost Wkbk	Milestone-based payments made in arrears upon a proper invoice.	Are milestone payments subject to any retainage or holdback until deliverable Acceptance, and what are the standard invoicing terms (net days) and cadence? Payment timing and any retainage affect cash flow and should be reflected in milestone pricing.	Retainage is not defined in the deliverable requirements; however, final payment cannot be made until the deliverable has been completed satisfactorily.
104	Section 4.2.2.10 - Security	56	References to PII, Federal Tax Information (FTI), and Social Security Online Verification (SSOLV) security requirements.	Does the solution process Federal Tax Information (FTI), and is IRS Publication 1075 compliance (including any required contract clauses) in scope for this driver license solution? 100Confirming FTI applicability determines the security control baseline and any specialized compliance obligations.	Tax information is not processed by DMV; however social security information is maintained.
105	Section 4.3.2 - Mandatory Qualifications	68	PM must be PMP-certified; Functional Lead and Technical Architect must have at least two years on implementations of 'the Vendor's proposed solution.'	For the two-years-of-experience requirement, does experience with the specific proposed product/platform satisfy the requirement, and are equivalent industry certifications accepted in addition to PMP? Clarifying acceptable experience and certifications ensures qualified staff are not inadvertently excluded.	Refer to response to question 92.
106	Section 4.2.2.10 vs 4.2.2.16 - Hosting	56 / 36	Section 4.2.2.10 requires a StateRAMP-authorized cloud service provider; Section 4.2.2.16 states the solution 'shall be hosted in a state-owned public or private cloud.'	For a cloud-based (SaaS) solution hosted by the vendor in a FedRAMP/StateRAMP-authorized environment, does this satisfy the 'state-owned public or private cloud' requirement, or is deployment on State-owned/controlled infrastructure mandatory? Reconciling these two hosting statements is essential, as a multi-tenant cloud service typically cannot be deployed	Refer to the response to question 15.

				inside a State-owned tenancy.	
107	Section 4.2.2.10 - Security / Attachment B	56 / 53-64	Law-enforcement interfaces (DMV-29, DMV-31) and references to CJI, PII, and FTI data.	Will the Agency identify which interfaces and data flows carry CJI, FTI, or other high-impact data, and confirm the authorization-boundary requirements (e.g., FedRAMP High vs Moderate) applicable to the integration/API layer? Data classification by interface determines the required authorization boundary for the integration layer and the overall security architecture.	Refer to the response to question 15.
108	Section 4.2.2 / Instructions	Various	Vendors are expected to provide required software; the State may have existing enterprise investments.	Does the State have existing enterprise platform, integration, or identity licenses that the vendor may leverage, or is the vendor expected to provide all required software licenses in its proposal? Clarifying reuse of existing State licenses avoids duplicate licensing cost and informs the bill of materials.	The vendor should provide costs associated with software licenses required to fully implement the proposed solution.
109	Section 4.2.2.4 - MVP / Mobile	16	Secure mobile driver license / ID capability (ISO/IEC 18013-5) and a mobile customer experience.	For Phase 2, is a native mobile application required, or is a mobile-responsive web experience acceptable? If native, is the vendor expected to replace the existing mobile DL/ID application or integrate with it? Determines mobile development scope, effort, and whether mobile DL/ID is retained (third-party) or vendor-built.	Vendor is expected to integrate with existing solutions.
110	Section 4.2.2.10 - Security (Identity)	56	Integrate with the State Active Directory for single sign-on and support a third-party identity provider for MFA.	What is the States standard Identity Provider (IdP) for internal SSO/MFA, and is it the expected standard for all future-state access, so the solution can federate accordingly? Confirms the SSO/MFA integration target and identity architecture.	The Office of Technology uses Entra ID Microsoft Authentication is a multifactor used for single sign on.
111	Section 4.2.2 - Project Delivery	Project Specs	Vendor delivery practices for design, development, and testing.	What is the States policy regarding the use of AI-assisted tooling during solution development, configuration, and testing? Confirms permissible tooling so delivery	AI Tooling must be submitted for the Office of Technology to approval – added policy to the addendum. The documents are

				practices and productivity assumptions comply with State policy.	WVOT-PO1034 and WVOTPO1035.
112	Attachment B / Payment Processing	53-64	Interfaces to financial/cash-remittance systems (e.g., DMV financial, cash drawer) are listed in Attachment B.	Is payment-processing and merchant-services integration (currently handled via the State Treasurers merchant services) in scope for Phase 1 or Phase 2, or is it deferred with the cashiering system to a later phase? Clarifies whether payment/merchant integration must be scoped and priced in Phases 1-2.	The vendor is not expected to provide any cash handling services.
113	Solicitation Line 3 - Hardware & Installation	3	DMV Modernization Hardware & Installation is listed as a solicitation line item.	If hardware is in scope, can the Agency confirm the quantities and types (e.g., point-of-sale devices, camera/credential-capture stations, kiosks) and the number of office locations, and whether existing compatible devices may be reused? Hardware quantities, types, and reuse directly affect the bill of materials and installation effort.	See response to question 21.

West Virginia Department of Transportation (WVDOT)
RFP No. DMV27*01—West Virginia DMV System Modernization

Instructions

Vendor, please enter your name in the text box below (it will propagate throughout the remainder of the workbook).

<<< Vendors are required to enter their name in the Introduction Tab where indicated >>>



Enter Vendor Name in text box

Cost Proposal

This workbook has formulas that automatically sum the numbers entered by the Vendor in their proposal. Critical cells have been protected to prevent overtyping or modification, and only cells that can accept data are accessible.

For this tab (i.e., the **Instructions Tab**), the Vendor shall enter their name in the cell above with the blue arrow pointing to it. The name entered above will be propagated throughout the remainder of the worksheet.

Proposals must include a completed Cost Proposal in Microsoft® Excel® format using this Cost Proposal workbook. Vendor shall provide pricing for application managed services and any subscriptions for the SaaS/Cloud-based DMV

Overall Cost Summary

Summary

The Vendor shall enter information (SKU, product number, quantity) about their proposed core software solution and any third-party software components that may be required in Part 2.

Customizations Tabs

For customizations, Vendor shall enter line-item pricing for each proposed customization.

Subscriptions Tab

Vendor shall provide pricing for subscriptions for the SaaS/Cloud-based DMV solution, application managed services and hositing needed to meet the outlined requirements and any proposed third-party software solutions for ten (10) years.

Rate Sheet Tab

Vendor shall complete the rate card tab of the cost workbook by entering the proposed hourly rate for each proposed resource classification. Hourly rates are to be inclusive of direct labor and overhead costs, but should not include any travel expenses. These rates shall be utilized by the Agency as the basis for negotiating any change orders to the contract. In the event travel is required as part of a change order, travel will be negotiated separately and then allocated/applied to the cost of each milestone contained in the change order.

This sheet provides an

MV27*01—West Virginia DMV System Modernization
#NAME?
st Summary for Offeror's Proposed Driver's License Solution

1. Implementation Services (Costs are pulled from the Detail Tabs)	Total Price	Notes
Retire AAMVA Unified Network Interface (UNI) Platform and integrate with Mainframe DL System	$ -	
Retire Mainframe Driver's License system using Minimal Viable Product (MVP) approach	$ -	
Services Subtotal	$ -	

4. Ongoing Costs (Costs Consolidated and pulled from the Detail Tabs)	A. Base-Implementation	B. Base-Post Production	C. Total Price
	$ -	$ -	$ -
	$ -	$ -	$ -
	$ -	$ -	$ -
	$ -	$ -	$ -
		Subscriptions Subtotal	$ -

Base Contract (Implementation Services)	$ -
Base Contract (Associated Subscriptions)	
Total for Base Contract Only	$ -
#NAME?	$ -
#NAME?	
Total Contract Price (Base and Options)	$ -



Proposer should enter product information for each proposed software product for the driver's license solution in Sections 1 and 2 only.

RFP No. DMV27*01—West Virginia DMV System Modernization

Driver's License Software Acquisition, Implementation, and Ongoing Operation

1. Software - Core Solution	Itemize Software Modules Here and Include Pricing on Subscription Tab by Year		
	A. SKU	B. Product No.	C. Quantity

2. Third Party Products	Itemize Software Modules Here and Include Pricing on Subscription Tab by Year		
	A. SKU	B. Product No.	C. Quantity

3. Services		Total Price
Retire AAMVA Unified Network Interface (UNI) Platform and integrate with Mainframe DL System		$ -
Retire Mainframe Driver's License system using Minimal Viable Product (MVP) approach		$ -
0		
0		
	Services Subtotal	$ -

4. SaaS Subscription Costs	A. Initial Implementation	B. Post Production	C. Total Price (A+B)
	$ -	$ -	$ -
	$ -	$ -	$ -
	$ -	$ -	$ -
	$ -	$ -	$ -
			$ -
			$ -
		Subscription Costs Subtotal	$ -

Total Price (Sum of Subtotals of Section 3-Services and 4-Software Subscriptions)	$ -



Retire AAMVA Unified Network Interface (UNI) Platform and integrate with Mainframe DL System

1. Deliverables/Milestones	A. Total Price	Target Delivery Date	%
Project Plans and Kick-off Meeting, including: Project Work Plan, Project Kick-off Meeting, Project Management Plan with Resource Management Plan, Release Management Plan, Quality Management Plan, Knowledge Transfer Plan, Stakeholder Engagement Plan, Organizational Change Management (OCM) Plan, Master Test Plan, Data Conversion-Migration Plan, Interface Plan, Training Plan, Production Support/HelpDesk Support Plan, Go-Live Deployment Plan, Operational Level Agreements, Service Level Agreements, Post Go-Live Plan, Security Plan **Design:** System Detailed Design Document (SDDD) & Requirements Traceability Matrix	$ -	2027-01-05	0.00%
Development: Helpdesk Support Tools/Monitoring Tools, Modified Cobol, Copybooks, Modifications, etc. Restful Services, Build or Prepare the required Testing Environments, Unit Tested Restful Services, Unit tested Cobol Code/JCL, & Unit Test Reports, Workflows	$ -		0.00%
Testing: System Test Report, Integration Test Report, Security Test Report, Performance Test Report, User Acceptance Test (UAT) Report, & Approved Configured Software	$ -		0.00%
Production Readiness: Training Materials, Training Course Pilot (pre-UAT), End-User Training, Enterprise Readiness Plan, Support/Materials per Approved Plan, & Cut-over to Production	$ -		0.00%
Release Acceptance	$ -		0.00%
Release Services Subtotal	**$** -		0.00%

1. Annual Software Subscription - Core Solution	Initial Implementation		Post Production							
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Core Solution Software Components	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Application Managed Services	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Hosting	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Subtotal: Core Software During Initial Implementation		$ -							Subtotal: Core Software During Production Suppot	$ -

2. Annual Software Subscription - Third-Party	Initial Implementation		Post Production							
	Year 2	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Subtotal: Third-Party Software During Initial Implementation		$ -							Subtotal: Third-Party Software During Production Support	$ -

Retire Mainframe Driver's License system using Minimal Viable Product (MVP) approach

1. Deliverables/Milestones	A. Total Price	Target Delivery Date	%
Project Plans and Kick-off Meeting, including: Project Work Plan, Project Kick-off Meeting, Project Management Plan with Resource Management Plan, Release Management Plan, Quality Management Plan, Knowledge Transfer Plan, Stakeholder Engagement Plan, Organizational Change Management (OCM) Plan, Master Test Plan, Data Conversion-Migration Plan, Interface Plan, Training Plan, Production Support/HelpDesk Support Plan, Go-Live Deployment Plan, Operational Level Agreements, Service Level Agreements, Post Go-Live Plan, Security Plan **Design:** System Detailed Design Document (SDDD) & Requirements Traceability Matrix	$ -		0.00%
Development: Configured Software, Unit Tested Interface Programs, Unit Tested Conversion Programs, Mock Data Conversion 1, & Mock Data Conversion 2	$ -		0.00%
Testing: System Test Report, Integration Test Report, Security Test Report, Performance Test Report, User Acceptance Test (UAT) Report, & Approved Configured Software	$ -		0.00%
Production Readiness: Training Materials, Training Course Pilot (pre-UAT), End-User Training, Enterprise Readiness Plan, Support/Materials per Approved Plan, & Cut-over to Production	$ -		0.00%
Acceptance	$ -		0.00%
Release Services Subtotal	$ -		0.00%



1. Annual Software Subscription - Core Solution Including Appliction Managed Services	Initial Implementation		Post Production							
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Core Solution Software Components	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Application Managed Services	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Hosting	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Subtotal: Core Software During Initial Implementation		$ -						Subtotal: Core Software During Production Suppot		$ -

2. Annual Software Subscription - Third-Party	Initial Implementation		Post Production							
	Year 2	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Subtotal: Third-Party Software During Initial Implementation		$ -						Subtotal: Third-Party Software During Production Support		$ -



Enter hourly rates by project role.

Instructions: Vendor shall complete and submit this Rate Sheet. Vendor shall include billing rates for key staff that may provide professional services under this contract. Billing Rates shall be fully-burdened and include overhead, other direct costs and profit, but exclude travel expenses. These rates shall be used as a basis for the purchase of additional professional services under this Contract.

Item No.	Role	Role Description	Unit	Billing Rate
1			Hour	$
2			Hour	$
3			Hour	$
4			Hour	$
5			Hour	$
6			Hour	$
7			Hour	$
8			Hour	$
9			Hour	$
10			Hour	$
11			Hour	$
12			Hour	$
13			Hour	$
14			Hour	$
15			Hour	$

Exhibit 4 provides an overview of the scope of the project. **EXHIBIT 4—Overview of the Project**

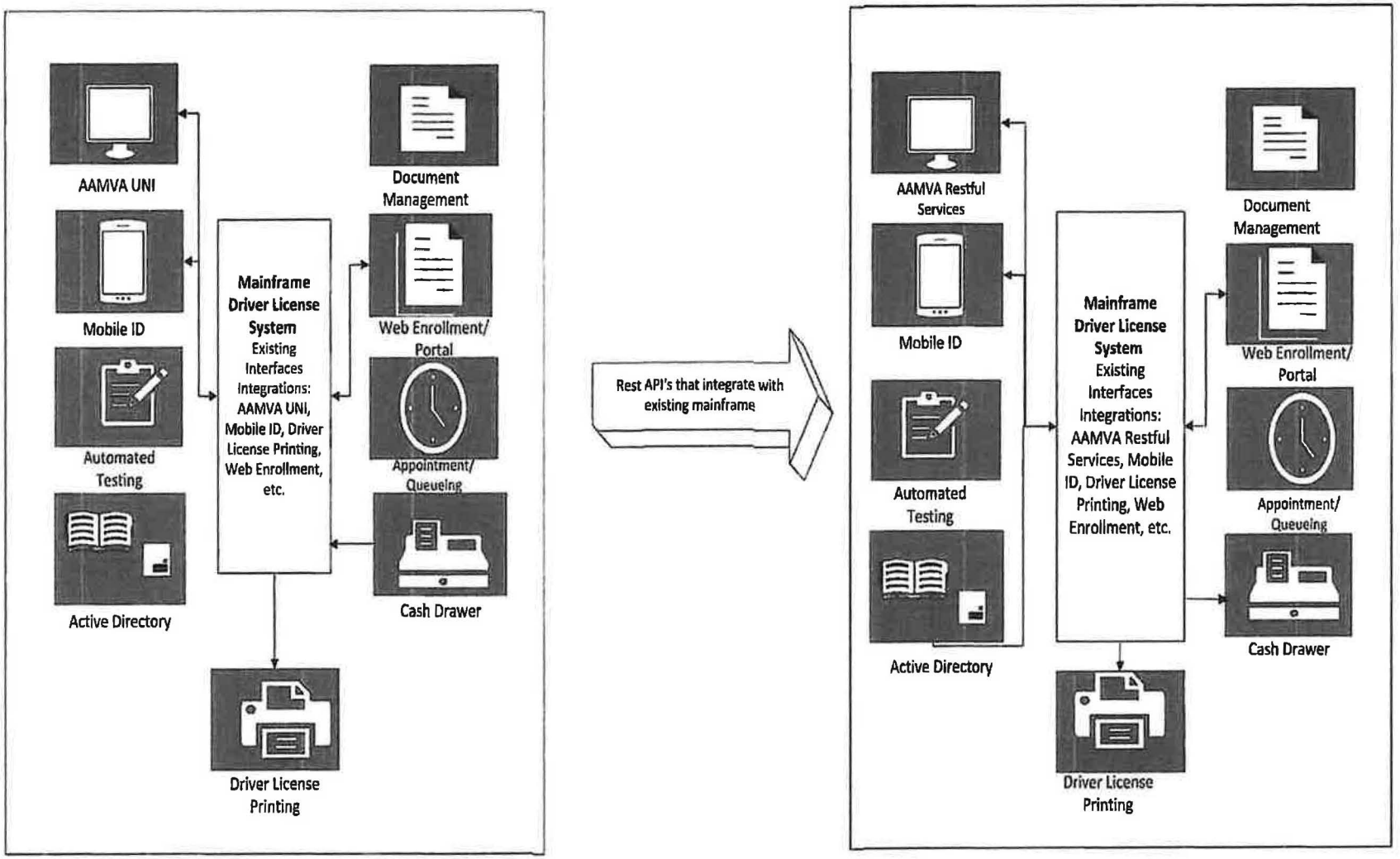
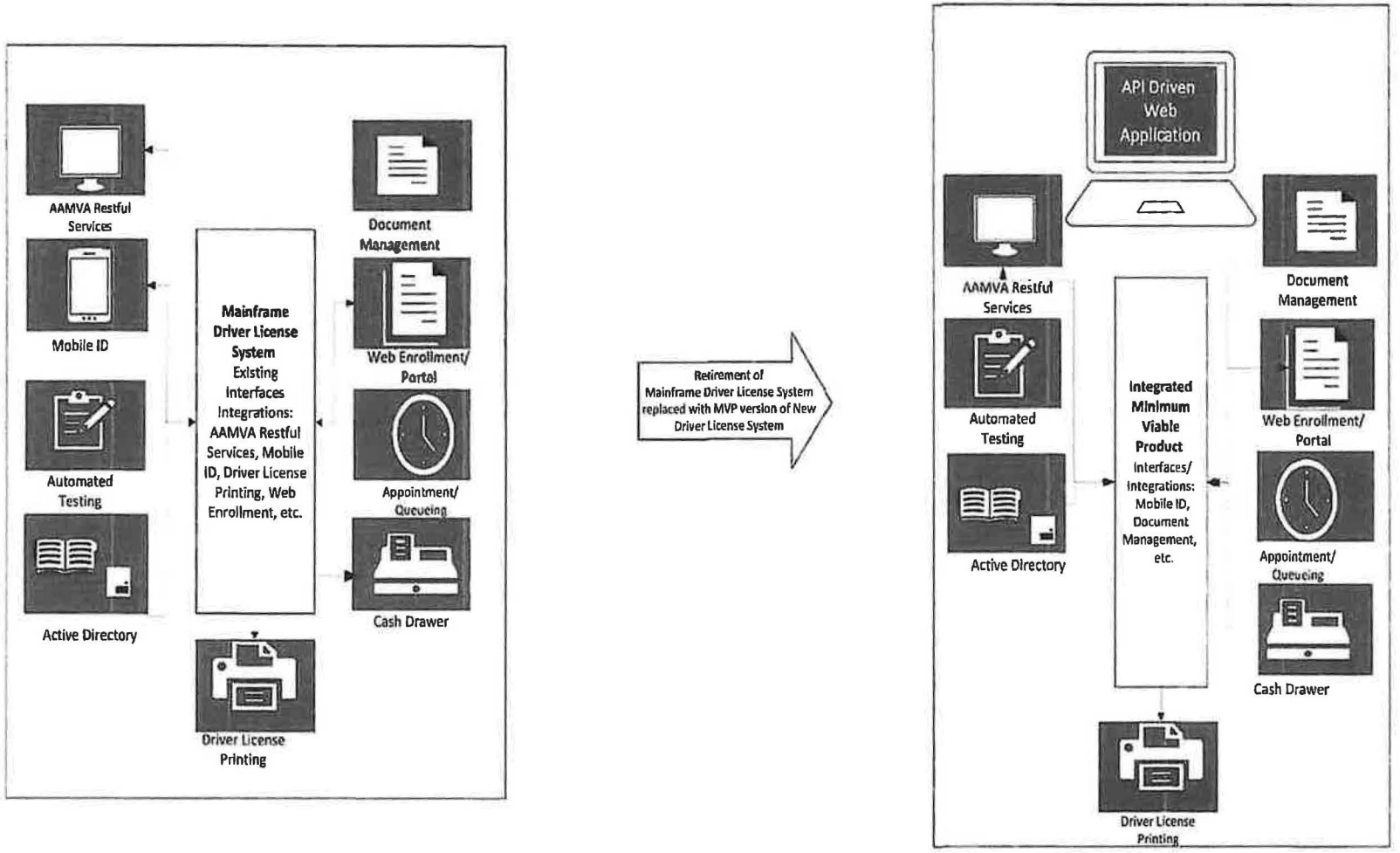
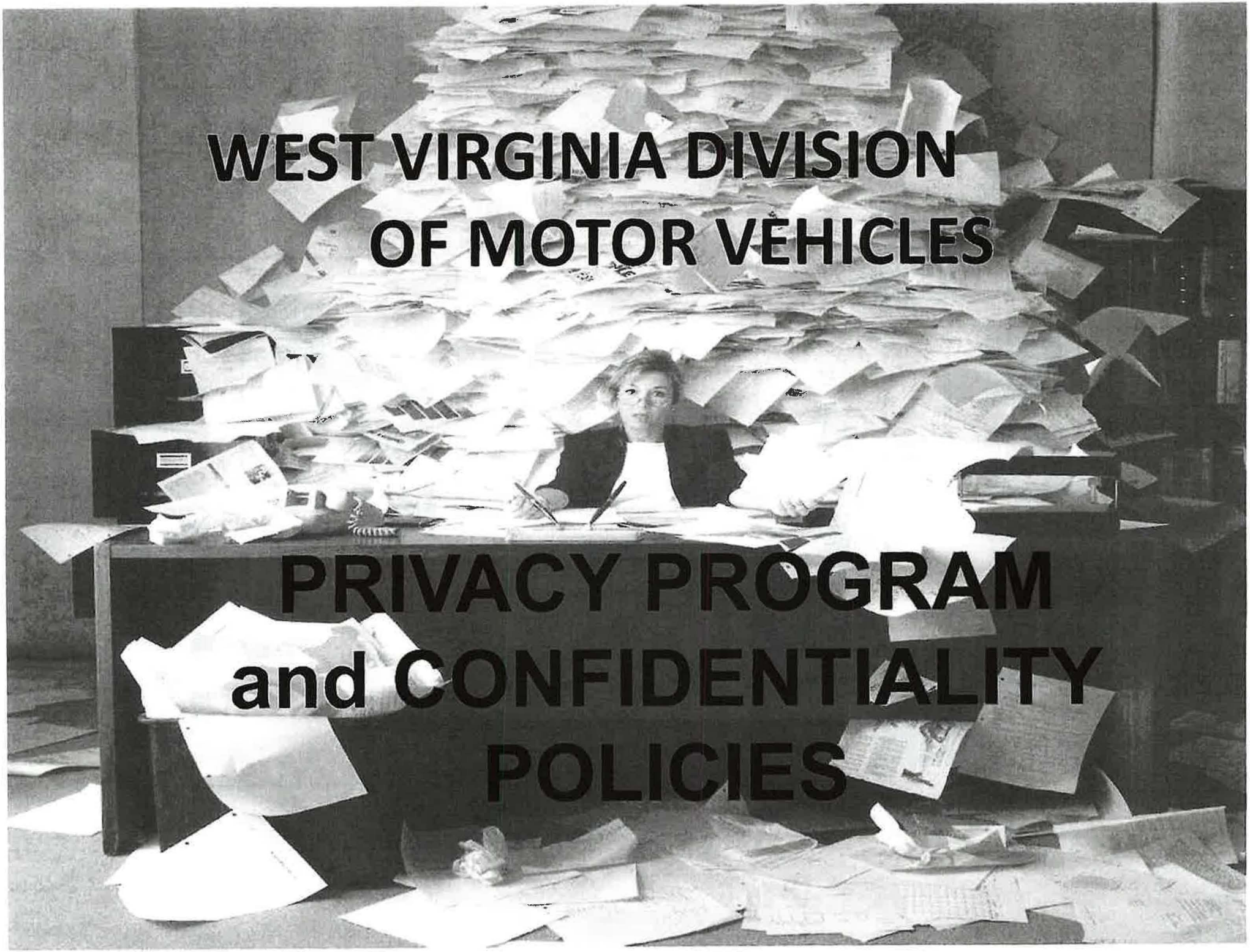


EXHIBIT 5—Overview of the Project




WEST VIRGINIA DIVISION
OF MOTOR VEHICLES
PRIVACY PROGRAM
and CONFIDENTIALITY
POLICIES

WHAT IS DPPA?

Protecting Personal Information

The **D**river **P**rivacy **P**rotection **A**ct is a law that was enacted by the federal government in 1994 to make sure Motor Vehicle agencies restrict who can obtain DMV customer's personal information from Motor Vehicle agency records. In response, West Virginia enacted the Uniform Records Disclosure Act found at §17A-2A-1 et seq.

To follow that law, first you must learn what information is considered protected, personal information.

PERSONALLY IDENTIFIABLE INFORMATION or PII

is anything that identifies a person or that can be used to identify or locate a person. PII cannot be released except by specific statutory permission. PII includes:

- Photograph or computerized image
- Social Security number
- Driver License or ID number
- Name and address

Personally Identifiable Information (PII)

also includes less obvious information, such as:

E-mail addresses,



credit card numbers, bank account numbers and payment card information,

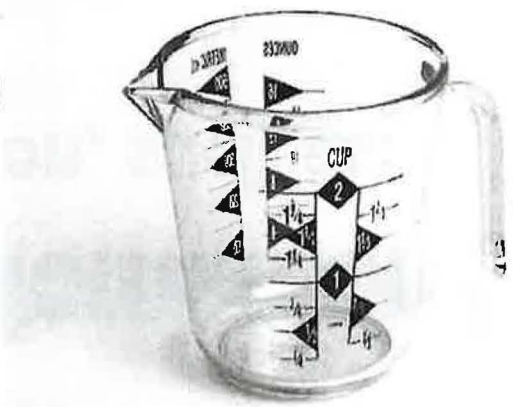
information about citizens, co-workers, vendors and employers, and information in other formats computerized or on paper.

These identifiers are also protected fr release and use unless permitted by law.



MINIMUM NECESSARY AND LIMITED USE

- Making sure that employees only access the minimum necessary information and only use that information for a specific purpose, demonstrates our commitment to collecting the least amount of PII that we need to complete the customer's business.
- Always determine what elements of PII you actually need and only request that PII from a customer.
- You may not require an individua' ' ' ' more than the minimum necessa



PERMITTED USERS

A person or company must be a permitted user as defined under **DPPA** to receive personal information from DMV records.

Have you Heard?



DMV Employees

Qualify as Permitted Users Only if the information accessed is directly related to the work assigned to the employee.

Users of DMV records

are **PROHIBITED** from releasing **PERSONAL** information to anyone by the terms of a contract.

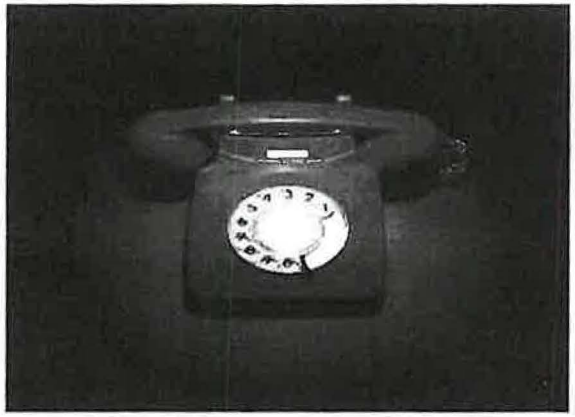
DMV employees

are **PROHIBITED** from releasing **PERSONAL** information to anyone who does not qualify as a permitted user under the DPPA or to anyone who does not have a contract with DMV.

NOT PERMITTED!



DMV Employees and Users of DMV records are **NOT** permitted to access personal information out of curiosity, for birthday celebrations, to send get well cards or for any reason not related to work assignments.



NO personal information can be given over the telephone.

You cannot tell anyone or give anyone a document with a customer's name, address, date of birth, financial information, medical or disability information, a social security number or a driver's license number.

NEWS MEDIA

News Media Personnel are NOT permitted users and cannot be given personal information from DMV records.





Television stations

Radio Stations



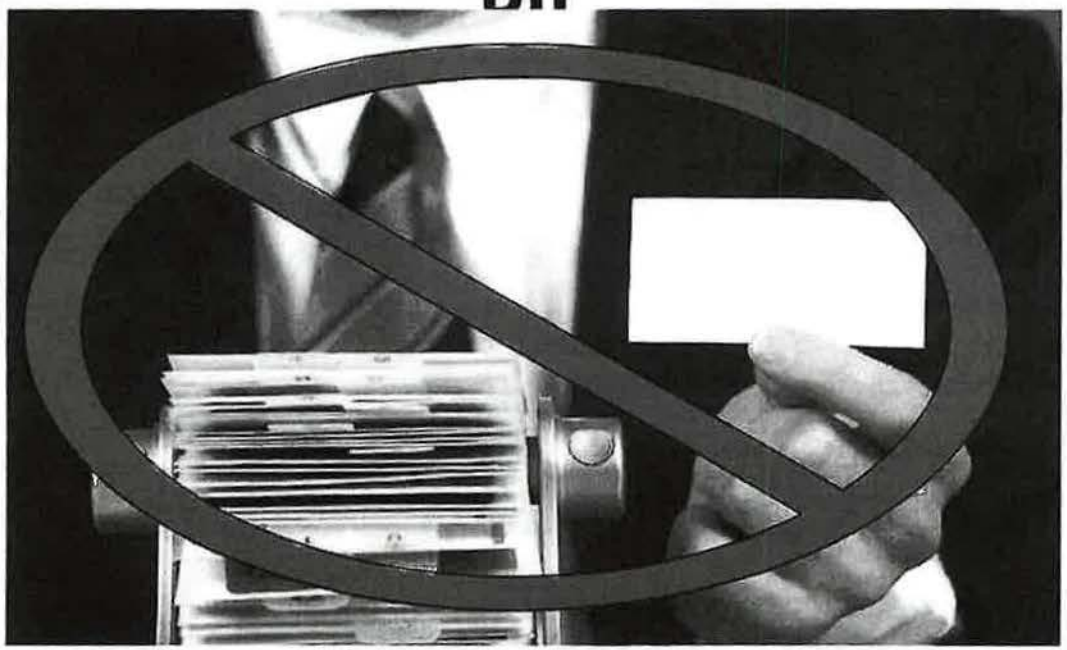
Newspaper

s

Internet

NO MARKETING, SURVEYS OR SOLICITATIONS

Even if a person or company qualifies as a permitted user,



CANNOT BE RELEASED OR RESOLD for MARKETING, SURVEYS OR SOLICITATION

SECURITY SAFEGUARDS POLICY

- **You cannot respect privacy unless you secure PII.**
- Pay careful attention to activities that can expose PII, including storage and disposal.
- All PII must be securely stored or scanned and properly shredded.
- PII can never be thrown in the trash can or dumpster.



LOCK IT – PHYSICIAL SECURITY

- Store documents and files, CD's, zip drives, and any other materials containing PII in a locked room or locked file cabinet.

- Lock your computer anytime you step away from your work area even if it's for a short break.

- Log off your computer if you will be gone for the day and when you are on vacation.



ACCOUNTABILITY

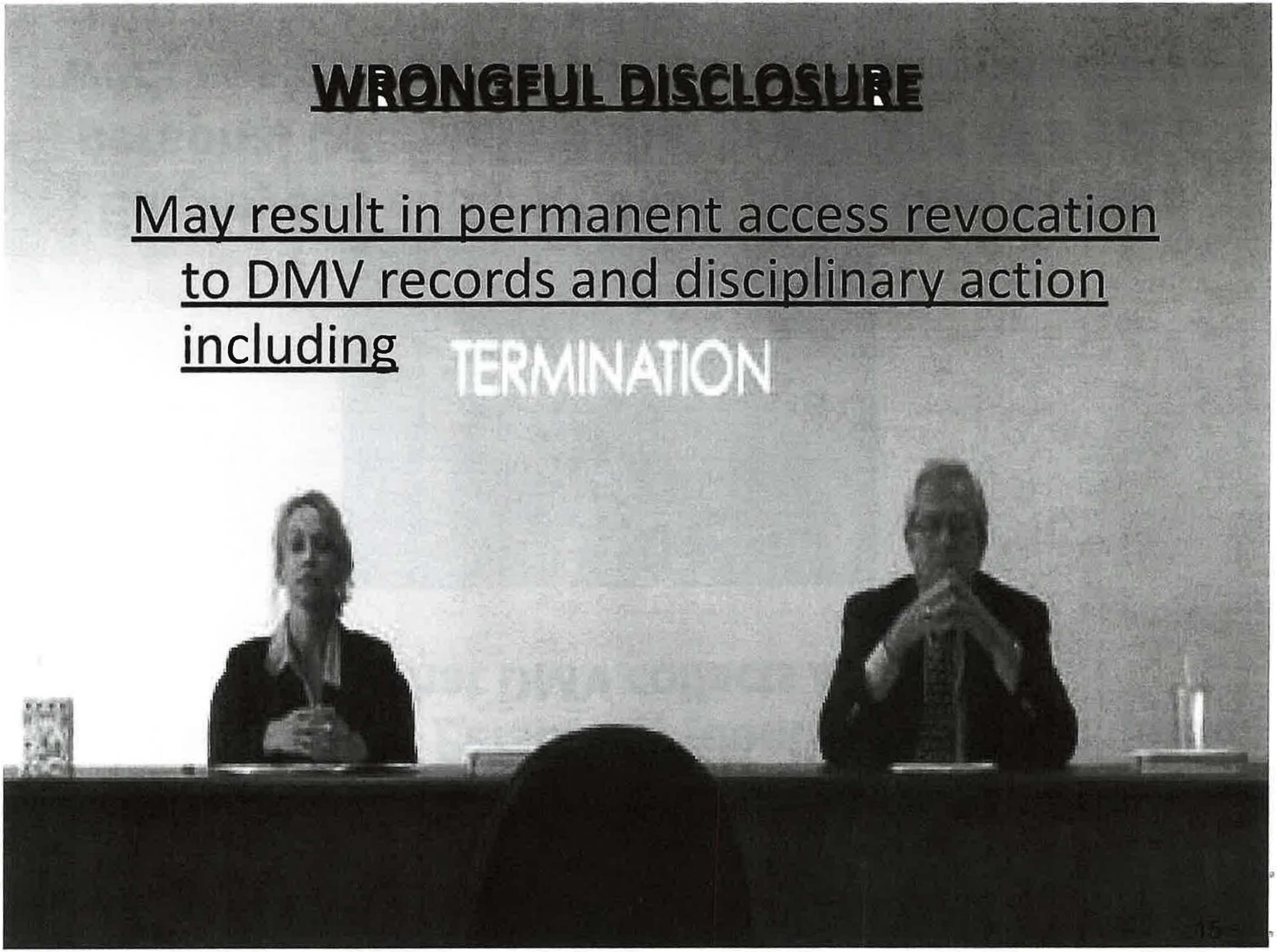
Employees and permitted users are responsible for the security of Personally Identifiable Information (PII) that DMV collects & creates.



Employees and permitted users who access personal information that is not part of a valid work assignment or contract have committed a crime.

WRONGFUL DISCLOSURE

May result in permanent access revocation to DMV records and disciplinary action including



Criminal Penalties for wrongful disclosure

Failure to comply with the DPPA is a crime and is punishable by a fine of $500.00/ imprisonment for 6 months or BOTH.



CIVIL PENALTIES FOR WRONGFUL USE



A person who knowingly obtains, discloses or uses personal information from a DMV record contrary to law is liable to the individual whose record was used.

A judge must award a minimum amount of $2,500 to each person whose information was used or released and can award punitive damages, attorneys' fees and any other appropriate relief.

THIS MEANS YOU.

The Accountability Policy

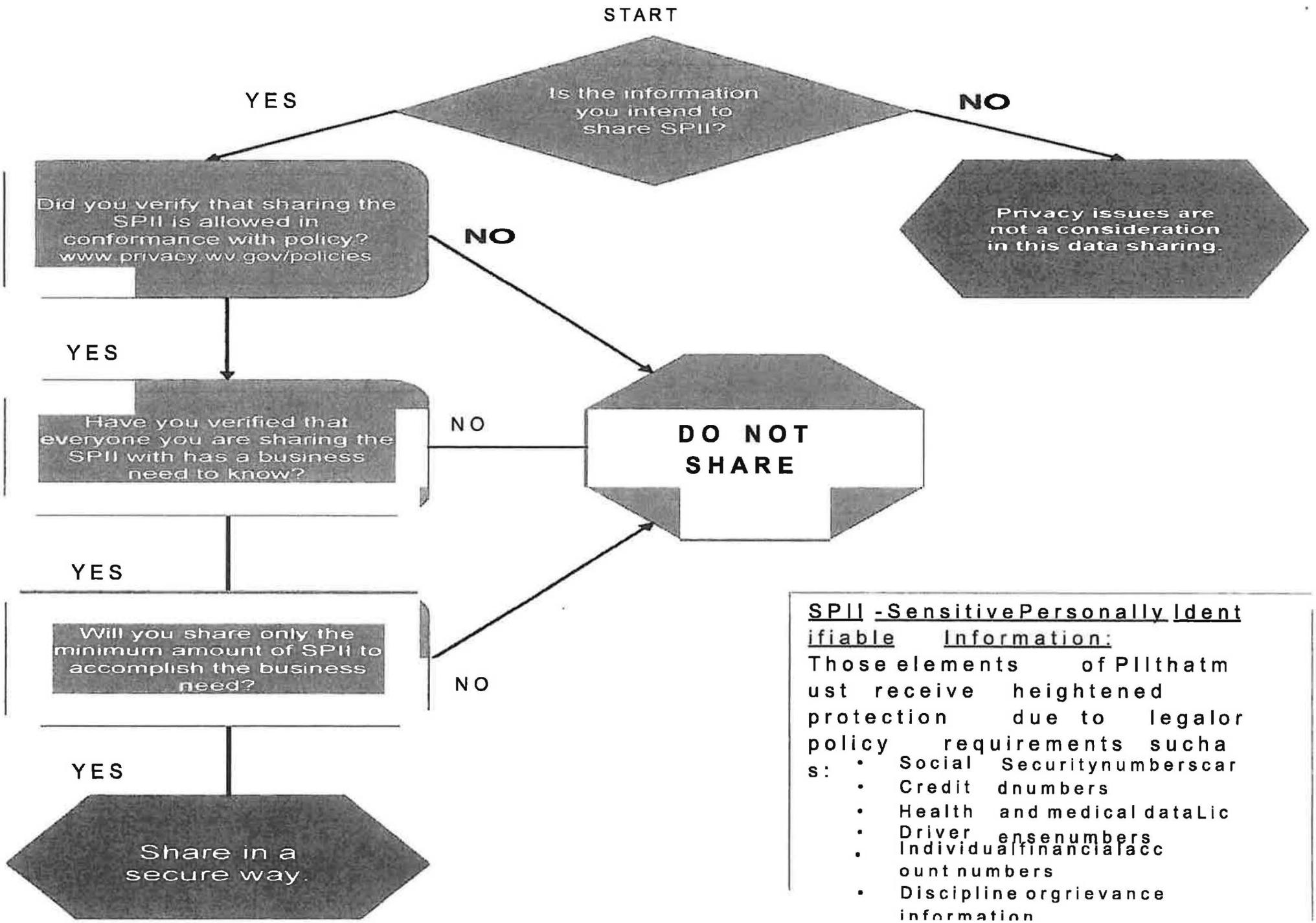
- Everyone is responsible for privacy and security of PII
- Everyone has access to lots of PII about co-workers, citizens and business partners
- It is your job to understand how the Privacy laws and policies apply to the PII you access
- It is your job to forward questions and complaints to the DMV Privacy Officer
- It is your job to report any mistakes that release or expose PII contrary to the law and privacy policies

The Accountability Policy

- Everyone with DMV record access must sign a confidentiality agreement
- Everyone is responsible to train co-workers on PII responsibility
- DMV will sanction anyone who fails to comply with privacy laws or privacy policies
- All privacy incidents or breaches must be reported to the DMV privacy officer
- DMV and WVOT privacy officers will monitor and ensure privacy law and policy compliance

CAN I SHARE SENSITIVE PII (SPII)?

"'10.08.20"'15



SPII - Sensitive Personally Identifiable Information:

Those elements of PII that must receive heightened protection due to legal or policy requirements such as:

- Social Security numbers or Credit card numbers
- Health and medical data
- Driver license numbers
- Individual financial account numbers
- Discipline or grievance information

PII BREACH INCIDENT REPORTS

If you aren't sure whether you should release PII, contact the DMV Privacy Officers at 304.926.0708

We all make mistakes – But, if you make a mistake, you are required to report it to the Privacy and Security Officers immediately. Waiting may allow a breach to continue or may prevent an early solution.

Jennifer Pierson, DMV Chief Privacy Officer	**304.926.0708**
Anna Faulkner, DMV Privacy Counsel	**304.926.0708**
Tim Rutherford, DMV Privacy Security Officer	**304.926.0703**

PII ELECTRONIC OR COMPUTER SYSTEMS BREACH INCIDENT REPORTS

All unauthorized PII uses and disclosures by electronic means, including email, faxes, mainframe and other computer systems require an incident report to be filed with the WV Office of Technology. You must FIRST report it to the DMV Privacy Officers immediately, who will then report it to the:

West Virginia Office of Technology 304.558.9966 or 877.558.9966

SOCIAL SECURITY-PROVIDED INFORMATION BREACH INCIDENT REPORTS

If your work is in information technology and involves receiving Social Security Administration- Provided Information, then you must report all unauthorized uses and disclosures of that information to the Social Security Administration within 24 Hours:

Social Security Administration

1-877-697-4889

The Accountability Policy Names & Numbers to Know



DMV Privacy Officers:

Jennifer Pierson and Anna Faulkner 5707 MacCorkle Ave., S.E.

Charleston, WV 25311

Or

P.O. Box 17200

Charleston, WV 25317

304.926.0708 (W); 304.926.3886 (Fax)

DMVLegal@wv.gov;

WEST VIRGINIA EXECUTIVE BRANCH CONFIDENTIALITY AGREEMENT

This Confidentiality Agreement, including any attachments, (hereafter called "Agreement") is entered into between the State of West Virginia ("State") and the undersigned employee or contractor ("User").

This Agreement notifies the User of the policy and the User's responsibility to secure confidential information the State collects, possesses, uses and discloses. Additionally, the Agreement clarifies the user's obligations to limit their access, use, and disclosure of confidential information and to protect confidential information from unauthorized disclosure. Accordingly, the State prioritizes protecting the privacy, confidentiality, integrity, and availability of information, in all forms.

The User agrees as follows:

1. Definitions:

a. **Confidential Information:** Includes all information that is, or can be, classified as restricted or sensitive per the West Virginia Office of Technology's Data Classification Policy WVOT PO1006. Confidential information also includes personally identifiable information (PII) and all information designated confidential by law, rule, policy, or procedure. Confidential information may be processed on paper, electronically, and verbally, as well as in images. Examples include, but are not limited to, passwords and access codes; citizen, client, demographic, employee, medical, and taxpayer information; trade secrets; and security audits.

b. **Disclosure:** The access, release, transfer, sale, divulgence, or communication of information, in any manner, to any individual or entity other than the subject of the information, designated user, or information owner, in accordance with policy, as may be amended.

c. **Need to Know:** The principle that a User must only access the minimum amount of information necessary to perform a legitimate work-related task or function.

d. **Personally Identifiable Information (PII):** Information that identifies, or can be used to identify, locate, contact, or impersonate a particular individual. PII also includes Protected Health Information (PHI) as that term is defined below. PII is contained in public and non-public records. Examples include an individual's:

first name (or initial) and last name (current or former); geographical address; geolocation; electronic address (including an email address); cell number, landline phone number, and fax number, if dedicated to an individual at their place of residence; social security number; credit and debit card numbers; financial records, including payment history, and checking, savings, loan, and other financial account numbers; consumer report information; mother's maiden name; biometric identifiers, including but not limited to fingerprints, palm prints, voice prints, DNA, and face and iris scans; physical description; driver's license number; birth date; birth, adoption or death certificate numbers; medical, disability, or employment records, including salary information; computer information, including information collected through an internet cookie; and criminal records. PII includes any other information concerning an individual that, if disclosed, identifies, or can be used to identify or locate an individual physically or electronically.

e. **Protected Health Information (PHI):** A subset of PII and defined by the Health Insurance Portability and Accountability Act of 1996 (HIPAA) (*see* 45 C.F.R. §106.103), and only applies to entities that are covered by HIPAA. PHI consists of health information combined with individually identifiable information processed by HIPAA covered entities. Examples include physical and mental health status, diagnoses, treatment, medical supplies, demographic information, or payment for health services or medical supplies. PHI may be in electronic, paper or verbal form, and applies to the past, present, or future provision of health services and payments.

   Protected Health Information does not include records covered by the Family Educational Right and Privacy Act, 20 U.S.C. 1232g, and employment records held by the entity in its role as employer.

f. **Use:** The access, utilization, employment, application, examination, or analysis of information.

g. **Workforce:** Employees, volunteers, trainees, contract employees and other people whose conduct, in the performance of work for the State, is under the control of the State, whether or not the State pays them.

h. Other terms, not defined herein, are defined according to the definitions within the Privacy Policy Definitions, currently located at www.privacy.wv.gov.

2. Treatment of Confidential Information:

a. The User must access, collect, retain and use confidential information in conformity with policy and for legitimate work related purposes.

b. The User must not access, use or disclose confidential information for personal or non-work related purposes.

c. The User must not disclose any confidential information, unless the disclosure is made pursuant to law and policy, or the individual who is the subject of the confidential information consents to the disclosure in writing.

d. When confidential information is disclosed, care should be taken to prevent the redisclosure of that information to unauthorized persons or entities.

e. The User must protect confidential information from unauthorized collection, use, access, transfer, sale, disclosure, alteration, retention, or destruction whether accidental or intentional and must take necessary precautions to secure such confidential information to the extent possible. Accordingly, the User must not forward emails including confidential information to personal email addresses.

f. Where laws and policies do not exist to define and govern authorized access, use, or disclosure of confidential information, the User must receive prior approval from an appointed State counsel, designee, or authorized workforce member before accessing, using, or disclosing the information. All of the above applies to the information in total or fragmented form.

g. The User must not misuse or alter documents, media, forms, devices, or certificates in any manner which might compromise confidentiality or security, violate policy, or be illegal.

h. The User has no ownership rights to, or interest in, any information owned by or in the custody or control of the State. This includes any document, report, study, article or other written information prepared by the User as a member of the workforce; any software, computer equipment, or information technology; or any other property including copyrighted materials, except as specifically consented to by the State.

i. The User must report incidents, or suspected incidents, involving any unauthorized access, use, or disclosure, pursuant to the Response to Unauthorized Disclosures procedure located at www.privacy.wv.gov.

j. The User's access to confidential information is at the sole discretion of the State, and may be monitored, audited, modified, suspended, or terminated at any time.

k. The User should contact their immediate supervisor, agency privacy officer, or department privacy officer with any questions about this Agreement or classification of confidential information.

l. The User must comply with this agreement and the State's privacy and security policies. Compliance is a condition of employment. The User's failure to comply subjects the User to disciplinary action up to and including dismissal. In addition, the State reserves the right to seek any remedy available at law or in equity for any violation of this Agreement. Further, the User may be subject to civil and criminal penalties for harm, including financial harm, resulting from the

unauthorized use, disclosure, or deliberate unauthorized access of confidential information in violation of this agreement.

m. The User is bound by this Agreement indefinitely, and must protect the State's confidential information even after employment by any organization of the State ends.

n. Signing this Agreement does not guarantee the continuation of the employment relationship between the State and the User. This Agreement neither creates nor guarantees any additional rights or remedies on behalf of the User.

q. Any delay or failure to enforce any obligations, rights, or remedies under this Agreement, shall not constitute a waiver of such obligations, rights, or remedies created by the Agreement. This Agreement may be updated from time to time and should be accordingly renewed by the User upon request by the State. Such renewal shall serve only as an acknowledgement by this User of his or her awareness of the ongoing nature of this Agreement. Delay or failure to renew this Agreement does not negate the enforceability of any agreement regarding the subject matter of this Agreement previously entered into or acknowledged by the User.

Kelsey Shaner

Print name

Kelsey Shaner

Signature

10/19/2026

Date

Artificial Intelligence Code of Ethics Policy: WVOT-PO1034
Issued by the Chief Information Officer on 10/07/2026.
OPR: WVOT Operations

office of technology

COMPLIANCE WITH THIS POLICY IS MANDATORY

Publications are available online at
https://sites.google.com/wv.gov/othub/policy-governance/ot-policies

Direct questions and change recommendations related to this publication to the assigned Office of Primary Responsibility (OPR), WVOT Operations. The OPR will review the policy annually to ensure continued alignment with current legal, operational, and strategic requirements. Revisions will be undertaken as necessary.

1. PURPOSE

1.1. This policy establishes the basic principles for the responsible and ethical deployment of Artificial Intelligence (AI) tools across state government operations. This policy aligns with preliminary findings of the West Virginia Artificial Intelligence Task Force. The Task Force is mandated by W. Va. Code §5A-6-9 to develop comprehensive policies that address data privacy, algorithmic transparency, and the legal and ethical use of AI.

2. SCOPE

2.1. This policy applies to all departments (including agencies, boards, authorities, and commissions) within the Executive Branch of the West Virginia government that have access to or use state-provided resources.

2.2. An agency may impose additional restrictions on an employee's use of AI in the workplace. However, the agency cannot allow exceptions to this policy unless it receives permission from WVOT.

2.3. This policy does not supersede any federal, state, local, or agency rules, law, policy, or ordinance that are more restrictive and applicable to state offices, or state networks.

3. UTILIZATION OF AI IN STATE GOVERNMENT

3.1. AI plays a pivotal role in advancing the mission of the West Virginia state government by optimizing the delivery of public services. By harnessing AI capabilities, government agencies can operate with greater efficiency and effectiveness, ensuring a seamless experience for citizens.

3.2. At all times, AI applications must comply with state and federal laws; must maintain transparency, fairness, and accountability in government operations; and must protect confidential information from disclosure. Responsible AI usage

ensures equitable access to public services while upholding legal and ethical standards.

3.3. Human in the Loop (HITL) is required to ensure all input and output of AI Applications are accurate and free of errors before being delivered as a final product or part of a delivered service.

4. PRINCIPLES FOR THE CREATION AND IMPLEMENTATION OF AI SYSTEMS

4.1. By integrating AI effectively, the State can empower employees, enhance service delivery, and drive innovation, all while ensuring compliance with regulatory frameworks.

4.2. All AI systems operating on the state network and state devices must adhere to fundamental principles that ensure responsible and ethical use. These systems must be fair, transparent, accountable, and designed with the understanding that they function within broader human systems.

4.3. Considerations for the WVOT network and connected devices:

Every phase of AI creation and implementation must incorporate the following ethical safeguards and basic AI Principles of use (reference US EO 13960 Principles of use in Government). Additionally, these minimal requirements apply to any application, device, or software connected to the WVOT network.

4.3.1. Non-Discrimination: To prevent discrimination, AI platforms must be developed without biases related to race, religion, sex, or political affiliations.

4.3.2. Public Benefit and Human-Centered: AI should be used to enhance and improve the lives of the people it serves, not replace human judgment. The primary goal is to empower the workforce and provide more efficient and effective public services.

4.3.3. Privacy and Consent: User data, sensitive information, and citizen rights must be protected through stringent security measures.

4.3.4. Unintended Consequences: AI outcomes should align with intended goals and avoid negative impacts on users or affected communities.

4.3.5. Lawful and Respectful of Values: AI being used on the WVOT network or WVOT connected devices must comply with the U.S. Constitution and all applicable federal and state laws, rules, and policies.

4.3.6. Accurate, Reliable, and Effective: AI applications must be consistent with the use cases for which they were trained and must be accurate, reliable, and effective in their function.

4.3.7. Safe, Secure, and Resilient: AI systems must be secure against vulnerabilities, adversarial manipulation, and other malicious exploitation to ensure their safety and resilience.

4.3.8. Users must ensure proper data entry into AI systems with accurate data classifications.

4.3.8.1. **Data Security and Input:** Employees must never enter confidential, sensitive, or protected state data, such as Personally Identifiable Information (PII) or Protected Health Information (PHI), into public-facing or otherwise unapproved generative AI systems unless explicitly authorized under WVOT-PO1035. It must be cautioned that even when employees are authorized to use confidential information in generative AI systems, it is imperative that employees take all reasonable and necessary measures to ensure that the confidential information is secured and is not improperly incorporated in public-facing documents.

4.3.9. Understandable: The operations and outcomes of AI applications should be sufficiently understandable to subject matter experts, users, and other relevant parties. This principle is key to building trust and enabling effective oversight.

4.3.10. Responsible and Traceable: Accountability for AI requires a shared responsibility model. While WVOT is responsible for approving AI tools and ensuring baseline technical audit capabilities, individual state agencies are responsible for defining the human roles and oversight processes for their specific use cases. Retention of AI inputs and outputs is governed by WVOT-PO1035, Section 7.

4.4. Continuous Monitoring and Improvement.

The oversight of deployed AI systems is a shared responsibility. WVOT is responsible for continuously monitoring approved enterprise AI platforms for security, compliance, and network integrity. However, individual state agencies are strictly responsible for actively monitoring the outputs, accuracy, and ethical alignment of the final public products of the AI tools they deploy. Regular agency-level review ensures these systems operate as expected, do not develop biases, and continue to serve the public effectively.

4.5. Agency Activities.

4.5.1. Purposeful and Performance-Driven: Agencies should pursue AI applications where the benefits significantly outweigh the risks, and those risks can be properly assessed and managed.

4.5.2. Regularly Monitored: Agencies must regularly test their AI applications against these principles. Mechanisms should be in place to supersede, disengage, or deactivate systems that do not perform as intended.

4.5.3. Transparent: Where practicable and in accordance with applicable laws, agencies must be transparent and should disclose relevant information about the AI systems they deploy and AI-assisted consequential decisions to appropriate stakeholders, including the WV Legislature and its Committees, the Governor, the WVOT, and the public.

4.5.4. Accountable: Agencies are responsible and accountable for implementing and enforcing proper safeguards for the use and function of their AI applications. This includes but is not limited to, monitoring, auditing, proper data classification use, and documenting compliance with these safeguards, including monitoring for accuracy as defined in the Risk Tier Classification Framework (Section 7).

5. AI GOVERNANCE AND OVERSIGHT

5.1. The CIO must approve all new artificial intelligence (AI) initiatives and projects before adoption or deployment. See CIO Review Services for details. This review mechanism ensures that the project or initiative adheres to established ethical and acceptable use policies.

5.1.1. Agencies must use the CIO Review process for the authorization of pilot projects. For all Tier 2 and Tier 3 initiatives, agencies must submit a completed Algorithmic Impact Assessment (AIA) as a prerequisite for CIO Review approval.

5.1.2. Through the CIO Review process, WVOT will maintain an inventory of all AI use cases and verify that all projects satisfy stipulated security and data privacy standards.

6. RELEVANT MATERIALS AND DOCUMENTS

6.1. This policy is consistent with the following federal and state authorities:

6.1.1. Generative Artificial Intelligence Acceptable Use Policy WVOT-PO1035

6.1.2. Approved/Prohibited AI Software

6.1.3. W. Va. Code §5A-6-9. West Virginia Task Force on Artificial Intelligence.

6.1.4. US EO 13960 Principles of use in Government

7. DEFINITIONS / RISK TIER CLASSIFICATION FRAMEWORK

Algorithmic Impact Assessment (AIA): A formal evaluation process used to identify and mitigate the potential risks of an automated system. (Click here to access the form).

Consequential Decision: A decision made or substantially influenced by an AI system that meaningfully affects an individual's rights, access to public services, opportunities, safety, or economic wellbeing. Consequential decisions also include AI-assisted actions that create significant legal, financial, equity, safety, or security risks for the public or the state.

High-Risk AI System: An AI system that significantly affects individuals' rights, opportunities, safety, or economic well-being. This includes any system whose errors or misuse could cause meaningful harm, inequitable outcomes, legal violations, or major risks to business continuity and core operations.

Risk Tiers: The chart below establishes the classification framework.

Risk Tier	Class	Definition & Criteria	Example Use Cases	AIA	Oversight Level	Approval Timeline
Tier 1	Minimal Risk	Internal productivity tools with no impact on citizen rights, safety, or legal status.	Grammar checking, email drafting, meeting summarization, internal scheduling.	Not Required	Standard Acceptable Use Policy (AUP) compliance.	Immediate (No formal approval required if AUP compliant).
Tier 2	Limited Risk	Internal-facing tools that assist in research or programmatic support but do not make final determinations.	Market research, technical code generation, internal data categorization, drafting non-binding policy.	Abbreviated AIA	Agency-level supervisor approval; recorded in AI Use Case Inventory.	Within 5 business days of Abbreviated AIA submission.

Risk Tier	Class	Definition & Criteria	Example Use Cases	AIA	Oversight Level	Approval Timeline
Tier 3	High Risk / Consequential	• Public-Facing Status. • External-facing bots or systems making "Consequential Decisions" affecting life, liberty, money, or rights.	Public-facing chatbots, benefit eligibility (DHHR), fraud detection (DMV), hiring/ personnel, law enforcement tools.	Full AIA Mandatory	CIO Review Committee approval; mandatory quarterly monitoring for bias.	Initial review within 10 business days; formal Committee decision within 15 business days.

8. IMPLEMENTATION GUIDELINES

Compliance: All AI utilization must also adhere to the Generative AI Acceptable Use Policy (WVOT-PO1035) regarding data classification, security protocols, and procurement risk management.

The "External-Facing" Rule: All public-facing AI (e.g., website chatbots) are automatically classified as Tier 3 due to public trust and legal liability risks.

Human-in-the-Loop: Tier 2 and Tier 3 systems require a documented human override process.

Procurement: For Tier 3 systems, the AIA must be completed during the RFP/Purchasing phase.

References: NIST AI Risk Management Framework, Utah SB 149, West Virginia PO1034 & PO1035.

Generative Artificial Intelligence Acceptable Use Policy: WVOT-PO1035 *Issued by the Chief Information Officer on 10/07/2026.*
OPR: WVOT Operations Division

office of technology

COMPLIANCE WITH THIS POLICY IS MANDATORY

Publications are available online at
https://sites.google.com/wv.gov/othub/policy-governance/ot-policies

Questions and change recommendations related to this publication shall be directed to this publication's Office of Primary Responsibility (OPR). This policy shall be reviewed every year to ensure continued alignment with current legal, operational, and strategic requirements. Revisions will be undertaken as necessary.

1. PURPOSE

This policy establishes and defines the acceptable use of generative Large Language Model (LLM) and Artificial Intelligence (AI) systems, based on preliminary findings from the WV Task Force on AI, examples of such systems include ChatGPT, Copilot, Google Gemini, and Grammarly. This policy applies exclusively to generative AI systems.

2. SCOPE

2.1. This policy applies to all departments, including agencies, boards, authorities, and commissions, within the Executive Branch of West Virginia that utilize or have access to state-provided resources.

2.2. An agency may impose additional restrictions on employees' use of AI in the workplace.

2.3. An agency cannot allow exceptions to this policy unless it receives approval from WVOT.

2.4. This policy does not replace or override more restrictive federal, state, and local policies, rules, statutes, or ordinances that apply to state agencies and employees.

3. CAPABILITIES OF GENERATIVE ARTIFICIAL INTELLIGENCE (AI)

3.1. Generative AI and LLMs offer a diverse array of business capabilities, empowering employees to concentrate on larger objectives and creative strategies while utilizing these tools for writing and research support. Examples of such capabilities include:

3.1.1. **Research**: Investigating various topics and referencing both web-based and physical sources for reliable information.

3.1.2. **Text Generation**: Producing well-structured, meaningful content, such as articles, stories, or responses tailored to specific contexts.

3.1.3. **Image Creation**: Designing artistic or realistic visuals based on descriptive text inputs.

3.1.4. **Video and Audio Production**: Generating customized videos, music compositions, or sound effects to meet specific needs.

3.1.5. **Code Generation**: Assisting with software development tasks by creating or refining code.

3.1.6. **Data Analysis**: Interpreting, summarizing, and visualizing complex data sets effectively.

3.1.7. **Personalization**: Adapting recommendations, content, or user experiences to align with individual preferences.

3.1.8. **Creative Assistance**: Supporting creative projects like writing, designing, or composing music.

3.2. These capabilities represent a transformative approach to productivity, enabling seamless collaboration between human ingenuity and AI support.

4. POLICY - GUIDELINES FOR GENERATIVE AI

4.1. To ensure security and privacy of state information, WVOT must approve any Generative AI software used on the state network or state device.

4.2. **Employees are only allowed to use West Virginia Office of Technology (WVOT)'s Approved Generative AI Software.**

4.2.1. Link to WVOT's List of Approved Software

4.2.2. A removal from the list takes effect upon written notice to agencies, followed by a transition period of thirty (30) days.

4.3. The state retains all rights, ownership, and intellectual property to data used through Approved Generative AI Software.

4.4. When accessing Approved Generative AI Software, employees must use a state device and log in with the state email address and user account associated with their employee identification number. Subject to the exceptions in Section 2.4 of this Policy, no restrictions apply to the types of data used.

Aside from the exceptions cited in Section 2.4 of this Policy, there are no restrictions on the type of data an employee may use in Approved Generative AI Software as long as the employee logged into a state device with a state user account associated with their employee identification number.

4.5. Employees are strictly prohibited from entering non-public or sensitive information into unapproved AI tools, search engines, and LLMs. For purposes of this section, non-public

or sensitive information means data classified above Level 1 – Public under the WVOT Data Classification Policy.

4.6. **IMPORTANT:** The State only controls and protects information used on Approved Generative AI Software, when the employee uses their state login. Therefore, any data used or obtained through an alternative unapproved Generative AI Software or by an employee who has not logged on with their state login is in violation of this policy.

4.7. Generative AI is a valuable resource which, when used correctly, can increase efficiency and accuracy within state government. Employees are not discouraged from using Approved Generative AI Software or LLMs. Employees are, however, responsible for how they use the results of Generative AI or LLMs, and must balance such use with careful, thoughtful human review.

4.8. Employees are **prohibited** from using Generative AI or LLMs for the following purposes:

4.8.1. Allowing AI to make consequential decisions without human review.

4.8.2. Providing legal or policy advice without proper data validation or consultation. All governmental attorneys must comply with the Legal Ethics Opinion 24-01 on artificial intelligence, as issued by the West Virginia Office of Disciplinary Counsel.

4.8.3. Creating malicious or intentionally misleading content (including but not limited to deepfakes).

4.8.4. Impersonating a government official.

4.8.5. Adopting AI-generated meeting notes or minutes without thorough human review and manual editing. However, an employee can request AI-generated meeting notes for their own use without adopting or reviewing if the meeting notes are not shared with others.

4.8.6. Finalizing any work product of the agency without human review.

5. RESPONSIBILITIES

5.1. Employees must follow all existing policies, including but not limited to, Information Security Policy (WVOT-PO1001).

5.2. Employees must follow all state Privacy Policies, located here WV State Privacy Office Privacy Policies and report all privacy incidents immediately by following the procedures found on the State Privacy Office website at WV State Privacy Office Incident Response Page and submitting an incident report using the WVOT's Online Reporting System form.

5.3. Agency-level AI restrictions can be more, but not less restrictive than this policy.

5.4. All agency AI initiatives, projects, deployments, and acquisitions of new generative AI or LLM tools require approval through CIO Review. An individual employee's use of an already-approved tool does not require separate review. https://technology.wv.gov/nonav/policies/cio-19-001

5.5. Employees are responsible for the accuracy of the final product. They must check responses and final products for errors and bias to ensure there are no hallucinations or inaccurate statements

5.6. Employees are permitted to use AI only in accordance with the WVOT Artificial Intelligence Code of Ethics Policy.

5.7. Agencies must ensure all employees complete standard training on this policy and related WVOT Acceptable Use and Information Security policies, provided centrally through WVOT-administered KnowBe4 and LMS modules. It is the agency's responsibility to communicate the information in this policy to all personnel by current employee training and its incorporation into the orientation process for all new employees.

5.8. Agencies must enforce this policy and other applicable laws, rules, and policies.

5.9. Appropriate action will be taken against individuals who violate these terms, up to and including termination of employment and notifying law enforcement of potential criminal behavior.

6. COMPLIANCE MONITORING AND AUDIT OVERSIGHT

6.1. Verification of Compliance: Use of generative AI tools on state resources is subject to monitoring and audit by WVOT and individual agencies to ensure adherence to security protocols and this policy.

6.2. AI prompts, inputs, and chat histories generated through state networks or on state devices remain state property and may be accessed by the state for administrative review, internal audit, or legal oversight, subject to the retention and exemption provisions in Section 7.

6.3. Employees are prohibited from using AI Generative Software owned by the state for personal gain.

6.4. Agency Oversight: Agencies must conduct periodic reviews of AI-assisted work products to verify that human oversight and data protection standards are being met.

7. PUBLIC RECORDS, DELIBERATIVE PROCESS, AND RECORD RETENTION

7.1. AI chat histories, search prompts, notes, working session logs, and session outputs are designated as Transitory Records with minimal administrative value, regardless of whether the employee saves the results for later use.

7.2. Because they are transitory records, AI chat histories, search prompts, notes, working session logs and session outputs do not constitute state records or public records under the Records Management and Preservation of Essential Records Act (W. Va. Code § 5A-8-1 *et seq.*) or the West Virginia Freedom of Information Act (W. Va. Code § 29B-1-1 *et seq.*), and do not have to be managed, retained, or produced in accordance with state records retention schedules, policies, or procedures.

7.3. Until an AI output has been reviewed, adopted, and incorporated into a final document by a State employee, AI chat histories, prompts, notes and session outputs are pre-decisional internal memoranda within the meaning of West Virginia Code 29B-1-4(a)(8) and are exempt from disclosure on that basis.

7.4. However, if the outcome of a generative AI search is used in another document which would normally be considered a public record, then the resulting document may be a public record, subject to any exemptions set forth in West Virginia Code § 29B-1-4.

7.5. The following examples are illustrative, not exhaustive, of when generative AI becomes a public record:

7.5.1. An employee uses generative AI to conduct research, compile data, or extract information, which the employee later uses to draft an agency report. The research conducted using generative AI is not a public record, but the resulting report is, even if it incorporates portions of the generative AI research.

7.5.2. An employee uses generative AI to take notes of a virtual meeting. The employee reviews the results, makes edits and clarifications, and then sends the updated notes to all the participants of the meeting. The original generative AI notes, as retained solely by the employee, are not public records. The resulting document, as shared with others, may be.

7.5.3. An employee uses generative AI to create an illustrative graphic. The illustrative graphic is not significantly altered and is shared with the public. The graphic is a public document, even though it was not significantly edited or modified.

8. PUBLIC DISCLOSURE AND CONTENT INTEGRITY REQUIREMENTS

8.1. Public Disclosure, Media Labeling, and Accessibility: Agencies must clearly disclose to the public when public-facing content, including images, audio, and video, is created using generative AI. Visual and audio media must include a visible watermark or prominent label identifying it as AI-generated to prevent misinformation. For these purposes, an "image" does not include an illustrative chart, graphic, cartoon, or other item which is clearly not a photograph.

8.2. Public AI Text & Documents: Written public materials (e.g., press releases, public notices, web copy) should be identified as AI-generated–whether by visible watermark or text–when the final public document was created by generative AI, and the material constitutes a final product that was not subjected to meaningful human input or review.

Informal documents or communications, such as internal reports, interdepartmental memorandums, and emails, do not constitute "public materials" for the purposes of this subsection.

8.3. ADA Compliance: All AI-generated content shared with the public must fully comply with the Americans with Disabilities Act (ADA) and the Web Content Accessibility Guidelines (WCAG). Depending on the type of content, this may require the inclusion of a machine-readable watermark, which does not have to be publicly visible.

9. RELEVANT MATERIALS AND DOCUMENTS

9.1. This policy is consistent with the following federal and state authorities:

9.1.1. Artificial Intelligence Code of Ethics Policy WVOT-PO1034

9.1.2. W. Va. Code §5A-6-9. WV Task Force on Artificial Intelligence

9.2. WVOT List of Approved and Prohibited Generative AI Software

10. PROCUREMENT AND VENDOR RISK MANAGEMENT

10.1. Vendor Risk Assessment: Prior to the acquisition of any generative AI tool or service, a mandatory Algorithmic Impact Assessment (AIA) must be completed. This assessment shall determine the system's Risk Tier (1, 2, or 3) as defined in WVOT-PO1034 and ensure the vendor complies with state data classification standards and security protocols.

10.2. Data Hosting and Privacy: Contracts with AI vendors must explicitly prohibit the use of state-provided data for training the vendor's public models and must ensure data is hosted in accordance with state security requirements.

10.3. Licensing Compliance: Agencies must ensure that AI software licenses explicitly grant the state the right to use generated output for government purposes without additional royalty or copyright restrictions.

10.4. Intellectual Property and Data Ownership: All outputs, including but not limited to text, code, images, and data visualizations, generated by the System during the performance of state business are "works made for hire" and shall remain the exclusive property of the State of West Virginia. Vendors grant the state a perpetual, irrevocable, royalty-free, and non-exclusive license to use, modify, and distribute any AI-generated content. Vendors are strictly prohibited from using state-provided data, prompts, or outputs to train, refine, or improve their public or proprietary models without the express written consent of the WVOT.

11. DEFINITIONS

11.1. Approved Generative AI Software: Generative AI tools and LLM applications listed on WVOT's Approved Software Registry that meet state security standards and have been formally evaluated, risk-assessed, and authorized by the West Virginia Office of Technology (WVOT) for official state use.

11.2. AI prompt: The initial text, document, or data payload submitted by a user to an Artificial Intelligence interface to generate a response. Prompts entered by state personnel must comply with all state data classification, privacy, and ethics guidelines.

11.3. Algorithmic Impact Assessment or AIA: A formal evaluation process used to identify and mitigate the potential risks of an automated system.

11.4. Artificial Intelligence or AI: The simulation of human intelligence processes by machines, especially computer systems. These processes include learning, reasoning, and self-correction.

11.5. AI Council: A formal, cross-functional committee within the state government that is delegated the authority to establish, enforce, and oversee the AI governance framework.

11.6. Application Programming Interface or API: A set of defined rules that enable different applications to communicate with each other.

11.7. Consequential Decision: A decision or recommendation made with the assistance of AI that significantly impacts a citizen's access to, or the cost of, state-managed benefits, civil liberties, or employment opportunities.

11.8. Deepfakes: Synthetic media in which a person in an existing image or video is replaced with someone else's likeness. Deepfakes are often created using artificial intelligence techniques, particularly deep learning.

11.9. Generative AI: An umbrella term for artificial intelligence models—including all related software, tools, and solutions—designed to create new content such as text, images, audio, video, or code. This encompasses standalone computer programs and specific applications that assist users in performing creative tasks, as well as comprehensive platforms and frameworks utilized to address specific business needs and manage enterprise deployments.

11.10. Hallucinations: False information or inaccurate data generated and confidently presented by generative AI.

11.11. Health Insurance Portability and Accountability Act or HIPAA: A federal law that establishes national standards for the protection of sensitive patient health information (a type of PII that includes health status, provision of health care, or payment for health care information) by all Covered Entities and their Business Associates. HIPAA mandates the

proper use and disclosure of PHI and requires technical, administrative, and physical safeguards to ensure the confidentiality and integrity of electronic PHI (ePHI).

11.12. Large Language Model or LLM: A type of generative AI that is an artificial intelligence tool which can recognize and generate text, among other tasks. LLMs are trained on vast amounts of text data.

11.13. Model Training: The process of feeding data to a machine learning model to enable it to learn patterns and make predictions or classifications.

11.14. Office of Primary Responsibility or OPR: The department or individual accountable for a specific process or area.

11.15. Personally Identifiable Information or PII: Any information that can be used to distinguish or trace an individual's identity, such as name, social security number, or biometric records.

11.16. Privileged Information: Information that is legally protected from disclosure, such as attorney-client privilege or doctor-patient confidentiality.

11.17. Public LLMs: Large Language Models that are accessible to the general public, often through web interfaces or APIs, for various text-based tasks.

11.18. Risk Tiers: A classification framework used to align the risk level of an application with the required level of oversight and the necessity of an AIA. Risk tiers range from Tier 1 to Tier 3 where Tier 1 is the lowest risk and Tier 3 the highest.

11.19. System: A combination of hardware, software, and procedures necessary to support data. A server may have multiple systems, and a system may require multiple servers.

ADDENDUM ACKNOWLEDGEMENT FORM
SOLICITATION NO.: CRFQ DMV2700000001

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

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

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

[X]	*Addendum No. 1*	[ ]	*Addendum No. 6*
[ ]	Addendum No. 2	[ ]	Addendum No. 7
[ ]	Addendum No. 3	[ ]	Addendum No. 8
[ ]	Addendum No. 4	[ ]	Addendum No. 9
[ ]	Addendum No. 5	[ ]	Addendum No. 10

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

Concourse Tech Inc.
Company



Authorized Signature

October 16, 2026
Date

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

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

State of West Virginia
Centralized Request for Proposals
Info Technology

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

BID RECEIVING LOCATION

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

VENDOR

Vendor Customer Code: VS0000047275

Vendor Name : Concourse Tech Inc.

Address : 169 Madison Ave, Suite 15520, New York, NY 10016

Street : 169 Madison Ave, Suite 15520

City : New York

State : NY **Country :** USA **Zip :** 10016

Principal Contact : Kelsey Shaner

Vendor Contact Phone: 646-305-9964 **Extension:**

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

'endor
ignature X **FEIN#** 92-0732705 **DATE** October 16, 2026

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

ADDITIONAL INFORMATION

ADDENDUM NO_1

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

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

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

ONLINE RESPONSES FOR THIS SOLICITATION ARE PROHIBITED

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

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

Comm Code	Manufacturer	Specification	Model #
43231500			

Extended Description:
DMV Modernization Cost Workbook Attachment A

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

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

Comm Code	Manufacturer	Specification	Model #
43230000			

Extended Description:
DMV Modernization System Cost Workbook Attachment A

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

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

Comm Code	Manufacturer	Specification	Model #
43210000			

Extended Description:
DMV Modernization System Cost Workbook Attachment A

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

Comm Code	Manufacturer	Specification	Model #
81111504			

Extended Description:
DMV Modernization System Cost Workbook Attachment A

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

Comm Code	Manufacturer	Specification	Model #
81162000			

Extended Description:
DMV Driver Modernization System Cost Workbook Attachment A

SCHEDULE OF EVENTS

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

	Document Phase	Document Description	Page 5
DMV2700000001	Final	RFP to Modernize the DMV Driver System	

ADDITIONAL TERMS AND CONDITIONS

See attached document(s) for additional Terms and Conditions

WEST VIRGINIA EXECUTIVE BRANCH CONFIDENTIALITY AGREEMENT

This Confidentiality Agreement, including any attachments, (hereafter called "Agreement") is entered into between the State of West Virginia ("State") and the undersigned employee or contractor ("User").

This Agreement notifies the User of the policy and the User's responsibility to secure confidential information the State collects, possesses, uses and discloses. Additionally, the Agreement clarifies the user's obligations to limit their access, use, and disclosure of confidential information and to protect confidential information from unauthorized disclosure. Accordingly, the State prioritizes protecting the privacy, confidentiality, integrity, and availability of information, in all forms.

The User agrees as follows:

1. Definitions:

a. **Confidential Information:** Includes all information that is, or can be, classified as restricted or sensitive per the West Virginia Office of Technology's Data Classification Policy WVOT PO1006. Confidential information also includes personally identifiable information (PII) and all information designated confidential by law, rule, policy, or procedure. Confidential information may be processed on paper, electronically, and verbally, as well as in images. Examples include, but are not limited to, passwords and access codes; citizen, client, demographic, employee, medical, and taxpayer information; trade secrets; and security audits.

b. **Disclosure:** The access, release, transfer, sale, divulgence, or communication of information, in any manner, to any individual or entity other than the subject of the information, designated user, or information owner, in accordance with policy, as may be amended.

c. **Need to Know:** The principle that a User must only access the minimum amount of information necessary to perform a legitimate work-related task or function.

d. **Personally Identifiable Information (PII):** Information that identifies, or can be used to identify, locate, contact, or impersonate a particular individual. PII also includes Protected Health Information (PHI) as that term is defined below. PII is contained in public and non-public records. Examples include an individual's:

first name (or initial) and last name (current or former); geographical address; geolocation; electronic address (including an email address); cell number, landline phone number, and fax number, if dedicated to an individual at their place of residence; social security number; credit and debit card numbers; financial records, including payment history, and checking, savings, loan, and other financial account numbers; consumer report information; mother's maiden name; biometric identifiers, including but not limited to fingerprints, palm prints, voice prints, DNA, and face and iris scans; physical description; driver's license number; birth date; birth, adoption or death certificate numbers; medical, disability, or employment records, including salary information; computer information, including information collected through an internet cookie; and criminal records. PII includes any other information concerning an individual that, if disclosed, identifies, or can be used to identify or locate an individual physically or electronically.

e. **Protected Health Information (PHI):** A subset of PII and defined by the Health Insurance Portability and Accountability Act of 1996 (HIPAA) (*see* 45 C.F.R. §106.103), and only applies to entities that are covered by HIPAA. PHI consists of health information combined with individually identifiable information processed by HIPAA covered entities. Examples include physical and mental health status, diagnoses, treatment, medical supplies, demographic information, or payment for health services or medical supplies. PHI may be in electronic, paper or verbal form, and applies to the past, present, or future provision of health services and payments.

   Protected Health Information does not include records covered by the Family Educational Right and Privacy Act, 20 U.S.C. 1232g, and employment records held by the entity in its role as employer.

f. **Use:** The access, utilization, employment, application, examination, or analysis of information.

g. **Workforce:** Employees, volunteers, trainees, contract employees and other people whose conduct, in the performance of work for the State, is under the control of the State, whether or not the State pays them.

h. Other terms, not defined herein, are defined according to the definitions within the Privacy Policy Definitions, currently located at www.privacy.wv.gov.

2. Treatment of Confidential Information:

a. The User must access, collect, retain and use confidential information in conformity with policy and for legitimate work related purposes.

b. The User must not access, use or disclose confidential information for personal or non-work related purposes.

c. The User must not disclose any confidential information, unless the disclosure is made pursuant to law and policy, or the individual who is the subject of the confidential information consents to the disclosure in writing.

d. When confidential information is disclosed, care should be taken to prevent the redisclosure of that information to unauthorized persons or entities.

e. The User must protect confidential information from unauthorized collection, use, access, transfer, sale, disclosure, alteration, retention, or destruction whether accidental or intentional and must take necessary precautions to secure such confidential information to the extent possible. Accordingly, the User must not forward emails including confidential information to personal email addresses.

f. Where laws and policies do not exist to define and govern authorized access, use, or disclosure of confidential information, the User must receive prior approval from an appointed State counsel, designee, or authorized workforce member before accessing, using, or disclosing the information. All of the above applies to the information in total or fragmented form.

g. The User must not misuse or alter documents, media, forms, devices, or certificates in any manner which might compromise confidentiality or security, violate policy, or be illegal.

h. The User has no ownership rights to, or interest in, any information owned by or in the custody or control of the State. This includes any document, report, study, article or other written information prepared by the User as a member of the workforce; any software, computer equipment, or information technology; or any other property including copyrighted materials, except as specifically consented to by the State.

i. The User must report incidents, or suspected incidents, involving any unauthorized access, use, or disclosure, pursuant to the Response to Unauthorized Disclosures procedure located at www.privacy.wv.gov.

j. The User's access to confidential information is at the sole discretion of the State, and may be monitored, audited, modified, suspended, or terminated at any time.

k. The User should contact their immediate supervisor, agency privacy officer, or department privacy officer with any questions about this Agreement or classification of confidential information.

l. The User must comply with this agreement and the State's privacy and security policies. Compliance is a condition of employment. The User's failure to comply subjects the User to disciplinary action up to and including dismissal. In addition, the State reserves the right to seek any remedy available at law or in equity for any violation of this Agreement. Further, the User may be subject to civil and criminal penalties for harm, including financial harm, resulting from the

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September 2026

Dear Evaluation Committee,

We are pleased to submit this proposal on behalf of Concourse Tech Inc. Thank you for the opportunity to be considered by West Virginia Division of Motor Vehicles, West Virginia Department of Transportation.

West Virginia's decision to refocus DMV modernization on its most critical phases, first retiring the AAMVA UNI connection and then the 1990s COBOL mainframe Driver License System, is the right sequence, and Concourse's response is built around those two acceptance-gated deliverables. We propose REST services in front of the existing mainframe first, then an API-driven MVP driver license system that becomes the State's system of record within 18 months of the delivery order.

Concourse builds modular, API-first software with no legacy tech debt, hosted on secure AWS infrastructure in single-tenant environments, so WVDMV receives purpose-built driver licensing workflows on an established platform. Our multi-protocol integration engine works across REST, SFTP, batch files, and on-premises systems through Concourse Bridge, which suits the Attachment B interfaces from AAMVA and IDEMIA to dmvFIRST, AppEnhancer, and WV Interactive.

Our Town of Windsor court case management deployment, now in active development, automates conviction reporting to the Colorado DMV, the same conviction-to-driver-record flow WVDMV's Citations and CDL Assessment units manage today. Our awarded project with the West Virginia Office of Technology already places Concourse alongside WVOT on Active Directory integration and State security compliance, two dependencies this program relies on.

Sincerely,



Thomas Smyth

Chief Executive Officer, Concourse Tech Inc.

RFP Reference: Section 5.3.6.2.1. The personalized cover letter from Concourse's CEO precedes this section. This section records the introduction elements Section 5.3.6.2.1 requires.

ELEMENT REQUESTED	CONCOURSE RESPONSE
Prime vendor	Concourse Tech Inc. (Concourse) is the prime vendor. Concourse is responsible for every deliverable in this proposal: REST APIs and AAMVA UNI retirement (Deliverable 1), the MVP driver license system (Deliverable 2), hosting, application managed services, and support.
Partnerships, joint ventures, or teaming	No joint venture is proposed. Concourse will seek a teaming arrangement for two items: the Project Manager role, if it is filled through a partner (see Section 6), and COBOL/CICS changes on the mainframe side that WVDMV's existing mainframe maintenance team does not perform. Any teaming partner will be disclosed, with its role and qualifications, for WVDMV approval before onboarding, as Section 4.2.3.5 requires.
Major subcontractors and roles	No subcontractors are proposed at submission. Amazon Web Services supplies cloud infrastructure services that Concourse manages as part of the hosted solution (see Section 4 software licensing list).
Office responsible for delivery	The Concourse office responsible for delivering this work is identified in the Company Information section of this proposal. Collaborative activities will be performed on-site in Charleston and at other Agency facilities, as Section 4.2.2.4 requires.

ELEMENT REQUESTED	CONCOURSE RESPONSE
Responsible contact person	Kelsey Shaner, Contracting & Compliance Lead, is the responsible contact for this proposal. Thomas Smyth, CEO, is Concourse's authorized representative. Telephone, email, and address are provided in the Company Information section.

Executive summary

RFP Reference: Section 5.3.6.2.2. The West Virginia Division of Motor Vehicles issues and maintains driver licenses, identification cards, and driver history on a Driver License System built in the 1990s. The system is written in COBOL, CICS, and DB2, runs on an IBM z/OS mainframe operated for the Office of Technology, and holds approximately twelve million records. Several pressures converge on it. The Office of Technology plans to sunset the mainframe. The pool of people who know the system is shrinking. AAMVA's retirement of the Unified Network Interface in January 2028 turns a general aging-platform risk into a fixed deadline. A customer service representative may need as many as seven applications to serve one customer, and WVDOT has noted that its vehicle, driver, and cash register systems do not communicate. In August 2026, WVDOT restructured this program around its most critical phases, with two goals: automate as many DMV services as possible, and exercise careful stewardship for taxpayers.

Concourse proposes two deliverables that run in parallel, each with its own acceptance gate, as Section 4.2.2.3 describes. Deliverable 1 places an Enterprise API gateway and AAMVA REST services in front of the existing mainframe, so WVDMV can decommission UNI while the mainframe remains the interim system of record. Our target for Deliverable 1 production go-live is Week 22 after delivery order issuance. That is well inside the 12-month requirement and ahead of AAMVA's January 2028 transition. Deliverable 2 is an API-driven, web-based MVP driver license system built on Concourse OS. It becomes the State's system of record and allows the mainframe to be retired within 18 months of the delivery order. Before cutover, migrated data must pass at least 99.99% automated reconciliation.

Concourse tailors its established platform with purpose-built software for WVDMV's workflows. Several platform capabilities already run in Concourse public-sector deployments: role-based security, workflow and case management, document storage, public portals, audit logging, full-text search, and staff report building. Reusing them shortens the build. The driver licensing domain itself will be built for WVDMV on that platform. This includes credential issuance for every license and ID type, driver history, points and suspension rules, medical review, AAMVA REST services, mobile DL signing through a hardware security module, and the DB2 conversion programs. Section 3 classifies each capability as existing, configured, or purpose-built, so evaluators can see exactly what exists today and what we will develop.

WVDMV staff will see working software early. Conference room pilots in Charleston begin during MVP design. Sprint testing lets WVDMV users validate each function as it is completed. Every deliverable goes through a parallel run or mock conversions before cutover. The mainframe and UNI stay available as fallback positions until each deliverable meets its go-live criteria, which is the core of our plan to keep WVDMV fully operational through any delay.

We are direct about our experience. Concourse has not yet implemented a driver license system of record to production in a U.S. jurisdiction, which is the desirable qualification in Section 4.3.1, and we do not have a vehicle registration system reference. Our closest evidence comes from three engagements. Our Town of Windsor court case management deployment, in active development, automates conviction reporting to the Colorado DMV. Our awarded project with the West Virginia Office of Technology covers a cybersecurity compliance platform with Active Directory integration. Our delivered Oklahoma OMES Statewide Solicitation & Contract Management Platform is a statewide production system. Concourse serves more than 100 public-sector customers in more than 30 states, and Concourse OS provides more than 100 reusable components.

Concourse is the prime for all work. A dedicated Deployment Lead owns the program from kickoff through go-live. A dedicated Account Management Lead owns the relationship from go-live onward. They are supported by a PMP-certified Project Manager, a Functional Lead and Technical Architect who meet Section 4.3.2.2, integration engineers, a data migration specialist, and accessibility, security coordination, and training specialists. Concourse holds SOC 2 Type II and TX-RAMP Level 1 certifications and deploys each customer in a single-tenant environment.

Key Highlights

- **Deliverable 1** REST services, Enterprise API gateway, and UNI retirement in production, targeted for Week 22 after delivery order issuance
- **Deliverable 2** MVP driver license system of record and mainframe retirement within 18 months of the delivery order
- **Interfaces** Every Attachment B interface (DMV-1 through DMV-32), plus a reserve of five medium-complexity interfaces
- **Service Levels** Concourse accepts Section 4.2.2.12 availability and the Section 4.2.3.3 Table 2 response and resolution timelines
- **Security** SOC 2 Type II; TX-RAMP Level 1; hosting in a StateRAMP-authorized cloud service provider environment; single-tenant
- **Accessibility** Concourse meets Section 508 and WCAG 2.1 Level AA, as Section 4.2.2.13 requires

Narrative

RFP Reference: Sections 5.3.6.2.3, 4.2, 4.2.1, 4.2.2, and 4.2.3.

3.1 Understanding of WVDMV's Current Environment

WVDMV serves West Virginians through 26 Regional Offices, an online portal, WVDMV Now kiosks, and the West Virginia Mobile ID. In FY2025 these channels handled 1,300,384 services, including 143,719 regional driver license renewals and 196,351 online driver license inquiries (Exhibit 1). Every one of these channels depends on the mainframe Driver License System, either directly or through integrations. The table below shows how each as-is system is treated in our solution.

AS-IS SYSTEM	CURRENT ROLE	DISPOSITION IN PROPOSED SOLUTION
Mainframe Driver License System (COBOL, CICS, DB2 v12, z/OS 2.4)	System of record for approximately twelve million driver records	Remains interim system of record behind REST services (Deliverable 1). Retired at MVP cutover (Deliverable 2).
AAMVA UNI	Mediates the mainframe and AAMVA services	Replaced by the Enterprise API gateway and AAMVA REST services (Deliverable 1)
Celtic Systems dmvFIRST	Cashiering, fee distribution, inventory	Retained. Integrated through DMV-23.
IDEMIA card production, Web Enrollment, Back Office, Mobile ID	Credential capture, printing, mobile ID	Retained. Integrated through DMV-19 to DMV-22. Mobile DL lifecycle and signing addressed in Section 3.5.
OpenText AppEnhancer	Document imaging for driver records	Retained. Integrated through DMV-25 and Section 4.2.1.6.
KnowToDrive (Neumo/Thentia) and other testing systems	Online and in-office knowledge and skills testing	Retained. Integrated through DMV-11b, DMV-11c, and DMV-32, replacing manual result entry.
WV Interactive (Tyler Technologies) portals and kiosks	Online renewals, duplicates, monitoring, kiosks, insurance verification	Retained. Integrated through DMV-12 to DMV-16.

From our work across public-sector legacy replacements, we see a common pattern: incremental modernization around a mainframe can consume years without changing the counter experience, and success depends as much on staff readiness as on technology. Our plan addresses both. The UNI retirement is sized to meet AAMVA's deadline without waiting on the full replacement. The MVP is scoped to everything needed to retire the mainframe, with nothing beyond that in the critical path.

3.2 Solution Overview

- Enterprise API Gateway: The single managed entry point for all REST services. It handles authentication, authorization, throttling, request validation against OpenAPI specifications, and centralized logging. It is delivered in Deliverable 1 and reused in Deliverable 2.
- AAMVA REST Service Layer: Purpose-built services for PDPS, SSOLV, CDLIS, DLDV, S2S, DACH, EEE, DHR, NRCME, and USPVS over AAMVAnet. In Deliverable 1 they connect to the mainframe. In Deliverable 2 they are repointed to the MVP and re-tested.
- Mainframe Adapter: Copybook-driven mapping between REST payloads and CICS transactions. It uses the integration mechanism confirmed with WVOT: z/OS Connect or an equivalent CICS web service or message queue facility.
- MVP Driver License Application: A web-based, API-driven application on Concourse OS, with no dependency on desktop client software. It serves Regional Offices, Driver Services, the Driver Licensing/CDL Unit, Investigations and Compliance, and authorized external users.
- Integration Hub (Concourse Bridge): Connections to the Attachment B partners using APIs, SFTP batch files, and connectors into on-premises systems.
- Document and Correspondence Services: Template-driven letters, forms, and notices, with storage in the solution and linking to OpenText AppEnhancer.
- Reporting and Business Intelligence: A read-optimized reporting store, so pre-defined reports, ad-hoc queries, and dashboards do not affect online transaction performance.
- Identity: State Active Directory single sign-on for State users, and self-registered public accounts with optional two-factor authentication.
- Audit and Observability: Field-level audit history, security event logging, operational dashboards, and monthly operational reports.

3.3 What Concourse Reuses and What We Build

Section 4.2.2.4 prefers business process re-engineering over custom extensions. Concourse's approach supports that preference. The driver licensing domain modules below are part of the base Concourse solution for WVDMV and are delivered, maintained, and upgraded as a vendor-supported SaaS product. The fit/gap analysis then decides, item by item, whether a WVDMV process is re-engineered to the solution, configured in rules tables, or presented to the Project Steering Committee as a customization. The classifications below separate what exists today from what we will develop.

CAPABILITY	CLASSIFICATION	BASIS
Role-based permissions, security administration, audit logging	Existing Concourse OS capability, configured to WVDMV roles	In use in our Town of Windsor deployment (clerk, judge, and prosecutor permissions)
Workflow and case management engine	Existing capability, configured for medical review, investigations, and suspension workflows	Case tracking in our Windsor deployment
Document storage linked to records	Existing capability	Document storage in our Windsor deployment
Public web portal with self-service accounts and online payments hand-off	Existing capability, configured	Public portal in our Windsor deployment
Staff report building, scheduling, and export	Existing capability, configured	Included in our Tennessee Treasury deployment and our awarded Colorado HCPF project

CAPABILITY	CLASSIFICATION	BASIS
Full-text search across records and documents	Existing capability	Delivered in our Oklahoma OMES Statewide Solicitation & Contract Management Platform
Active Directory single sign-on	Integration configuration with the State identity provider	**Active Directory is in scope for our awarded WVOT project**
Credential issuance for all license and ID types, graduated licensing, CDL, REAL ID, undercover credentials	Purpose-built for WVDMV on Concourse OS	New development, maintained as part of the product
Driver history record, points engine, suspension, revocation, and reinstatement rules	Purpose-built rules held in user-maintained tables	New development
AAMVA REST services (Attachment B DMV-1 to DMV-9, DMV-18)	Purpose-built; subject to AAMVA structured testing	New development; no prior AAMVA production integration is claimed
Mainframe REST adapter and copybook mapping	Purpose-built; depends on State-provided mainframe integration facility	New development, coordinated with WVOT and WVDMV mainframe staff

CAPABILITY	CLASSIFICATION	BASIS
Mobile DL/ID issuance support and HSM integration	Purpose-built on infrastructure HSM service; integration with IDEMIA Mobile ID	New development
DB2 conversion programs, crosswalks, reconciliation	Purpose-built on Concourse's data migration engine	Migration engine used across Concourse legacy replacements, including our Tennessee Treasury deployment and awarded Colorado HCPF project

3.4 Deliverable 1: REST APIs and AAMVA UNI Retirement (Section 4.2.2.3)

Concourse will upgrade and replace the UNI integration layer with REST services connected to the existing mainframe. Work begins with an inventory of every UNI message type WVDMV uses today, taken from UNI traffic logs and mainframe program documentation. That inventory becomes the scope baseline and the parallel-run transaction set. For each AAMVA service, Concourse produces an OpenAPI 3 specification. The specification is validated against AAMVA's REST interface specifications, and signed interface agreements are secured with each interface owner. The mainframe adapter maps REST payloads to COBOL copybook structures. Mapping rules are kept in a version-controlled mapping catalog, and that catalog produces the copybook-to-API traceability report required for go-live.

Parallel run: Before cutover, REST services run in shadow mode. Selected inquiries are processed through both UNI and the new path, and an automated comparator flags differences in content and response time. Concourse and WVDMV agree the representative transaction set and exception threshold in the Master Test Plan (see Section 10 clarifications). Once in production, Concourse operates the REST services as a Full Managed Service. That covers API monitoring, patching, scaling,

and first-line incident response, and it includes runbooks, operational dashboards, and monthly operational reports.

GO-LIVE CRITERION (SECTION 4.2.2.3)	HOW CONCOURSE EVIDENCES IT
Validated OpenAPI specs and signed interface agreements	Specification validation report and signed agreement register
State-to-State connection implemented	S2S REST connection certified with AAMVA, coordinated with WVDMV's June 2027 S2S target
Enterprise API gateway provided	Gateway in production with policies documented in the SDDD
System, integration, security, and performance tests approved; UAT approved by Steering Committee	Formal test reports per Section 4.2.2.6; UAT sign-off
Parallel-run parity with legacy UNI	Comparator results report for the agreed transaction set
Copybook-to-API data mapping reconciliation	Traceability report with exception rates against agreed threshold
Severity 1, 2, and 3 disposition	Defect log extract showing no open Severity 1, approved workarounds and plans for any Severity 2, and an approved Severity 3 work plan

GO-LIVE CRITERION (SECTION 4.2.2.3)	HOW CONCOURSE EVIDENCES IT
Rollback procedures, runbooks, cutover plan	WVDMV-approved cutover and rollback plan; UNI remains available for rollback until acceptance

Following go-live, Concourse will request Final Acceptance after 90 days of continuous operation with no Critical defects. The acceptance clock may be reset at the Agency's option, as the RFP provides.

3.5 Deliverable 2: MVP Driver License System (Section 4.2.2.4)

The MVP fully replaces mainframe driver license functionality so the mainframe can be retired. Controls are in place throughout migration and cutover to prevent loss of authoritative data. The application is an API-driven web application with no desktop client dependencies. A single customer search returns all driver information for a customer: credentials, history, cases, documents, correspondence, and interface results.

REQUIRED FUNCTIONALITY	PROPOSED APPROACH	CLASSIFICATION
All driver license types, including graduated, CDL, motorcycle, learner's permits, and REAL ID compliant documents	Credential catalog and eligibility rules held in tables; REAL ID document checklists; CDLIS, PDPS, and S2S checks run before issuance; IDEMIA capture and card production hand-off	Purpose-built
ID cards, including REAL ID, State employee, and WV Bar member IDs	Card types configured in the same catalog, with web-based early issuance requests	Purpose-built

REQUIRED FUNCTIONALITY	PROPOSED APPROACH	CLASSIFICATION
Undercover law enforcement credentials	Restricted record class with masking. Visible only to a designated role, with a justification prompt on access. Immutable access log of user ID, timestamp, and justification for every inquiry, modification, or update.	Purpose-built on existing RBAC and audit
Mobile DL/ID issuance, storage, verification (6 CFR Part 37)	Issuing-authority signing of mobile credential data per ISO/IEC 18013-5 and AAMVA guidance; lifecycle events (issue, renew, suspend, revoke) published to IDEMIA Mobile ID; DHS testing and documentation plan	Purpose-built plus integration
HSM integration (Appendix A to Subpart A of Part 37)	Infrastructure HSM service deployed in primary and backup regions; key ceremony and custody procedures; audit log of every cryptographic operation; redundancy for issuance and verification across all Regional Offices	Purpose-built
Driver history record	Convictions, restrictions, suspensions, revocations, and reinstatements. Synchronous API query of current status for law enforcement and authorized requestors, with role-based access.	Purpose-built

REQUIRED FUNCTIONALITY	PROPOSED APPROACH	CLASSIFICATION
Automated points and configurable suspension workflows	Points schedules and suspension rules maintained by authorized WVDMV staff in rules tables; external program data (Safety & Treatment, Interlock, Jobs & Hope stays) drives workflow actions	Purpose-built on workflow engine
Medical review case management and provider portal	Case queues, configurable review workflows, secured medical documents, restriction issuance; authenticated portal for providers to submit certificates, assessments, and compliance reports	Existing case management and portal, configured
Compulsory insurance and Self Insurance	Driver-to-vehicle cross-reference using insurance verification (DMV-16) and vehicle data; automated compliance actions; Self Insurance administration	Purpose-built plus integration
Handicap placard program	Placard issuance and tracking; migration of placard data from the legacy mainframe vehicle registration and titling data	Purpose-built plus migration
Investigations tracking	Restricted investigation cases for employee, customer, and other driver license fraud, linked to records and documents	Existing case management, configured

REQUIRED FUNCTIONALITY	PROPOSED APPROACH	CLASSIFICATION
Template-driven notifications (mail, email, portal, SMS)	Templates maintained by authorized staff so statutory or court-ordered content changes do not need programmer intervention; print-ready output for mail; full communications audit trail	Existing notification components, configured
Batch extracts to authorized agencies and external users	Scheduled, encrypted extracts over SFTP with delivery logs	Existing capability, configured
Online access for authorized internal and external users	Portal access limited to the records and fields each user is authorized to see, enforcing DPPA permitted-use rules	Existing portal, configured
Full driver record migration	See Section 3.13	Purpose-built conversion programs

MVP GO-LIVE CRITERION (SECTION 4.2.2.4)	HOW CONCOURSE EVIDENCES IT
System, integration, security, performance tests; Steering Committee UAT approval	Formal test reports and UAT sign-off
Homeland Security testing, documentation, and certifications for mobile DL/ID	DHS submission package prepared by Concourse with WVDMV; certification schedule tracked in the work plan
End-user training completed and approved	Training completion records and Agency approval

MVP GO-LIVE CRITERION (SECTION 4.2.2.4)	HOW CONCOURSE EVIDENCES IT
At least two practice/mock data conversions approved	Mock Conversion 1 and 2 reports
At least 99.99% successful automated reconciliation; exceptions documented, triaged, resolved or accepted	Reconciliation dashboard and exception register signed off by WVDMV before cutover
Severity 1, 2, and 3 disposition	Defect log extract and approved plans

3.6 Program Standards and Compliance (Sections 4.2.1.5, 4.2.2.1, 4.2.2.2)

- AAMVA programs: State to State, Driver History Record (SPEXS 6.2), Exclusive Electronic Exchange, Drug and Alcohol Clearinghouse (SPEXS 6.3), NRCME, and USPVS are implemented to current AAMVA specifications, and AAMVA structured testing is scheduled in the work plan.
- Federal requirements: REAL ID Act and 6 CFR Part 37, FMCSA commercial driver license requirements (including CDLIS and conviction transmission timelines), and NHTSA requirements are mapped to individual requirements in the Requirements Traceability Matrix.
- West Virginia requirements: WV Code and Administrative Rules governing licensing, points, and suspensions are captured as rules-table entries. Authorized WVDMV staff can update them when laws change.
- WV Enterprise Architecture: The System Detailed Design Document includes a conformance section against the WVOT Enterprise Architecture standard. WVOT reviews it as part of design approval.

3.7 System Integrations (Section 4.2.2.7, Attachment B)

Concourse will implement every Attachment B interface, the internal interfaces needed for end-to-end business processes, and a reserve of five additional medium-complexity interfaces. For each interface, the design specification classifies it as synchronous or asynchronous and real-time or

batch, based on transaction volume, payload size, and business criticality. Concourse builds the load and extract logic within its integration hub. WVDMV and its partners build the logic on their own systems, as Section 4.2.2.7 divides the work. During Deliverable 1, existing mainframe interfaces to non-AAMVA partners continue unchanged.

INTERFACES	PARTNER	MECHANISM	DELIVERY
DMV-1 to DMV-9 (PDPS, SSOLV, CDLIS, DLDV, S2S, DACH, EEE, DHR, NRCME)	AAMVA	AAMVA REST services over AAMVAnet	Deliverable 1 to mainframe; repointed and re-tested in Deliverable 2
DMV-10 Active Directory	Statewide Active Directory	SAML 2.0 or OIDC federation with group synchronization	Deliverable 1 operator consoles; Deliverable 2 all State users
DMV-11a CSTIMS	CSTIMS	AAMVAnet plus State WAN	Deliverable 2
DMV-11b, DMV-11c, DMV-32 Testing systems	Neumo permit testing, MDCL tablets, Auto Test, Web Test, Road-test	APIs or secure file exchange, depending on each partner's available interfaces; replaces manual entry	Deliverable 2
DMV-12 to DMV-16 Portals, LexisNexis monitoring, kiosks, insurance verification	WV Interactive (Tyler Technologies)	REST through secure middleware; batch and/or API exchange for LexisNexis	Deliverable 2
DMV-17 Voter Registration	Secretary of State	Nightly batch plus API confirmation	Deliverable 2

INTERFACES	PARTNER	MECHANISM	DELIVERY
DMV-18 Passport Verification	USPVS via AAMVAnet	REST query and response	Deliverable 2
DMV-19 to DMV-22 Card production, Mobile ID, Back Office, Web Enrollment	IDEMIA	HTTPS web services and secure APIs over State WAN	Deliverable 2
DMV-23 Financial and cash remittance	dmvFIRST	API integration; card data remains in the PCI-compliant payment path	Deliverable 2
DMV-24 West Virginia financial systems	wvOASIS	Automated file or API exchange, replacing manual flow	Deliverable 2
DMV-25 Electronic Image Warehouse	OpenText AppEnhancer	Integration through AppEnhancer's available interfaces	Deliverable 2
DMV-26, DMV-28 Safety & Treatment, Medical Review	WVOT-hosted inbound channels and providers	Secure portal uploads and batch	Deliverable 2
DMV-27 DUI Interlock	Ignition interlock vendors	Secure APIs and encrypted batch uploads	Deliverable 2

INTERFACES	PARTNER	MECHANISM	DELIVERY
DMV-29 to DMV-31 Law enforcement	State Police, Fusion Center, FBI-CJIS	CJIS-compliant web services via NLETS and secure channels	Deliverable 2

3.8 Electronic Correspondence and Document Management (Sections 4.2.1.6, 4.2.2.14)

Every letter, form, and notice is generated from a template, stored as a digital copy linked to the driver record and triggering transaction, and filed to OpenText AppEnhancer with index values (Driver License Number or File Number) for retrieval. Documents stored inside the solution can be viewed within the driver record. Documents held in AppEnhancer are linked from the record so authorized users can open them in AppEnhancer. This replaces today's mix of letters produced from mainframe entry and letters produced in a word processor.

3.9 Management Reports and Business Intelligence (Sections 4.2.1.3, 4.2.2.8)

Concourse will configure and provide access to all standard solution reports. We will also design, develop, and test at least forty medium-complexity reports selected with WVDMV during design. Daily business intelligence dashboards for WVDMV management run against a reporting store that is refreshed continuously from the transactional database, so reporting load stays isolated from counter transactions. Security roles apply to report and ad-hoc query results, and each report execution is logged.

3.10 Security (Section 4.2.2.10)

REQUIREMENT	PROPOSED APPROACH
W. Va. Code 5A-6B; WVOT Information Security Policy; WV privacy policies (Attachments C, D)	Controls mapped in the security plan submitted within 60 days to WVDMV, WVOT, and the Cybersecurity Center of Excellence
PII, FTI, SSOLV requirements	Data classification in the SDDD; field-level masking; minimum-necessary access; FTI and SSA-provided data handling procedures documented in the security plan
CJIS for law enforcement interfaces	CJIS Security Policy controls for DMV-29 to DMV-31; personnel screening per State and CJIS requirements
StateRAMP-authorized hosting; Cloud Addendum (Attachment E)	See Section 4
Active Directory single sign-on; third-party MFA	Federation with the State identity provider; MFA enforced through the State identity provider
Public user ID and password, reset, optional two-factor	Self-registration, email-link reset, optional two-factor authentication
Role-based security by position and business unit; security administrator; workflow step privileges	Roles and groups with separation of duties; view, add, change, inactivate, update, approve, and query privileges; effective and end dates; assignment directly or via Active Directory

REQUIREMENT	PROPOSED APPROACH
Secure communications and encryption	TLS 1.2 or higher in transit; AES-256 at rest using the cloud provider's key management services. The Concourse application works within NIST and FIPS 140-3 contexts; validation status of infrastructure cryptographic modules is documented in the security plan.
Menu trimming, violation logging, log review, report security, inactivity timeout with warning	Unauthorized menu items hidden; security violations logged with user, function, date, and time; online review function; administrator-configured inactivity period with a warning before logoff

3.11 Performance and Availability (Sections 4.2.2.11, 4.2.2.12)

Concourse commits to the Section 4.2.2.11 requirements. The solution is architected for 500 concurrent Agency users and 800 concurrent public users, to process 75% of transactions within one second and all transactions within five seconds, and to use load-balanced, horizontally scaled application tiers. Batch processing runs on separate compute and does not degrade online responsiveness. Reporting and BI queries run against the reporting store. Performance testing with automated tools validates these targets before each go-live.

Concourse commits to the Section 4.2.2.12 requirement of 99.9% uptime, 24 hours a day, 7 days a week, excluding the defined maintenance window and other scheduled outages approved by the Agency. Downtime is measured as the RFP defines it. Concourse also commits to the following Section 4.2.2.12 requirements:

- Hosting for a backup data center geographically distant from the production data center.
- Data restoration and complete system recovery and restart within no more than 24 hours after a catastrophic failure. The RFP states no recovery point objective; Concourse proposes a recovery point objective of under 5 minutes through continuous transaction-log backups, subject to mutual agreement.

- Automatic failover for all servers.
- Monthly maintenance windows established by mutual agreement, with notification at least one week before use.
- Concourse also commits to the operational standard in Section 4.2, under which the system is not operational for the day if it is down more than 30 minutes during DMV work hours or more than 1 hour after DMV work hours, excluding scheduled maintenance and updates.

3.12 Usability and Accessibility (Section 4.2.2.13)

Concourse meets Section 508 and WCAG 2.1 Level AA, as Section 4.2.2.13 requires. Before user acceptance testing, Concourse will test the public-facing components of this WVDMV build with automated accessibility scanning, keyboard-only navigation, and screen-reader testing with JAWS. The resulting conformance documentation certifies WCAG 2.1 Level AA before UAT begins. Concourse will run usability studies with residents on public-facing elements and adjust the design based on the findings. Across the application, field labels are defined once and reused. Screens show the current value of each data element after any update. Input is validated against user-defined business rules online and in batch. Restricted fields are masked by role. Centrally maintained help and context-sensitive, field-level help cover screen elements and error codes.

3.13 Data Migration (Section 4.2.2.9)

Concourse will lead interactive data migration strategy sessions and deliver a Data Migration Plan for each deliverable. The plan includes all minimum elements in Section 4.2.2.9: files and tables, sources, volumes, transformation rules, items requiring WVDMV intervention, automated tooling, and roles and timing.

- Profiling: Automated profiling of DB2 tables and copybook layouts identifies domains, orphan records, duplicates, and code-value drift.
- Cleansing and de-duplication: Rules are proposed by Concourse, decided by WVDMV, and applied in conversion programs. Items needing WVDMV correction are routed to WVDMV work queues.
- Conversion programs: Automated extract, transform, and load programs with crosswalks and conversion metrics, unit and integration tested.

- Mock conversions: At least two full mock conversions, one before integration testing and one before UAT, each followed by corrective actions.
- Reconciliation: Record counts, field-level checksums, and business-rule checks (for example, current suspension status and point totals), targeting at least 99.99% successful automated reconciliation.
- Rollback: A documented rollback strategy. The mainframe remains the system of record until WVDMV certifies the production conversion.

3.14 Testing (Section 4.2.2.6)

TEST STAGE	CONCOURSE APPROACH
Master Test Plan	Modules, schedules, environments, acceptance criteria, rectification process and timelines; WVDMV approval
Unit and sprint testing	Unit tests for all FRICEW elements; WVDMV staff validate functions at the end of each sprint
System and integration testing	End-to-end business processes using converted data from mock conversions, including all external interfaces
Security testing	Vulnerability scanning, penetration testing of public-facing components, and access control verification
Performance testing	Automated load tests at the Section 4.2.2.11 concurrency and response targets
User acceptance testing	WVDMV-managed; Concourse provides the UAT environment, supports execution, and remediates defects

TEST STAGE	CONCOURSE APPROACH
Regression testing	Automated regression suites reused in every stage and for post go-live enhancements

Concourse will deliver a test report after each formal test and maintain a test log. Test data will cover valid, invalid, boundary, and load conditions. WVDMV will have online access to the defect log throughout. Concourse will re-run tests as WVDMV directs, at Concourse's expense, following correction of any defect. Priority 1 and 2 defects are rectified before testing continues.

3.15 Operations, Maintenance, and Application Managed Services (Section 4.2.2.16)

Concourse will operate, maintain, and support the solution for the contract term. We will manage the non-production, production, and disaster recovery landscapes and provide application managed services for at least the first year after each deliverable. Specific commitments:

- Tier 1 assistance: Concourse will assist WVDMV to staff the Tier 1 help desk with staff experienced in the solution from 7:00 a.m. to 5:00 p.m. Eastern Time Monday through Friday and 7:00 a.m. to 2:00 p.m. Eastern Time on Saturday, for the first 60 days of production operations for each deliverable.
- Tier 2 and Tier 3 help desk: A toll-free number and email address for the entire contract term, staffed at a minimum from 7:00 a.m. to 8:00 p.m. Eastern Time Monday through Friday and 7:00 a.m. to 2:00 p.m. Eastern Time on Saturdays, with extended hours as needed for special events such as the West Virginia State Fair.
- Tier 4 escalation: Concourse manages escalations to its product specialists and third-party providers, and manages relationships with AWS and any other third parties in the solution.
- Patching and upgrades: Patches applied within 30 days of release. Product upgrades applied on WVDMV approval. All changes follow State OT production change control, change windows, and blackout periods.

- Enhancement reserve: Up to 2,000 hours per year for enhancements, prioritized and approved by the WVDMV Change Control Board.
- Incident process: Tickets are worked in WVDMV's help desk application, with status updates, diagnostics, resolution records, and root cause analysis and a corrective action plan before closure.
- Change hygiene: Automated regression, integration, and system testing of changes. Fixes propagated to all active environments. Documentation and training materials updated as needed.
- Transition option: If the Agency elects to take over application support, Concourse will implement the knowledge transfer and technical training plan in Section 8.

3.16 Service Levels (Section 4.2.3.3)

Concourse accepts the Section 4.2.3.3 Table 2 issue resolution timelines as stated below. Concourse also accepts the service credits for acknowledgement, problem diagnostics, issue resolution, and system availability as defined in Section 4.2.3.3.

SEVERITY	ACKNOWLEDGEMENT	PROBLEM DIAGNOSTICS	RESOLUTION
Severity 1 - Critical	Within 30 minutes of the incident being reported	Begin within 30 minutes of report	Resolve Critical incidents within 24 hours of identification, or implement a workaround that allows reclassification as High
Severity 2 - High	Within 30 minutes	Begin within 3 hours of report	Resolve at least 95% within 5 calendar days of identification

SEVERITY	ACKNOWLEDGEMENT	PROBLEM DIAGNOSTICS	RESOLUTION
Severity 3 - Minor	Within 24 hours	Begin within 10 business days of report	Resolve at least 90% within 20 business days; remaining incidents resolved or an alternative accepted by the WVDMV Project Manager within 60 business days

Confirmed or reasonably suspected security incidents affecting WVDMV data are reported within the timeframes in Attachment E. Concourse will provide a primary security contact, available 24 hours a day, 7 days a week, for data breach obligations, as Attachment E Item 4(a) requires.

3.17 Contingency Plans to Keep WVDMV Fully Operational (Section 4.2)

- Mainframe as interim system of record: The mainframe stays the system of record, with its current integrations, until the MVP meets every go-live criterion and WVDMV certifies the production conversion.
- UNI fallback: UNI remains connected and available for rollback until REST services complete the parallel run and go-live criteria. If AAMVA's schedule and Deliverable 1 timing ever conflict, cutover proceeds by service family so critical services such as CDLIS, PDPS, and S2S move first.
- Decoupled deliverables: Because Deliverable 1 is independent of the MVP, any MVP delay leaves WVDMV on supported AAMVA REST connectivity with the mainframe still in service.
- Phased interface cutover: Interfaces are repointed to the MVP in waves, each with rollback procedures.
- Defined fallback position: The cutover plan specifies go and no-go checkpoints, the fallback point if cutover is halted, and the steps to resume mainframe processing, including handling of transactions captured during the cutover window.

- Schedule buffers: The work plan holds buffer ahead of the MVP's 18-month deadline, and AAMVA structured-testing slots are requested early.

3.18 How This Approach Compares to Other Approaches (Section 4.2)

ALTERNATIVE	WHERE CONCOURSE'S APPROACH IS STRONGER	WHERE IT IS WEAKER OR CARRIES RISK
Single replacement without an interim REST layer	Meets the AAMVA deadline independently of the full replacement; separates risk into two gates	Adds mainframe adapter work that is later retired, although the gateway and AAMVA services carry forward
Rehosting or code-converting the COBOL system	Removes COBOL dependency and delivers user-maintained business rules, modern portals, and audit	Requires full business analysis and data conversion rather than a technical port
Configuring an established commercial DMV package	Platform components are reused while licensing workflows are purpose-built to WVDMV processes and law; product roadmap stays aligned to WVDMV	Concourse's driver licensing modules have not yet run in production in another jurisdiction (Section 4.3.1), so WVDMV relies on our testing, conference room pilots, and parallel runs for assurance

Narrative description of proposed Cloud operating environment

RFP Reference: Sections 5.3.6.2.4, 4.2.2.10, 4.2.2.12, 4.2.2.16, and Attachment E.

4.1 Hosting Model

Section 4.2.2.10 requires hosting in a StateRAMP-authorized cloud service provider environment. Section 4.2.2.4 requires a vendor-provided and managed technical environment. Concourse proposes a Concourse-managed, single-tenant environment for WVDMV, hosted on AWS in U.S. regions. Concourse hosts on FedRAMP-authorized AWS infrastructure with AWS GovCloud available and in current use. AWS commercial US East/West regions are FedRAMP Moderate authorized at the IaaS level for services in scope; the Concourse application itself does not hold FedRAMP ATO. Concourse Platform is listed in the FedRAMP Marketplace and is pursuing authorization through FedRAMP 20x. Before contract execution, Concourse will document the StateRAMP authorization status of each infrastructure service in scope, and it will be tracked in the security plan. If WVOT's review of CJIS or FTI data handling calls for AWS GovCloud, Concourse will deploy the same architecture there.

Section 4.2.2.4 allows the Agency to elect to host the production landscape in an Agency- or WVOT-controlled cloud. If WVDMV exercises that option, testing through UAT still runs in the Concourse-managed environment, and Concourse will deliver the production deployment packaging, runbooks, and RACI adjustments needed for that environment. Section 4.2.2.16 also refers to a state-owned cloud; Concourse has requested clarification of that reference (Section 10).

4.2 Primary and Backup Data Centers

- Primary: An AWS U.S. East region, deployed across multiple availability zones with automatic failover of application, database, and gateway tiers.
- Backup: An AWS U.S. West region, geographically distant from the primary. Continuous database replication, replicated object storage, daily backups with point-in-time recovery, and a warm standby that can be promoted within the 24-hour recovery requirement.
- Data location: All WVDMV data at rest is stored only in U.S. data centers, and staff do not store WVDMV data on portable devices, as Attachment E Item 3(i) requires.

4.3 Cloud Architecture Design Plan

- Network: Dedicated virtual private cloud for WVDMV with segmented public, application, data, and management subnets; web application firewall and DDoS protection at the edge.
- State connectivity: Encrypted site-to-site connectivity to the WVOT network for mainframe access, Regional Offices, and State WAN partners. AAMVAnet access through a connectivity path approved by AAMVA and WVOT.
- Compute: Containerized application services with horizontal auto-scaling; separate batch compute; the Enterprise API gateway in front of all services.
- Data: Managed relational database with multi-availability-zone standby and cross-region replica; separate reporting store; encrypted object storage for documents.
- Keys and cryptography: Cloud key management for data encryption; dedicated HSM service for mobile credential signing in both regions.
- Monitoring and security operations: Centralized logging, continuous availability and performance monitoring, vulnerability scanning, and security event alerting; security logs and user access reports exportable in CSV per Attachment E Item 9.
- Assurance: SOC 2 Type II audit report available upon request (Attachment E Item 11); Cloud Security Alliance CAIQ self-assessment submitted before award and annually upon request (Item 10); BC/DR plan executive summary upon request (Item 19); network diagram upon request (Item 13).

4.4 Environments

ENVIRONMENT	PURPOSE	DATA
Development	Configuration and development	Synthetic data
System and Integration Test	System and integration testing, AAMVA structured testing	Masked converted data; AAMVA test data
Conversion	Mock conversions and reconciliation	Production extracts under restricted access
UAT	WVDMV-managed user acceptance testing	Masked converted data
Training	End-user training, refreshed as needed through at least 90 days after go-live	Training data set
Production Patch / QA	Validation of patches and enhancements before promotion	Masked data
Production	Live operations	Production data
Disaster Recovery	Warm standby in backup region	Replicated production data

4.5 RACI Model

R = Responsible, A = Accountable, C = Consulted, I = Informed.

ACTIVITY	CONCOURSE	WVDMV	WVOT	THIRD PARTIES
Cloud infrastructure provisioning and operation	A/R	I	C	AWS: R (physical infrastructure)
Application operation, patching, scaling	A/R	I	C	I
Security plan and controls	A/R	C	C (approves with CoE)	I
State network and AAMVAnet connectivity	R (cloud side)	C	A/R (State side)	AAMVA: C
Mainframe integration facility and COBOL changes	C/R (adapter)	A	R (mainframe platform)	Mainframe maintenance team: R
Interface design and build (Concourse side)	A/R	C	C	Partners: C
Partner-side interface development	C	A	C	Partners: R
Data cleansing of WVDMV-provided data	C	A/R	I	I

ACTIVITY	CONCOURSE	WVDMV	WVOT	THIRD PARTIES
Data conversion programs and execution	A/R	C (verifies)	I	I
UAT planning and execution	C/R (environment, fixes)	A/R	I	I
User security administration	C	A/R	C	I
Tier 1 help desk (first 60 days)	R (assists)	A/R	I	I
Tier 2 and 3 support	A/R	C	C	I
Organizational change management	C (advisory)	A/R (WVDOT-led)	I	I
Backups, disaster recovery testing	A/R	I	I	AWS: R (infrastructure)

4.6 Software Licensing List

COMPONENT	PROVIDER	PURPOSE	SUPPLY
Concourse OS platform and WVDMV driver license modules	Concourse	Core application, workflow, portals, reporting, audit	Concourse, as SaaS
Enterprise API gateway and AAMVA REST services	Concourse on AWS managed services	Deliverable 1 services, reused in Deliverable 2	Concourse, as SaaS
Concourse Bridge integration engine	Concourse	Attachment B integrations and on-premises connectivity	Concourse, as SaaS
AWS infrastructure services (compute, managed database, object storage, key management, HSM service, WAF, monitoring)	Amazon Web Services	Hosting, backup, disaster recovery, cryptography	Concourse-managed
Test automation and monitoring tools	Concourse-managed	Automated regression, performance testing, observability	Concourse-managed

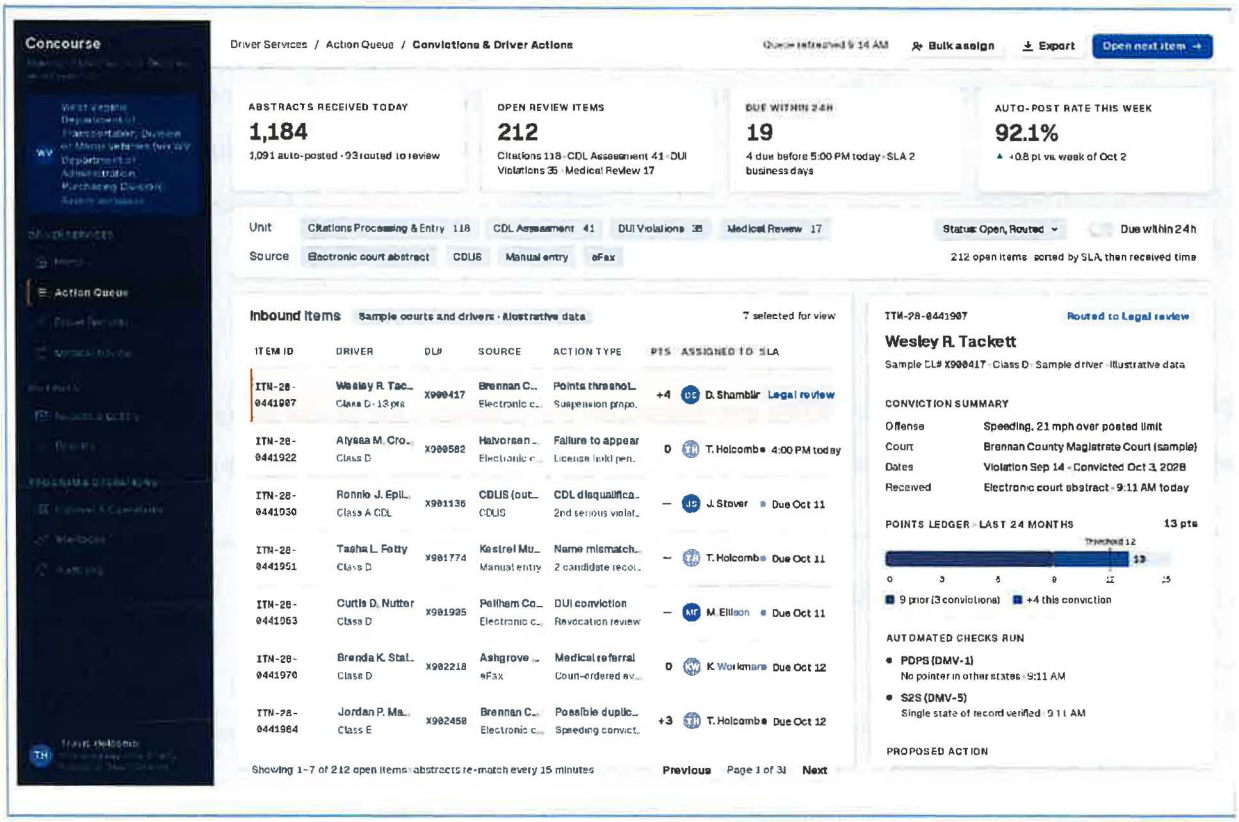
COMPONENT	PROVIDER	PURPOSE	SUPPLY
OpenText AppEnhancer, dmvFIRST, IDEMIA systems, mainframe integration facility	State and current vendors	Retained systems integrated with the solution	State-held; not supplied by Concourse

SKUs, product numbers, and quantities are entered on the Summary tab of the separate cost workbook. Pricing will be provided in a separate cost proposal as required by the RFP.

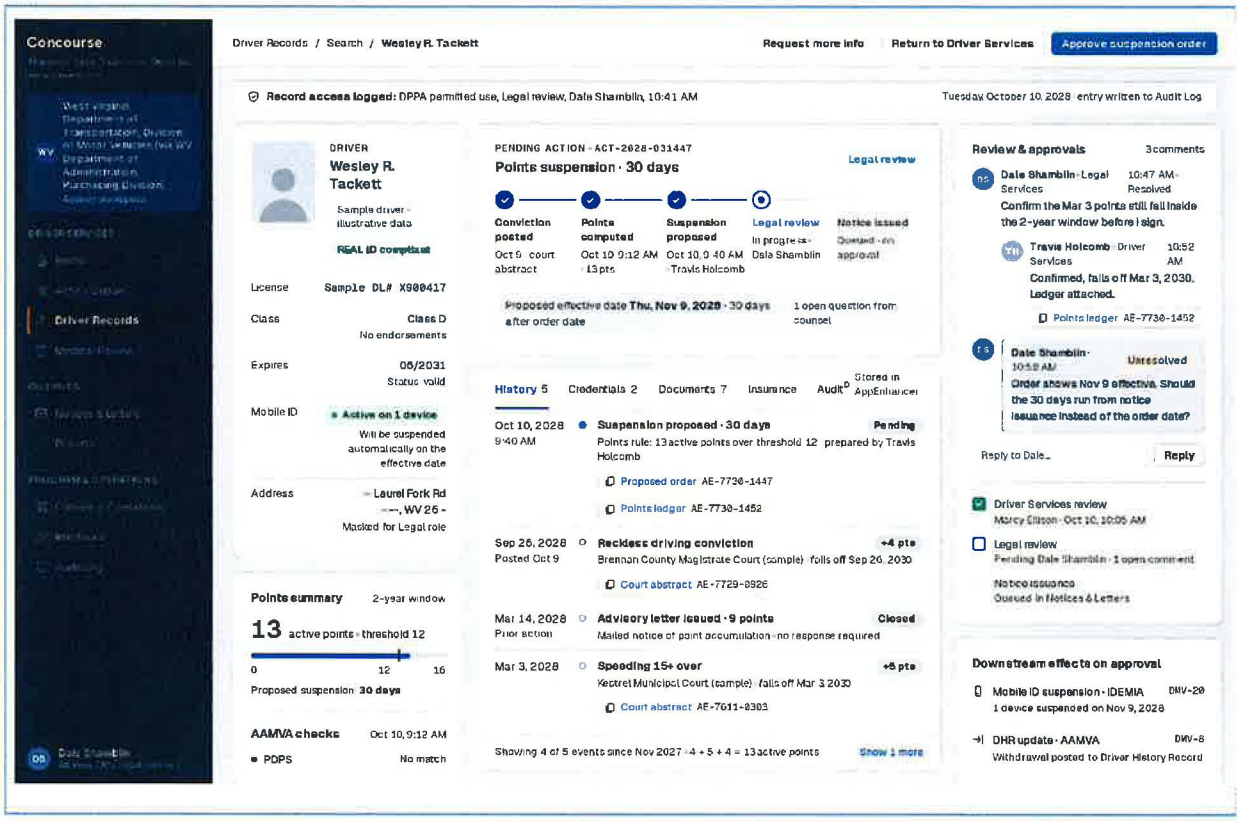
Your Platform, Illustrated

A concept preview of how a Concourse-built platform could look for this engagement.

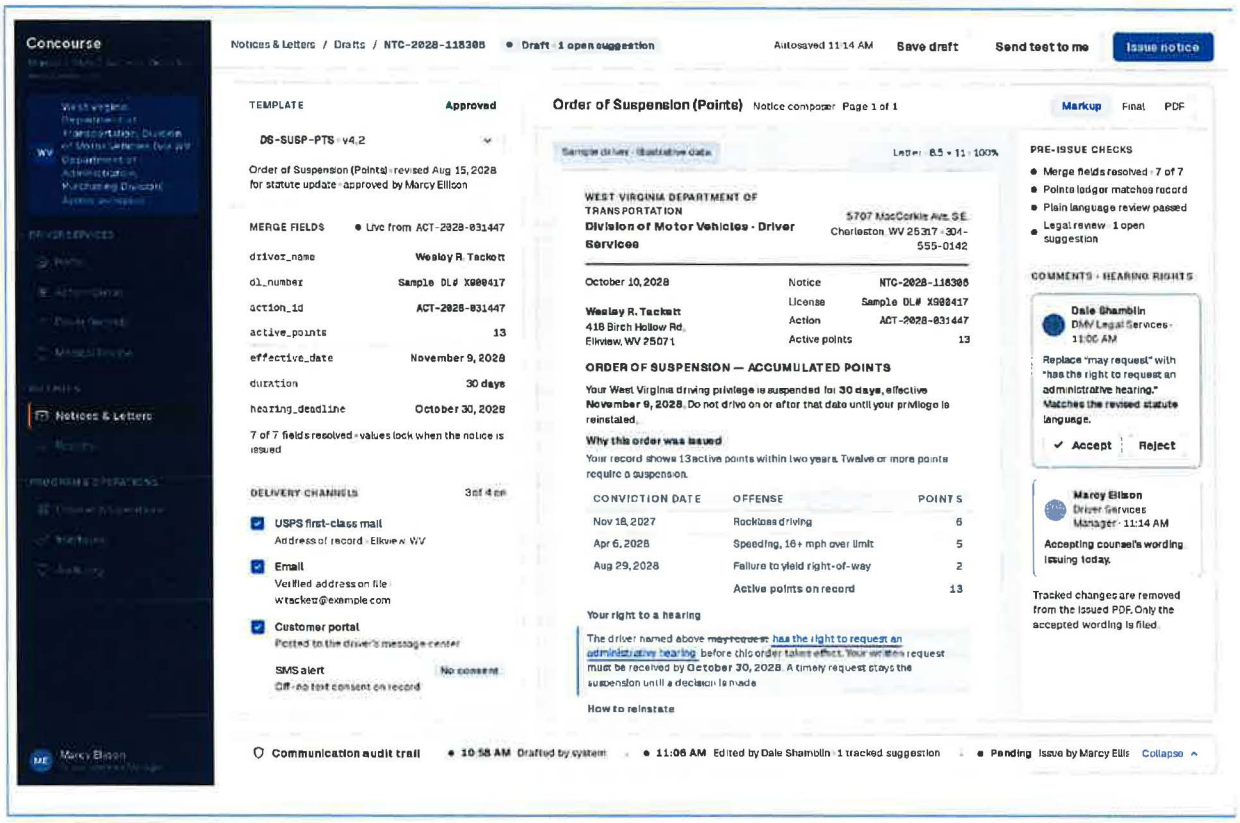
The screens below are illustrative concept mockups created for this proposal to show how Concourse would tailor a platform to your requirements.



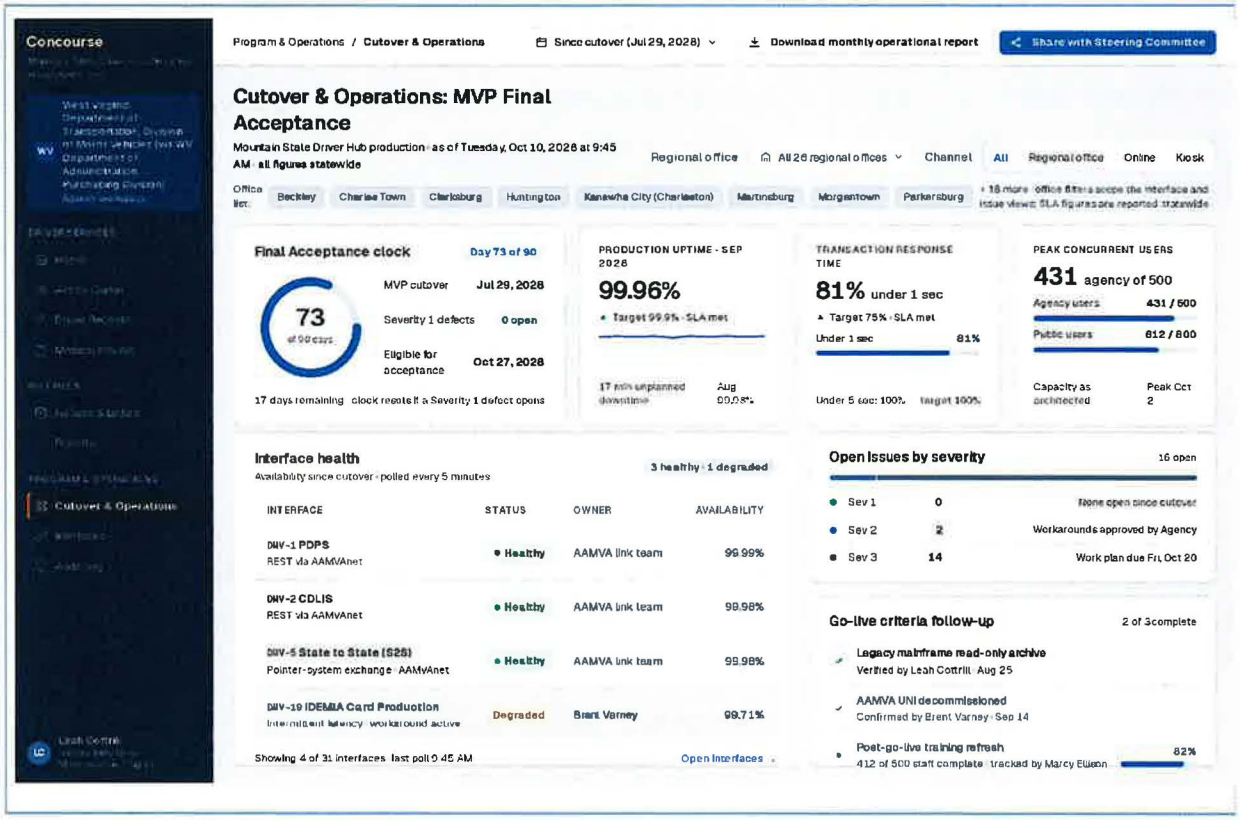
ILLUSTRATIVE **Action Queue: Convictions & Driver Actions** - Illustrative conviction and driver-action queue for the WV Division of Motor Vehicles: electronic court abstracts are auto-posted, and anything that needs a person is triaged and routed in one place.



ILLUSTRATIVE **Driver Record: Wesley R. Tackett** – Illustrative unified driver record for the WV Division of Motor Vehicles: credentials, driver history, AAMVA checks, and a suspension moving through legal review all sit in one shared workspace instead of seven separate applications.



ILLUSTRATIVE **Notice Composer: Order of Suspension (Points)** - Illustrative template-driven notice composer for the WV Division of Motor Vehicles: the suspension order is drafted from the approved action, reviewed with tracked suggestions, and sent by mail, email, and portal, with a copy filed to the document repository.



ILLUSTRATIVE **Cutover & Operations: MVP Final Acceptance** – Illustrative operations rollup for WVDMV leadership: the 90-day Final Acceptance clock after the mainframe retirement, severity-ranked issues, AAMVA and partner interface health, and performance against service levels on one page.

RFP Reference: Sections 5.3.6.2.5, 5.3.6.2.6, 4.2, 4.2.2.3, 4.2.2.4, and 4.2.3.2. The initial project work plan is provided as a separate attachment.

The two deliverables run in parallel with separate teams and separate acceptance gates. Week numbers count from delivery order issuance.

STAGE	WEEKS	KEY ACTIVITIES AND DELIVERABLES	ACCEPTANCE GATE
Mobilization and Planning (both deliverables)	1-3	Kick-off within 5 days of award; project work plan and project management plan within 30 days; stakeholder, knowledge transfer, data conversion, interface, test, training, and go-live plans; QA plan within 45 days; security plan within 60 days	Agency approval of plans
Deliverable 1: Build	4-11	UNI message inventory; OpenAPI specs and interface agreements; Enterprise API gateway; mainframe adapter; AAMVA REST services; runbooks and dashboards	Specification validation
Deliverable 1: Testing and Parallel Run	12-17	System, integration, security, performance testing; AAMVA structured testing; parallel run against UNI; copybook-to-API reconciliation; UAT	Steering Committee UAT approval
Deliverable 1: Deployment Readiness	18-21	Cutover and rollback plan; start-up training for up to 20 core team members; defect disposition	Go-live criteria met

STAGE	WEEKS	KEY ACTIVITIES AND DELIVERABLES	ACCEPTANCE GATE
Deliverable 1: Go-Live and Hypercare	22	Production REST services and UNI decommissioning; 30-day hypercare; 90-day continuous operations acceptance period begins	Final Acceptance after 90 days with no Critical defects
Deliverable 2: Fit/Gap and Design	4-16	Fit/gap analysis and Steering Committee decisions; process flows; RTM; SDDD; FRICEW designs; DB2 profiling; Data Migration Plan; conference room pilots in Charleston	SDDD and RTM approval
Deliverable 2: Build, Interfaces, Migration	17-56	Sprint delivery of credential, history, medical review, insurance, placard, investigations, and correspondence functions; mDL and HSM; Attachment B interfaces; 40 reports; Mock Conversion 1 before integration testing	Sprint reviews; Mock Conversion 1 approval
Deliverable 2: Testing and Training	57-72	System, integration, security, performance testing; Mock Conversion 2 before UAT; WCAG 2.1 AA certification before UAT; DHS mDL documentation; UAT support; end-user training pilot; train-the-trainer; support for approximately 500 end users	UAT approval; training approval

STAGE	WEEKS	KEY ACTIVITIES AND DELIVERABLES	ACCEPTANCE GATE
Deliverable 2: Cutover and Stabilization	73-78	Production conversion with at least 99.99% automated reconciliation; mainframe retirement; 90-day production support by the original project team	Final Acceptance after 90 days with no Critical defects

Note: Kickoff date and all downstream milestones are contingent on Concourse receiving required data access, system credentials, and stakeholder availability from the West Virginia Division of Motor Vehicles. The implementation timeline is subject to change based on project scope adjustments; all timelines will be confirmed during contracting.

5.1 Expedited Delivery (Section 4.2.3.2)

Concourse's Deliverable 1 target of Week 22 is earlier than the 12-month requirement in Section 4.2.2.3 and covers the full Deliverable 1 scope and all go-live criteria. It depends on AAMVA structured-testing availability and on the State-provided mainframe integration facility being in place by Week 4. Concourse will confirm the committed go-live date for each deliverable in the detailed project work plan, and that date becomes the basis for measuring late delivery as Section 4.2.3.2 describes.

5.2 Assumptions and Dependencies

- Kickoff date and all downstream milestones are contingent on Concourse receiving required data access, system credentials, and stakeholder availability from the West Virginia Division of Motor Vehicles. The implementation timeline is subject to change based on project scope adjustments; all timelines will be confirmed during contracting.
- WVOT provides a mainframe integration facility (z/OS Connect or equivalent) and access to DB2 extracts, copybooks, and CICS transaction documentation.
- WVDMV's mainframe maintenance team performs COBOL and JCL changes that the mainframe adapter needs, or Concourse seeks an approved teaming partner for that work.

- AAMVA schedules structured testing and provides test credentials in time for the Deliverable 1 plan.
- Interface partners build and test their side of each interface within the approved work plan, coordinated by WVDMV.
- WVDMV provides subject matter experts for fit/gap sessions, conference room pilots, UAT, and data cleansing decisions.
- WVDMV confirms the source of vehicle data used for insurance compliance and placard migration.

5.3 Risks and Mitigation

RISK	MITIGATION
Mainframe knowledge concentrated in a small contractor group	Early joint sessions with the mainframe team; copybook mapping catalog and recorded walkthroughs captured in Weeks 1-8
AAMVA testing slots delay Deliverable 1	Request testing slots during mobilization; cut over by service family; UNI stays available until each family passes
Undocumented business rules embedded in COBOL	Rules mining from program logic and parallel comparison of MVP results against mainframe outcomes for sampled records during integration testing
Data quality issues in legacy DB2	Profiling in design; two mock conversions; exception register with WVDMV ownership

RISK	MITIGATION
mDL and HSM certification timing	HSM and signing design finalized early in design; DHS documentation prepared in parallel with build
Staff readiness across 26 Regional Offices	Conference room pilots, train-the-trainer, and advisory support to WVDOT-led organizational change management
Partner interface readiness	Signed interface agreements, a shared interface tracker, and mock partner services so Concourse testing is not blocked

RFP Reference: Sections 5.3.6.2.7, 4.3, 4.3.2, 4.2.3.4, and 4.2.3.5. Named staff and bios appear in the team section of this proposal; two-page resumes are provided as a separate attachment.

ROLE	RESPONSIBILITIES	DELIVERABLES AND PHASES
Executive Sponsor	Accountability for delivery; participates in Steering Committee escalations	All

ROLE	RESPONSIBILITIES	DELIVERABLES AND PHASES
Deployment Lead (dedicated)	Owns the program from kickoff through go-live; coordinates both delivery tracks	Deliverables 1 and 2 through go-live
Project Manager (PMP)	PMI-aligned planning, status reporting, risk, schedule, and change control	All
Functional Lead	Fit/gap, process flows, RTM, business rules, conference room pilots, UAT support	Deliverable 2 primarily; Deliverable 1 business validation
Technical Architect	SDDD, cloud architecture, API gateway, security architecture, performance	All
Integration Engineers	AAMVA REST services, mainframe adapter, Attachment B interfaces	Deliverables 1 and 2
Data Migration Specialist	DB2 profiling, conversion programs, mock conversions, reconciliation	Deliverable 2; copybook mapping in Deliverable 1
Accessibility Specialist	WCAG 2.1 AA validation and conformance documentation; usability studies	Deliverable 2

ROLE	RESPONSIBILITIES	DELIVERABLES AND PHASES
Technical Advisor, Security	Security plan, CJIS and FTI controls, security testing coordination with WVOT	All
Training Specialist	Training plan, materials, videos, pilot, train-the-trainer	Deliverables 1 and 2
Account Management Lead (dedicated)	Owns the relationship from go-live onward; managed services governance	Operations and maintenance
Support Engineers	Tier 2 and Tier 3 support, monitoring, patching	Operations and maintenance

Mandatory Qualifications (Section 4.3.2)

- **4.3.2.1**: Concourse will staff the Project Manager role with an individual holding current Project Management Professional (PMP) certification from the Project Management Institute. Certification evidence will be included in the resume attachment. If the role is filled through a teaming partner, the partner will be disclosed for WVDMV approval as Section 4.2.3.5 requires.
- **4.3.2.2**: The Functional Lead and Technical Architect will each have at least two years of experience in similar roles on implementations of Concourse OS, documented in their resumes.

Staff continuity: The experience of the staff named in this proposal is the baseline for the contract term. Any replacement will have equal or greater experience, as Section 4.2.3.4 requires. The original project team provides production support for at least 90 days after each go-live, on-site and off-site.

Subcontractors: None are proposed at submission. Concourse will obtain WVDMV approval before onboarding any subcontractor, provide subcontracts upon request, and notify subcontractors of their compliance, licensing, and Attachment E obligations before they start work. Concourse will conduct criminal background checks in compliance with W. Va. Code 15-2D-3 for all staff with access to WVDMV data, and everyone with DMV record access will sign the West Virginia Executive Branch Confidentiality Agreement.

Proposed project management methodology and approach

RFP Reference: Sections 5.3.6.2.8 and 4.2.2.5.

Concourse manages this program consistently with PMI practices: an approved baseline for scope, schedule, and budget; integrated change control; and formal acceptance gates. Build work within those gates runs in two-week sprints. WVDMV staff test completed functions at each sprint review, as Section 4.2.2.6 describes for initial user testing.

7.1 Governance

- Project Steering Committee: Approves plans, fit/gap decisions, customizations, UAT results, and go-live. Concourse's Executive Sponsor and Deployment Lead attend.
- Bi-weekly status meetings: With WVDMV Project Manager(s) and key WVDMV, WVDOT, and OT stakeholders.
- Change Control Board: Prioritizes enhancement reserve work after go-live.

- Working teams: Separate Deliverable 1 and Deliverable 2 teams, each with its own daily coordination and a shared integration and data workstream.

7.2 Plans and Due Dates

PLAN OR EVENT	TIMING
Project kick-off meeting	Within 5 days of contract award
Detailed project work plan (tasks, dependencies, assumptions, Agency resources)	Within 30 days of contract execution; updated at the start of each deliverable
Project management plan, including scope change management process	Within 30 days of contract execution
Quality assurance plan	Within 45 days of contract execution
Security plan to WVDMV, WVOT, and the Cybersecurity Center of Excellence	Within 60 days of delivery order issuance
Stakeholder engagement, knowledge transfer, data conversion, interface, test, training, and go-live deployment plans	Mobilization, then updated per deliverable
Risk management plan	With the project management plan; maintained throughout

7.3 Status Reporting and Collaboration

Status reports are delivered at least bi-weekly. Each covers the main tasks worked, milestones reached, deliverables provided, tasks for the next two weeks, concerns and problems, and items

needed from the Agency. A secure project collaboration environment holds all deliverables and work products, along with the risk register, action item log, issues log, and decision log. Authorized project team members can view and update them as the approved project management plan defines.

7.4 Risk, Quality, and Deliverable Review

Each risk in the register has triggers, an owner, and a mitigation plan, and the register is reviewed at every status meeting. The QA plan defines quality checks for each requirement area, the process for customer service issues, and how Concourse responds to changing WVDMV needs or findings of substandard performance. The work plan allows ten business days for Agency review of each deliverable, and deliverables are submitted with a traceability summary against the RTM.

7.5 Scope Change Management

Every proposed change to the baselined work plan follows the approved process: change request, impact analysis on schedule, resources, and risk, approval by the appropriate authority, and baseline update. Change requests use the change order rates submitted in Concourse's separate cost proposal. Pricing will be provided in a separate cost proposal as required by the RFP.

RFP Reference: Sections 5.3.6.2.9, 4.2.2.4, and 4.2.2.16.

This plan prepares WVDOT IT staff to take over application managed services if the Agency elects to do so after the first year of production. Knowledge transfer to WVDMV, WVDOT IT, and OT system administrators also runs throughout the project, starting with hands-on start-up training for up to 20 core team members.

STAGE	TIMING	ACTIVITIES	EXIT CRITERIA
Orientation	Production months 1-2	Architecture walkthroughs of the SDDD; environment, monitoring, and runbook overview; role-specific access for WVDOT IT staff	Participants complete orientation and access checklist
Shadowing	Months 3-5	WVDOT IT observes Concourse Tier 2 and Tier 3 incident handling, patch cycles, releases, and batch operations	Staff can explain each runbook procedure
Guided Practice	Months 6-9	WVDOT IT performs configuration changes, report development, rules-table updates, and regression runs under Concourse review	Tasks completed to QA standards
Reverse Shadowing	Months 10-12	WVDOT IT leads support activities with Concourse as backup; readiness assessment	Agency-approved readiness assessment

- Artifacts: Runbooks, SDDD, data dictionary and data models, interface specifications, the OpenAPI catalog, the regression test suite, and administrator guides, all kept current in the collaboration environment.
- Technical training topics: Rules-table administration, security administration and Active Directory group mapping, report builder, integration monitoring, batch schedules, release promotion under OT change control, and incident triage.
- End-user training: Training materials and system procedure manuals tailored to WVDMV processes with integration hand-offs; how-to videos for public functions; an end-user training

pilot for about 20 participants per deliverable; train-the-trainer; support for training of approximately 500 WVDMV staff; training environment managed for at least 90 days after go-live.

References

Additional references are available upon request. Please note that Concourse exclusively serves public sector customers. Because of this, our customers are often unable to serve as formal references. However, we understand the importance of evaluating Concourse's prior work; to help with this, we have provided a list of Recent Awards & Implementations section in our proposal. Additionally, as we move forward in the process, we are happy to discuss connecting you with our existing customer base as needed.

Clarifications and Assumptions

RFP Reference: Section 2, Item 22. The items below are clarifications, marked as Item 22 requires. Concourse is submitting them through the Attachment F template. Where an addendum does not resolve an item, this proposal relies on the stated assumption.

TOPIC	RFP REFERENCE	CLARIFICATION AND PROPOSAL ASSUMPTION
Final go-live date	Section 4.2, p. 11; 4.2.2.4	The January 1, 2028 date and its liquidated damages appear to conflict with the 18-month MVP deadline. Concourse assumes January 1, 2028 applies to Deliverable 1 (REST APIs and UNI retirement) and that the MVP is governed by the 18-month deadline.

TOPIC	RFP REFERENCE	CLARIFICATION AND PROPOSAL ASSUMPTION
Hosting model	Sections 4.2.2.10, 4.2.2.16	Concourse assumes production hosting is vendor-provided in a StateRAMP-authorized environment, with the Agency option in Section 4.2.2.4 to host production in a State-controlled cloud.
Mobile ID and HSM ownership	Section 4.2.2.4; DMV-20	Concourse assumes it provides issuing-authority signing through an HSM and integrates with IDEMIA Mobile ID, rather than replacing IDEMIA's wallet application.
Parallel-run set and exception rates	Section 4.2.2.3	Concourse assumes the representative transaction set and acceptable exception rates are agreed in the Master Test Plan.
Severity 1 wording	Section 4.2.3.3, Table 2	Concourse reads the Severity 1 resolution requirement as applying to Critical (Severity 1) incidents.
Section cross-references	Sections 4.2.2.3, 4.2.2.4, 4.2.3.3	Concourse assumes severity definitions refer to Table 1 and availability to Section 4.2.2.12.
ADO and release order	Sections 4.2.2.4	Concourse assumes ADO, release order, and delivery order refer to the same authorizing document.
Mainframe-side changes	Cost workbook Phase 1 development milestone	Concourse assumes WVDMV's mainframe maintenance team performs COBOL and JCL changes, with Concourse providing specifications and testing support.

TOPIC	RFP REFERENCE	CLARIFICATION AND PROPOSAL ASSUMPTION
Phases 3 and 4	Cost workbook	No functional requirements are stated for Phases 3 and 4. Concourse's technical proposal addresses Deliverables 1 and 2.
Vehicle data source	Section 4.2.2.4	Concourse assumes WVDMV identifies the vehicle data source for insurance cross-referencing and placard migration during design.

Concourse's Approach

Purpose-built for the public sector. Modern architecture. Flexible configuration.

Concourse is a technology company built exclusively to serve government agencies, school districts, and public institutions. Our platform is cloud-native, modular, and API-first, delivering the same level of innovation and customer service the private sector expects to the public sector organizations that need it most.

Purpose-Built for Government Concourse exists to serve the public sector. Every product decision, compliance investment, and support process is built around the realities of government procurement, security requirements, and stakeholder complexity.	**Modern Architecture** Our platform is built on a cloud-native stack (containerized services, infrastructure-as-code, CI/CD-driven releases). This means faster deployments, easier integrations, and a system that scales with your organization.	**Hosting Aligned to Agency Requirements** The proposed environment follows the agency's hosting, data-residency, and security requirements. The technical approach identifies the selected environment, its responsibilities, and any required adaptation.
API-First & Modular Architecture Every component is built as an independent, reusable module with well-documented APIs. This allows flexible customization, straightforward integration with existing systems, and the ability to extend functionality over time.	**Multi-Protocol Integration Engine** Concourse supports API-first integration, SFTP, RPA, and on-premises connectivity through Concourse Bridge, including prebuilt connectors for legacy public sector platforms.	**Rapid Implementation** We deliver a functioning system early in the implementation process based on direct stakeholder feedback. You see your specific version in a fully operational context early and often, not just at the end.

How We Work With You

- We undertake a collaborative discovery process to ensure we are configuring our system to meet your exact needs.
- Your dedicated Deployment Lead owns delivery from kickoff through go-live. Your dedicated Account Management Lead owns the relationship from go-live onward, coordinating ongoing improvements and questions.
- We deliver a functioning system early in the implementation process, incorporating your feedback so the final product reflects your team's priorities.
- We integrate directly with your team's communication channels (such as Microsoft Teams) to facilitate faster feedback and more transparent collaboration.
- Change requests and scope adjustments are welcomed. We discuss openly to ensure we are always aligned with your evolving needs.

Our Deployment Process

One process from contract signature through go-live and beyond.

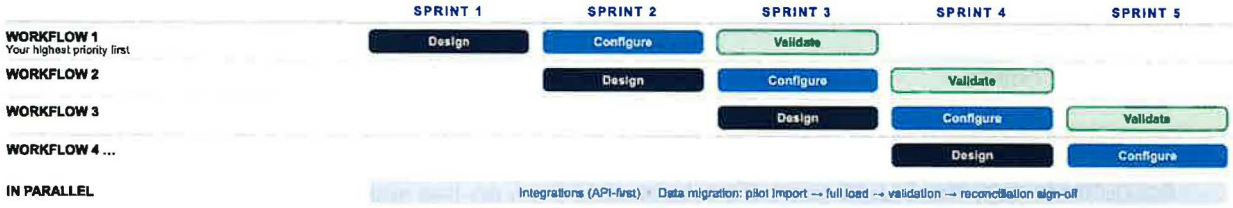
Software projects fail in the gap between contract signing and confident daily use. Our process closes that gap: working software in the earliest weeks, shaped workflow by workflow in live sessions with your team. The same process carries through go-live and beyond, standing up the training, support, and hypercare that make the system stick.

The Process: Contract Through Steady State



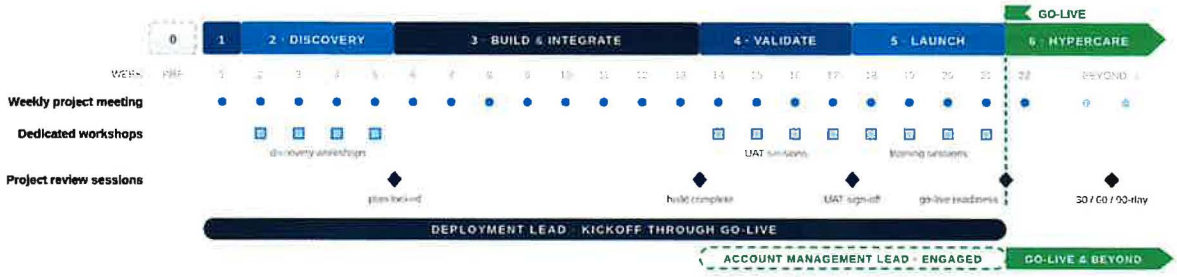
A Closer Look: Phase 3, Build & Integrate

One complete workflow at a time, in your live environment



Each sprint puts one complete workflow in front of your team in the live environment; you review it in the weekly working session, and feedback lands in the next release.

Our Proposed Project Timeline



Core Assumptions

- A named executive sponsor and day-to-day project manager on your side; decisions move through the weekly cadence.
- Data exports and integration credentials requested at pre-kickoff; access has the longest lead time in the plan.
- Subject-matter experts available for workshops, acceptance testing, and training.
- The timeline shown reflects this proposal's scope and follows the dates in your solicitation.

Risks & How We Manage Them

- **Integration access** - Opens before kickoff and runs alongside discovery, with agreed fallbacks where an API is not available.
- **Legacy data quality** - Early pilot import, automated validation of every record, and your sign-off on reconciliation before cutover.
- **Late-emerging requirements** - Workflow-by-workflow reviews surface issues while they are cheap to fix; decisions are logged once.
- **Adoption and turnover** - Role-based training with recorded materials, hypercare check-ins, and 30 / 60 / 90-day checkpoints.

The Process, Phase by Phase

What each phase delivers, and what you will see along the way.

Phase 0: Pre-Kickoff

The work starts before the first meeting. We execute the contract, draft the workplan, and confirm your executive sponsor and project manager. Requests for data exports and integration credentials go out now, because access has the longest lead time in the plan, and the kickoff date is set around when your systems and data will be ready.

Key outputs: Executed contract and workplan · named leads on both sides · access requests issued

Phase 1: Kickoff

A single working session brings both teams together to confirm scope, cadence, and how decisions get made. Behind the scenes we stand up your environments, security, and access, and connect directly to the communication channels your team already uses (such as Microsoft Teams), so questions never wait for a meeting.

Key outputs: Kickoff held · environments stood up · weekly cadence on calendars

Phase 2: Discovery

Collaborative working sessions map how your team works today: workflows, roles, data, and the rules behind them. Findings land in a requirements plan and a shared decision log that you review and approve, so configuration reflects how your organization actually operates. Later phases continue to absorb what we learn together.

Key outputs: Validated requirements · decision log opened · configuration plan

Phase 3: Build & Integrate

A functioning system is delivered early in the engagement. Each sprint configures one complete workflow and puts it in front of your team in the live environment; your feedback lands in the next release. Integrations run in parallel through our multi-protocol engine (API-first, with file-based fallbacks), while data migration moves through pilot import, full load, and validation, with a reconciliation report for your sign-off.

Key outputs: Workflows live one by one · integrations connected · migration reconciled

Phase 4: Validate

Before anyone depends on the system, it is tested thoroughly: functional and integration testing by our QA team, performance and security review, and accessibility checks against the applicable WCAG standard stated in this proposal. Your team then runs user acceptance testing with guided test plans built around real workloads. Because your team has worked in each workflow as it was built, acceptance testing confirms a system they already know.

Key outputs: QA complete · UAT sign-off · security and accessibility review

Phase 5: Launch

Training is a core deliverable of the launch phase. Role-based tracks for administrators, power users, and end users are built from your configured workflows, delivered live and recorded, with job aids and a practice sandbox loaded with realistic data. Cutover follows a rehearsed checklist, timed around your operational calendar.

Key outputs: Staff trained by role · cutover rehearsed · go-live

GO-LIVE

Phase 6: Hypercare & Handoff

The first weeks after go-live get daily attention: check-ins, priority fixes, and refresher sessions while usage is heaviest. Your Account Management Lead then owns the long term, with regular check-ins, escalation coordination, quarterly business reviews, and 30 / 60 / 90-day optimization checkpoints. The team that built your system stays behind the team supporting it.

Key outputs: Hypercare complete · steady-state support · quarterly reviews

Training & Enablement

Role-based training and enablement aligned to your project's scope and delivery plan.

Concourse provides role-based training for administrators, power users, and end users through live virtual or on-site sessions, recordings, user guides, and quick-reference materials. Training and enablement services are available as fixed-price packages aligned to project scope.

Role-Based Training Curriculum	Live + On-Demand Delivery	Training Environment & Sample Datasets
Administrators, power users, and end users each get a tailored track aligned to their day-to-day tasks. Curriculum is built from your actual configured workflows, not generic product demos.	Instructor-led sessions (virtual or onsite) are paired with recorded videos and step-by-step job aids, so staff can learn in the moment and revisit material as needed after go-live.	When included in the scoped package, a training environment with sample datasets lets staff practice before go-live without risking production records.

Knowledge Base & Executive Briefings

Scoped training materials can include recorded sessions, step-by-step guides with screenshots, a searchable knowledge base, and executive dashboard briefings.

Training Deliverables Aligned to Project Scope:

- Training plan and schedule scoped to the engagement, delivered in Phase 1 Discovery, and refined through Phase 3.
- Role-based user guides, administrator guides, quick-reference job aids, and recorded sessions as defined in the project scope.
- Live training sessions during Phase 4, plus go-live support including a phased rollout, first-week hypercare, daily stand-ups, real-time monitoring, and 30/60/90-day optimization checkpoints, included in the implementation package when specified.
- Training environment, sample datasets, and searchable knowledge base when included in the scoped package.

Tailored to This Engagement:

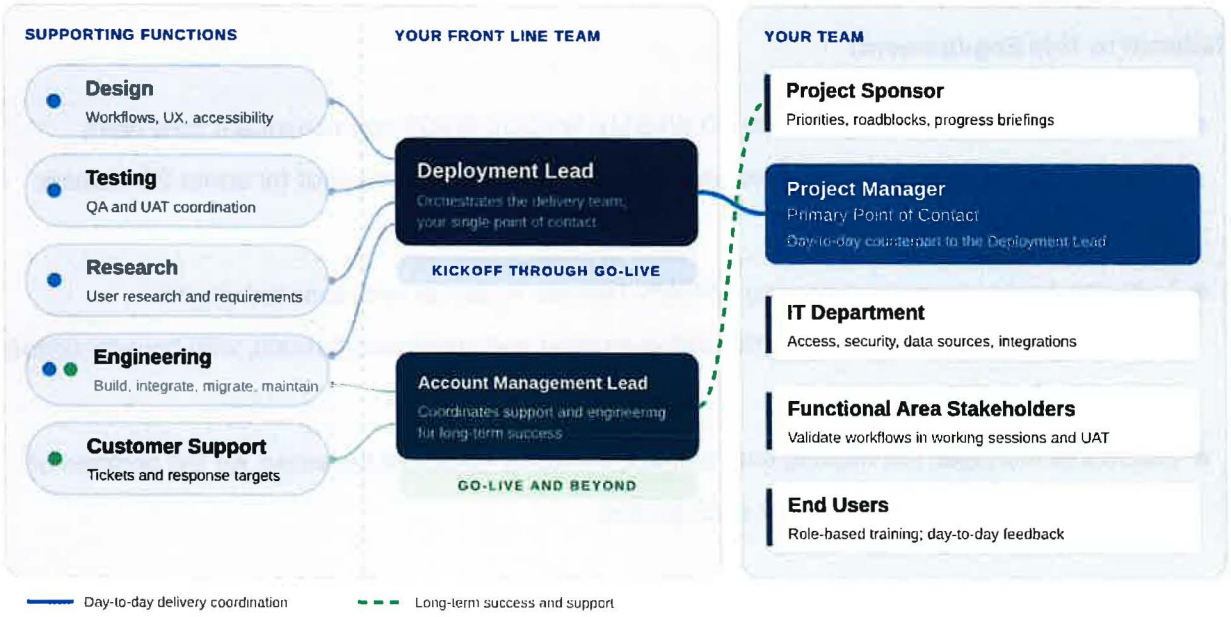
- Hands-on start-up training for up to 20 WVDMV, WVDOT, WVOT, and consultant core team members at the start of each deliverable, plus an end-user training pilot for about 20 trainers and UAT testers per deliverable.
- Train-the-trainer program preparing WVDMV Trainers to deliver end-user training to approximately 500 WVDMV staff through eLearning and classroom formats, with how-to videos for public-facing functions.
- Concourse manages the training environment, including database refreshes, for the duration of training and at least 90 days after each go-live.

Our Team Structure

One team across Concourse and West Virginia Division of Motor Vehicles, West Virginia Department of Transportation, from kickoff through long-term operations.

Our team brings an expert mix of engineers, project managers, and govtech professionals, organized in an operating model designed around three commitments:

Accountability	Responsiveness	Delivery Excellence
Named leads own your outcome	Decisions made at the project level	Specialists at every phase



Deployment Lead (Kickoff through go-live)

- Drives the day-to-day project work and owns the delivery plan
- Your single point of contact during solution stand-up, training, and implementation
- Accountable for project success and empowered to make decisions for the project

Account Management Lead (Go-live and beyond)

- Owns your long-term support and success after go-live
- Engaged throughout deployment, so the relationship carries through go-live without interruption
- Leads ongoing check-ins, coordinates escalations, and conducts quarterly business reviews

Why We Organize This Way

- **This structure gives you clear lines of communication and accountability from day one**: one person drives delivery, and one person owns your long-term success. The Deployment Lead works inside your operations every day and becomes an operational expert in how your organization actually works, configuring your solution around that reality. They are also empowered to make decisions for the project, which means we respond to your needs as they evolve without waiting on a layered approval chain. And your Account Management Lead is engaged throughout deployment, so there is no knowledge cliff at go-live: the person supporting you in year two helped stand your system up.

Your Project Team

CONCOURSE TECH INC.

Concourse assigns a dedicated project team with defined roles and responsibilities to every engagement. Each member below has a specific function on your project, bringing relevant public sector delivery experience. Additional team members can be assigned at the request of West Virginia Division of Motor Vehicles, West Virginia Department of Transportation.



Thomas Smyth — FOUNDER & CHIEF EXECUTIVE OFFICER

15+ years in software and GovTech	Founder, Trim — $100M+ saved for consumers	Delivery across 100+ public sector clients

Thomas is the founder and CEO of Concourse and has led technology delivery across the firm's 100+ public-sector clients, including state agencies, municipalities, higher education institutions, and K-12 school districts. He previously founded Trim, a personal finance application that saved Americans more than $100M on their bills. On this engagement he owns client relationship strategy, executive stakeholder alignment, and delivery accountability.



Jonathan Dach — HEAD OF GOVERNMENT AFFAIRS

OFFICE OF THE GOVERNOR OF CONNECTICUT
U.S. DEPARTMENT OF STATE

Chief of Staff, Governor of Connecticut	Office of the Secretary, U.S. Dept. of State	Clerk to the Chief Judge, State of New York

Jonathan leads government affairs at Concourse. He spent seven years on Connecticut Governor Ned Lamont's senior staff, including serving as chief of staff, supervising tens of thousands of employees across every state agency. Earlier he clerked two years for the chief judge of the State of New York and spent three years in the Office of the Secretary at the U.S. Department of State.



Rapolas Binkys — LEAD STAFF ENGINEER & TECHNICAL ARCHITECT

BAIN & COMPANY

BAIN CAPITAL

11+ years as engineer, founder, consultant	Production systems for dozens of agencies	Cloud-native architecture and API integration

Rapolas owns the full product lifecycle from requirements through production deployment. With 11+ years as an engineer, founder, and technical consultant, he has shipped production systems for dozens of public sector clients, specializing in cloud-native architecture, API-first integration design, and AI-driven workflow automation. He coordinates Concourse's engineering team for technical delivery, performance, and security compliance.



Nayla Boorady — FORWARD DEPLOYED ENGINEER

Peregrine

Forward deployed engineer at Peregrine	Project lead on six agency deployments	ITSM, ticketing, and asset management builds

Nayla works directly with agency teams to build and ship production systems from requirements through go-live. She has delivered IT service management, ticketing, and asset management platforms for K-12, county, and municipal agencies. Previously a forward deployed engineer at Peregrine, she led six law enforcement deployments across the Midwest. She stays with each deployment through launch and adoption.



Ajay Menon — LEAD, PROJECT MANAGEMENT & IMPLEMENTATION

APAX PARTNERS

6+ years in product and delivery	15+ public sector implementations led	Enterprise scoping for government and education

Ajay manages day-to-day delivery, milestone tracking, and stakeholder communication. With 6+ years in product strategy and technology deployments, he has led 15+ public sector implementations end-to-end, and previously scoped and delivered enterprise solutions for government and education clients at a technology advisory firm. He runs sprint planning, UAT coordination, training schedules, and go-live readiness.



Emilia Cabrera — PRODUCT AND DESIGN

DUOLINGO

Product and design at Duolingo	Accessibility and user research practice	Section 508 and WCAG 2.2 AA conformance

Emilia leads product and design, owning day-to-day delivery for state and local government clients from kickoff through go-live and post-launch support. She previously shipped user-facing products at leading technology companies. At Concourse she runs configuration workshops, end-user training, and agency rollout visits, converting agency redlines and prototype feedback into prioritized build items that meet Section 508 and WCAG 2.2 AA.



Varun Char PRODUCT AND GROWTH

McKinsey&Company

MTA

U.S. ARMY RESERVE

Director of Strategic Initiatives, MTA	Strategy and operations at McKinsey	Legal counsel, U.S. Army Reserve

Varun is a strategy and operations leader with over a decade of experience improving large organizations and government agencies. As Director of Strategic Initiatives at the MTA he led operational and technology programs for one of the nation's largest transit authorities, and at McKinsey advised executives on strategy and operating model design. He leads stakeholder alignment, change management, and initiative planning.



Mike Mumma HEAD OF OPERATIONS & FINANCE

BCG BOSTON CONSULTING GROUP

10+ years in consulting and public policy	Relationships across 20+ public agencies	Owns cybersecurity and compliance program

Mike leads operations and finance, owning contracting and legal matters, finance operations, and the internal cybersecurity and compliance program. With 10+ years in technology consulting and government policy, he has managed relationships with 20+ agencies across state, municipal, and education sectors, and brings deep understanding of procurement workflows. He leads customer-facing technical reviews throughout each contract term.



Kelsey Shaner CONTRACTING & COMPLIANCE LEAD

10+ years in FinTech and GovTech operations	Dozens of government contracts managed	SLA and compliance framework ownership

Kelsey manages the full procurement lifecycle from initial opportunity through contract award and ongoing compliance. With 10+ years in technology operations spanning FinTech and GovTech, she has managed dozens of government contracts and SLA compliance frameworks. At Concourse she aligns configuration, documentation, and reporting with agency requirements so contractual obligations are met throughout the engagement.



Jacqueline Moss PRODUCT AND DATA MANAGEMENT LEAD

Guidehouse

Technology consultant at Guidehouse	Defense and civilian agency engagements	Requirements analysis and discovery design

Jacqueline serves as Product and Data Management Lead, owning the discovery process and translating agency workflows into technical specifications. Previously a technology consultant at Guidehouse, she supported complex government engagements spanning requirements analysis, stakeholder coordination, and implementation planning for defense and civilian agencies. At Concourse she leads discovery workshops, documents functional requirements, and grounds solutions in real agency operations.

Our Advisors

FORMER STATE & FEDERAL CIOS AND CHIEF PROCUREMENT OFFICERS



Brenna Berman

CHIEF INFORMATION OFFICER

City of Chicago



Amaya Capellán

CHIEF INFORMATION OFFICER

Commonwealth of Pennsylvania



Ann Dunkin

CHIEF INFORMATION OFFICER

U.S. Dept. of Energy; U.S. EPA



Greg Godbout

CHIEF TECHNOLOGY OFFICER

U.S. EPA



David Gragan

CHIEF PROCUREMENT OFFICER

Texas, Indiana, D.C., CFPB



Colin Hill

CHIEF INFORMATION OFFICER

City of Indianapolis



Vern Jones

CHIEF PROCUREMENT OFFICER

State of Alaska



Rock Regan

CHIEF INFORMATION OFFICER

State of Connecticut



Pari Sabety

DIRECTOR, OFFICE OF BUDGET & MANAGEMENT

State of Ohio



Greg Smith

CHIEF PROCUREMENT OFFICER; CHAIRMAN, NASPO VALUEPOINT

State of Nevada



Theresa Szczurek

CHIEF INFORMATION OFFICER

State of Colorado



Tim Hay

GOVERNMENT PROCUREMENT SPECIALIST

State of Oregon

Government Technology Delivery Experience

Town of Windsor

Windsor, CO · Court Case Management System

Building a cloud-based case management system for the Town of Windsor Municipal Court in Colorado. The platform handles case tracking and docket scheduling, stores documents, and processes payments both online and in person, with financial reconciliation tools for court staff. It automates conviction reporting to the Colorado DMV and integrates with two systems the Town already runs: its Records Management System and Springbrook ERP. Clerks, judges, and prosecutors work under role-based permissions and can leave secure internal comments on cases. A public web portal gives defendants a way to look up their case status and make payments.

Office of Technology, West Virginia

Charleston, WV · GRC / Cybersecurity Compliance Platform

Building a cybersecurity compliance platform for the West Virginia Office of Technology, the state's central technology office, to track how state agencies and entities meet security standards. Today agencies run assessments in CSET, a federal tool, and keep remediation plans in spreadsheets. With the new platform, each agency will get its own walled-off workspace, with one dashboard for the state's chief information security officer across all of them. WVOT staff will write questionnaires mapped to both the state framework and NIST, and the platform will score each agency's answers and evidence against every selected framework. Evidence will pull in automatically from AWS, Azure, Active Directory, and Palo Alto firewalls, with an upload portal for older systems.

Tennessee Department of Treasury

Nashville, TN · Participant Accounting System

Building the participant accounting system for the Tennessee Department of Treasury's in-house investment trust funds, which hold money for local governments, universities, and state agencies. The platform tracks each participant's contributions, withdrawals, and transfers between accounts, and calculates monthly interest and administrative fees. Withdrawal rules will be set per fund. A portal will let participants view statements and start ACH and wire transfers through a real-time link to the state's cash-movement system. Treasury staff will build, schedule, and export their own reports. It replaces a vendor system in place since 2019.

State of Oklahoma, Office of Management and Enterprise Services (OMES)

Oklahoma City, OK · Statewide Contract Platform

Delivered the statewide contract platform for the State of Oklahoma—the single source of truth for roughly 1,500 pre-negotiated statewide contracts that state agencies, school districts, cities, counties, and universities purchase from, supporting a statewide procurement program that the state reports generated nearly $180 million in savings and cost avoidance in FY2025. Full-text search finds contracts by number, supplier, category code, or product—including terms buried inside contract documents—replacing a legacy site that required users to know exact contract numbers. OMES category managers add and update contracts on the same site purchasers use, with nearly 15,000 contract updates centralized on the platform since its November 2025 launch. The platform also handles the financial administration of statewide contracts end-to-end, from supplier usage reports to invoicing; processing of supplier usage reports for statewide contract usage is three times faster than under the prior process. The platform launched less than 60 days after kickoff. “The implementation moved remarkably quickly without sacrificing quality. Concourse focused on understanding our business processes first, which allowed us to build a solution that reflects how Oklahoma actually manages statewide contracts,” — Lesli Bajema, director of statewide procurement strategy at Oklahoma's Office of Management and Enterprise Services.

Colorado Department of Health Care Policy and Financing (HCPF)

Denver, CO · Program Reporting Tool

Our awarded project with Colorado HCPF covers the reporting tool for its Senior Dental Program. The tool replaces an Access database and carries program history since 2015 into the new system. It will keep the CDT procedure code list current as the American Dental Association revises it. It will produce about 25 standard yearly reports plus a builder for custom reports, and it will meet WCAG Level AA.

Company Information

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Trust Center	SOC 2 Type II audit and TX-RAMP Level 1 certification documentation may be requested through the Concourse Trust Center: https://trust.concoursetech.com
CAGE Code	09E17
UEI	R1XGH5JT24M1

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