State of West Virginia

Department of Administration

RFP to Modernize the DMV Driver System

RFP # CRFP 0802 DMV2600000001

Technical Proposal

January 22, 2026, 1:30pm ET

ORIGINAL

West Virginia Interactive, LLC
a Tyler Technologies company

Ian McQuinn, General Manager
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Title Page

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

RFP Subject	RFP to Modernize the DMV Driver System
Number	CRFP 0802 2600000001
Vendor's Name	West Virginia Interactive, LLC dba Tyler Technologies West Virginia
Business Address	1614 Kanawha Blvd. E, Charleston, WV 25311
Telephone Number	304-206-9720
Fax Number	304-414-0266
Contact Person	Ian McQuinn, General Manager
Email Address	Ian.mcquinn@tylertech.com
Signature	
Date	01/22/2026

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Tyler Technologies West Virginia
1614 Kanawha Blvd. E,
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304-414-0265

5.3.6.2.1 Cover Letter

5.3.6.2.1 Provide a cover letter of introduction not to exceed two pages which should briefly introduce the prime Vendor, explain any partnerships, joint venture or other teaming arrangement, if applicable, and introduce all major subcontractors/subconsultants who may be involved in the performance of the work and the specific role the subcontractor is proposed to perform. The cover letter should indicate the office location which will be responsible for the delivery of the work under this RFP and clearly state the responsible contact person's title and contact information.

January 22, 2026

Department of Administration, Purchasing Division
2019 Washington St E
Charleston, WV 25305
Attn: John Estep, Buyer

Subject: RFP to Modernize the DMV Driver System, CRFP 0802 DMV2600000001

Dear Mr. Estep,

West Virginia Interactive, LLC dba Tyler Technologies West Virginia, a subsidiary of Tyler Technologies, Inc. (collectively "Tyler") respectfully submits this proposal for the State's consideration to modernize the West Virginia Division of Motor Vehicles (DMV) Driver System. We are confident that our industry-leading driver management system, coupled with our vast industry expertise and experience providing driver services for government agencies across the U.S., will meet and exceed the State's needs.

Tyler has proudly served the State of West Virginia since 2007. Our Charleston office will be responsible for the delivery of the work under this RFP-and currently supports more than 340 West Virginia state agencies, boards, commissions, and local governments, including 189 state agencies, 79 county departments, and 66 municipal departments, delivering hundreds of innovative digital government products and services. The Tyler team in West Virginia delivers secure, mission-critical services that connect West Virginia residents and businesses with West Virginia government. Our long-standing presence in the State reflects a deep understanding of West Virginia's regulatory environment, operational realities, and commitment to public service. As West Virginians, we are uniquely positioned to deliver solutions that meet the State's specific needs while maintaining continuity, accountability and local support.

Since 2019, Tyler has strategically partnered with our proposed subcontractor, Champ Titles, Inc. ("CHAMP"), to deliver core DMV modernization services nationwide. Founded in 2018, CHAMP is a cloud-native Software as a Service ("SaaS") company, specializing in full-service DMV modernizations. Its flagship platform, CHAMPgov, is a purpose-built, modular system designed exclusively for motor vehicle agencies and engineered from inception as a true cloud-native platform – an industry distinction. This architecture enables accelerated implementation timelines, lower and more predictable costs, cloud-optimized scalability, and continuous enhancements delivered without disruptive upgrades or change

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orders. CHAMP will provide the software platform, implementation expertise and ongoing support and maintenance of the platform for the duration of the contract.

Building on Tyler's successful and award winning modernization of the West Virginia DMV's Vehicle Registration and Digital Titling System, we bring deep domain expertise, seasoned leadership, and a disciplined delivery approach to DMV system transformation. For this engagement, Tyler will deploy the CHAMPgov platform, supported by dedicated product specialists and implementation professionals, to deliver a comprehensive secure, and scalable driver system that meets and exceeds the WVDMV's Driver System modernization requirements.

The result is a lower-risk, future-ready platform that evolves with agency needs and eliminates costly system replacements. While many vendors may offer similar capabilities, the Tyler–CHAMP delivery model uniquely combines local expertise, proven execution in West Virginia, and modern SaaS technology to deliver faster deployment, lower total cost of ownership. Our solution includes system enhancements and change orders throughout the life of the contract. Furthermore, as Tyler-CHAMP have already implemented the WVDMV's Vehicle Registration and Digital Titling system, there is no need for the optional Phase 4 as outlined in the RFP.

When reviewing this submission, please note that CHAMPgov is a robust, modular platform comprised of numerous functional modules and associated acronyms; for a complete listing and additional clarification, refer to our response to RF Section 5.3.6.2.3.

Tyler Technologies appreciates the opportunity to submit this proposal and looks forward to continued collaboration with the State on this critical modernization initiative. We welcome the opportunity to further demonstrate how our experience, technology, and delivery approach will provide lasting value to the West Virginia DMV and the citizens it serves.

Thank you for your consideration of Tyler.

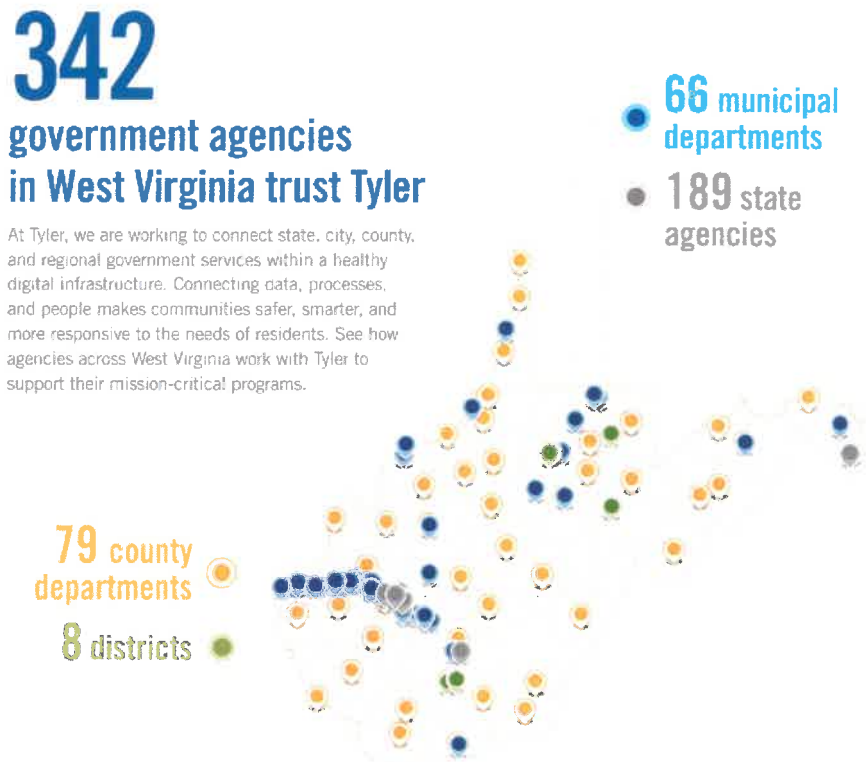
Sincerely,

Ian McQuinn
General Manager
Tyler Technologies West Virginia

5.3.6.2.2 Executive Summary

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

Tyler Technologies West Virginia has served West Virginia government entities since 2007 through our Charleston-based team, partnering with the WVDMV and more than 340 West Virginia state agencies, boards, commissions, and local governments. Our team consists of West Virginians who understand the unique needs of state agencies and our fellow residents.



Tyler Technologies, a trusted leader in government software focused exclusively on public sector solutions since 1998, empowers governments to build safer, smarter communities through innovative technology. Tyler's mission is to empower public sector entities to operate more efficiently and connect more transparently with their constituents and each other.

Proven Partnership with WVDMV

For nearly two (2) decades, Tyler has partnered with the West Virginia Division of Motor Vehicles to deliver transformative digital services. Over 50 innovative solutions have been delivered for DMV, improving efficiency, customer experience, and modernizing how constituents are served. Tyler also leads the industry in secure payment processing, integrating 33 services with the WV State Treasurer's Office, and processing over $50 Million annually —more than any other vendor.

In 2019, Tyler formed a strategic partnership with Champ Titles, Inc. ("CHAMP") to modernize the WVDMV's vehicle system, eliminating the DMV's reliance on their aged mainframe, and digitizing all

titling, registration, and lien processes. This initiative set a national benchmark for DMV modernization, reducing risk, cost, and time to market.

The partnership between WVDMV and Tyler has been recognized by AAMVA for service excellence, efficiencies, and value to West Virginians, specifically, our collaboration to deliver the CHAMPgov Vehicle Services Platform, West Virginia's Digital Title and Registration System ("DTRS").

Partnering With CHAMP

Tyler is partnering with CHAMP to provide the proposed solution – the CHAMPgov platform – a cloud-native, modular, full-service modernization platform designed specifically for motor vehicle agencies and delivered via a Software as a Service (" SaaS") model.

CHAMPgov is the only DMV modernization platform engineered from inception as a true cloud-native solution. Its modular design, and SaaS model enables states to benefit from:

- Faster implementation timelines
- Lower implementation, maintenance and cloud costs
- Enhanced security
- Greater flexibility
- Continuous enhancements

This architecture allows CHAMP to deliver value early and often throughout the modernization process. The Platform is continuously enhanced on behalf of customers, ensuring it remains "future proof." As a true SaaS product, these ongoing improvements are included in a partnership with Tyler/CHAMP – resulting in the lowest total cost of ownership in the industry. CHAMPgov is offered at a fixed cost, a benefit only possible with a cloud-native approach. CHAMPgov's modular platform allows solutions to be tailored to each state's unique needs, deploying only the necessary components, while offering room to grow as needs evolve.

All these attributes have made CHAMP one of the fastest growing software vendors in the GovTech industry. Their rapid growth earned us a spot on the Inc. 5000 list in 2025, and today, CHAMP services reach over 35 million Americans.

CHAMP has earned its reputation as the industry leader in Vehicle Services modernization, delivering cloud-native core system replacements enhanced by CHAMP's EAS and DAS Suites. These enable Electronic Title, Registration, and Lien Management services that are widely favored by commercial users nationwide. CHAMP is proud to offer the first true Digital Title platform, supporting both intra-state and inter-state vehicle title transfers, in a fully digital environment.

CHAMP is the first vendor to introduce AI-powered validation of title and registration work through the CADE AI module, part of the DAS Suite. CADE AI streamlines the application review process, improves accuracy, and significantly reduces opportunities for fraud – empowering title clerks to work faster, smarter, and more securely.

CHAMP's track record in DMV modernization is unmatched: West Virginia, New Jersey, Kentucky, Illinois, Rhode Island, Louisiana, and Kansas have each trusted CHAMP to be their modernization partner.

Partnership Benefits to WVDMV

Since 2019, Tyler has partnered strategically with CHAMP to deliver core services to DMV partners. The cloud native CHAMPgov Platform represents a comprehensive, but flexible and modular product that can be installed to the specific needs of each DMV. Tyler will leverage the CHAMP platform and key CHAMP personnel with the necessary product and installation expertise to deliver a solution that meets and

exceeds the WVDMV's requirements. Specifically, CHAMP will contribute the following to the project as a subcontractor to Tyler:

- CHAMPgov Platform (Product)
- Product and Implementation Expertise
- Project/Program Management
- Integration Services
- Quality Assurance (QA) Services

WVDMV benefits from the expansive knowledge of our combined team and decades of experience supporting WVDMV. This means you get to work with a team that already understands the WVDMV processes and business needs and can accelerate implementation and overall knowledge transfer while simplifying workstreams and ensuring that WVDMV receives the most efficient and customized system that provides a consistent experience for customers, stakeholders and the WVDMV through a customer-centric, "single pane of glass" interface with a honed support team that is ready to help move your drivers system forward to best support WV citizens.

Additionally, WVDMV receives substantial benefits by selecting Tyler/CHAMP because we are the incumbent provider of the agency's vehicle system. Not only are transition risks completely eliminated for that functionality, but the WVDMV accomplishes the results of the optional Phase 4 without having to undergo the effort of implementing a new system. The proposed system will truly be an all-encompassing solution with a customer-centric interface for managing license, ID, and vehicle data.

Proposed Solution

Tyler proposes to modernize the WVDMV's driver system using the CHAMPgov Platform, ("the Platform") leveraging our proven partnership and deep state-specific expertise.

The Platform meets all modernization requirements and introduces a customer-centric architecture that links all driver and vehicle data to a Global Customer Identifier (GCI). The GCI leverages the Platform's Global Entity Registry (GLR) to enable secure, fully digital interactions and provides DMV clerks with a unified "single pane of glass" interface for managing all services.

Key Features of the CHAMPgov Platform:

- **Integrated Suites:** Driver Licensing, Vehicle Services, Electronic Agency Services (EAS), and Digital Agency Services (DAS).
- **Advanced Capabilities:** Digital Title transfers (intra-state and inter-state), AI-powered compliance validation (CADE AI), and fraud prevention.
- **Cloud-Native Architecture:** Ensures maximized scalability, system resilience, cost efficiency, security, and future-proofing—unmatched by competitors using cloud-hosted legacy systems.

This solution will deliver a seamless, modern experience for citizens, dealers, lenders, and insurers while optimizing DMV operations. In addition, Tyler proposes an expansive portfolio of award-winning, proven and successful digital services, with deep integrations to function seamlessly as part of the Platform. Tyler will also introduce industry-leading enterprise products, such as Tyler Cashiering (cash drawer), MyCivic (native mobile app), and Data & Insights (dashboarding and reporting tool).

The ability to combine these services will allow West Virginia DMV to realize the benefits of their investment in the nation's leading Vehicle Services system, with the introduction of the most advanced, intuitive Driver Licensing system available. The combination of the two will be unmatched by any other jurisdiction and will transform the customer and clerk experience in West Virginia.

The CHAMPgov Platform is comprised of five (5) integrated software suites, each designed to support a different aspect of motor vehicle agency operations, as illustrated below.

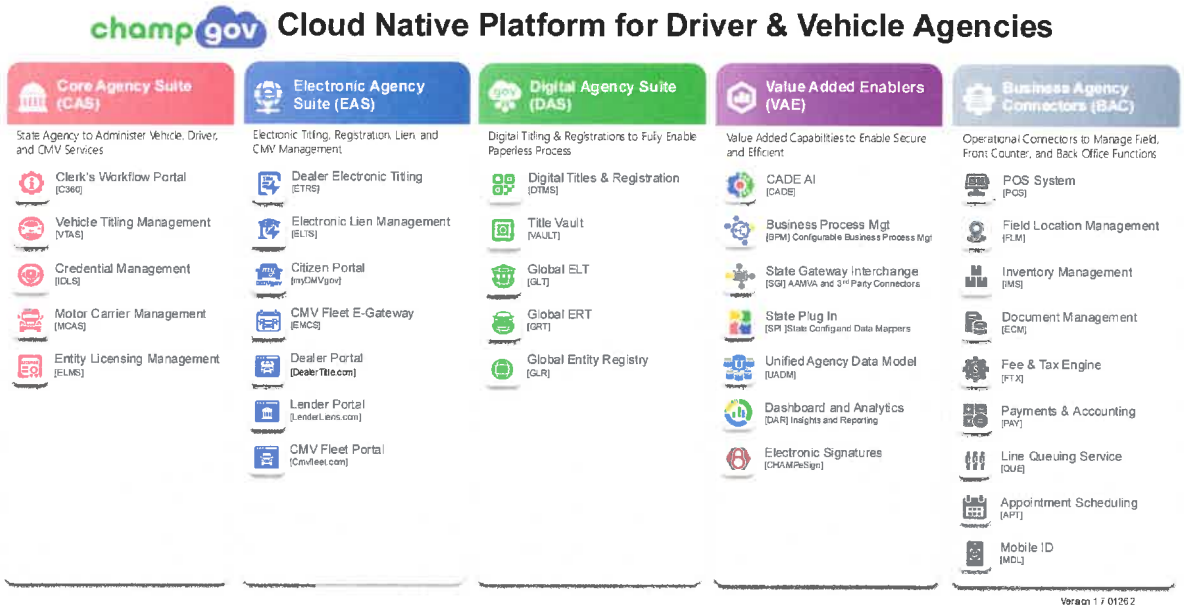


Figure 1: CHAMPgov Platform

These suites empower state partners to implement a truly customer-centric system, combining the very best of Driver Licensing and Vehicle Services into a unified "single pane of glass" experience. Each module is designed to optimize motor vehicle agency clerk efficiency, while delivering exceptional service to all key stakeholders - including citizens, dealers, lenders, fleets, insurers, and all service providers who work with each of them.

CHAMP has earned its reputation as the industry leader in DMV modernizations, delivering cloud-native core system replacements enhanced by our Electronic Agency Services (EAS) and Digital Agency Services (DAS) suites; these enable Electronic Title, Registration, and Lien Management services that are widely favored by commercial users nationwide. Additionally, we are proud to offer the first true Digital Title platform, supporting both intra-state and inter-state vehicle title transfers, in a fully digital environment. We are also the first vendor to introduce AI-powered validation of title and registration work through our Compliance Automated Decisioning Engine ("CADE AI") module, part of our DAS Suite, a recommended option. CADE AI streamlines the application review process, improves accuracy, and significantly reduces opportunities for fraud – empowering title clerks to work faster, smarter, and more securely.

West Virginia, New Jersey, Kentucky, Illinois, Rhode Island, Kansas and Louisiana each have trusted CHAMP to be their modernization partner, and CHAMP has delivered. Every CHAMP engagement has been successfully delivered on time, on budget, and includes change orders for the life of the contract. We guarantee the implementation timing of our Driver Licensing system and its integration with our existing West Virginia DMV Vehicle Services system.

Our ability to consistently meet and exceed our customers' expectations and to make guarantees regarding delivery is the result of many factors. The first is our team – CHAMP has assembled our industry's most talented, experienced and innovative team of professionals under the leadership of Shane Bigelow, our Co-Founder and CEO. The team brings deep knowledge from other security-critical industries, like banking and insurance, and applies those learnings to the government modernization space, specifically to help motor vehicle agencies across the country modernize their systems and processes. Our spirit of innovation has led us to develop a complete modernization platform that can be

implemented in a modular way. As a result, we have a solution to meet the needs of our customers, not a one-size-fits-all solution that lacks the flexibility to meet the specific requirements of a particular project. In addition to the unique modular structure of the CHAMPgov Platform, under the leadership of our Chief Technology Officer, Bo Shim, CHAMP has developed many industry leading innovations that have enhanced services and helped standardize engagement with CHAMP solutions, leading to faster adoption, more accurate data collection, and better customer outcomes.

Beyond our talented team, CHAMP brings other advantages to our engagements that are unmatched by our competitors. The CHAMPgov Platform is built from the ground up with a cloud native architecture, the only vendor in the DMV modernization industry to have done so. The value of cloud native architecture should not be understated. Cloud native is superior to cloud hosted solutions (the architecture that all modernization competitors have enabled by "lifting and shifting" their previously on premises systems into the cloud), offering a better platform in each of the of the following critical areas:

1. **Scalability and Elasticity** – Cloud native solutions automatically scale individual services based on demand.
2. **Resilience and Reliability** – Cloud native solutions are designed to manage failure, with imbedded self-healing, auto restart and redundancy. This allows for services to fail independently without bringing down the entire system.
3. **Speed of Development** – Cloud native is continuous integration and continuous deployment (CI/CD) friendly, with small independent deployments, faster feature releases and faster bug fixes.
4. **Cost Efficiency** – Efficient resource utilization via containers and servers with no idle infrastructure.
5. **Operational Efficiency** – Cloud native relies on the use of managed services, like databases, messaging and monitoring, with automated scaling, patching and recovery.
6. **Security and Compliance** – Built with zero trust architecture, fine grained access controls per service, greater ease in isolating breaches, and continuous security updates.
7. **Innovation and "Future Proofing"** - Easier to integrate AI, analytics, event streaming and APIs, cloud native adapts quickly to new cloud services and avoids technical debt. Simply stated, cloud native solutions can be continuously enhanced, allowing for the most current technologies to be deployed into the future. This ensures that the system should never need to be replaced, aka "Future Proof".

CHAMPgov's innovation, modularity, and cloud native architecture married perfectly with each of our seven (7) state engagements. The chart below depicts the scope of each of our engagements:

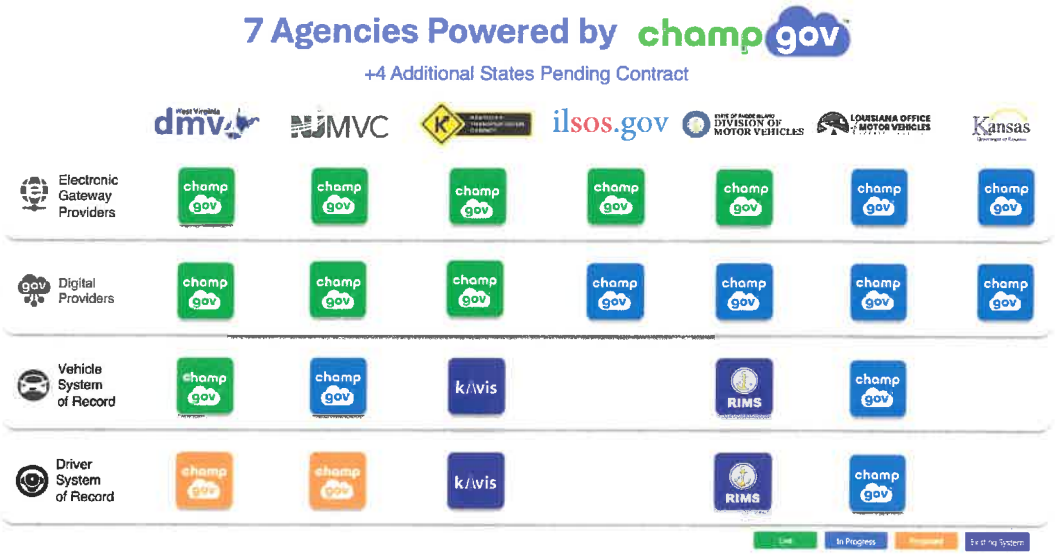


Figure 2: Agencies Powered by CHAMPgov

The following image illustrates the various ways that our services have been deployed:

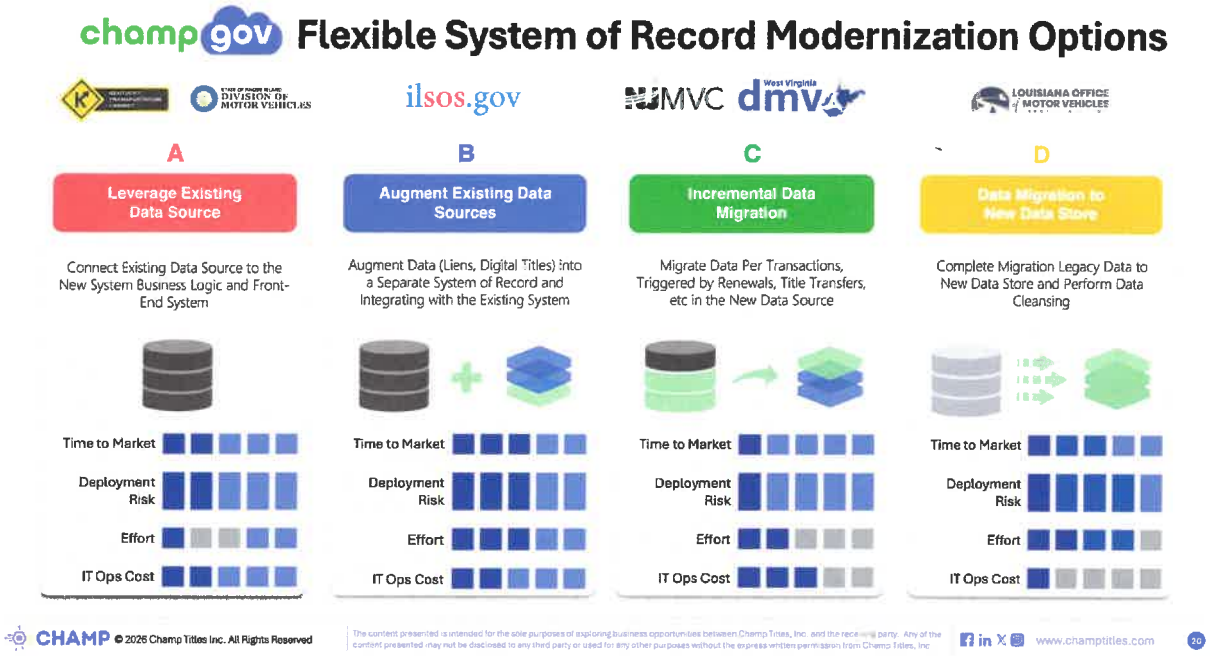


Figure 3: System of Record Modernization Options

This consistent success has led our customers to request accelerated deployment of our Drivers/Credentialing Services system, which is currently being implemented in Louisiana.

Tyler's Prior Experience Implementing the Solution

Tyler partners with Motor Vehicle and Driver Licensing agencies in 29 jurisdictions to deliver impactful software solutions. The Tyler/CHAMP partnership that started in West Virginia has extended to four (4) additional jurisdictions in just five (5) short years. These jurisdictions shared the Tyler/CHAMP vision for a more flexible, modern, cloud-native approach to digital transformation.

West Virginia, New Jersey, Kentucky, Rhode Island, and Kansas entrust the Tyler/CHAMP team to deliver their modernization initiatives. Louisiana and Illinois likewise leverage the CHAMPgov platform to advance their modernization goals. Every Tyler/CHAMP engagement has been successfully delivered on time, on budget, and without ever pursuing additional payment from the state, even when changes to the statement of work have been required. In alignment with our contractual guarantees, change orders are included in our ongoing support services in all of our engagements, a commitment we will also extend to the West Virginia DMV. This proven performance has led multiple customers to request the accelerated deployment of our Drivers and Credentialing Services system, which is currently being implemented in Louisiana with an anticipated go-live date of September 2026 (more details to follow), with contracts underway in two (2) additional jurisdictions.

Louisiana's Office of Motor Vehicles (OMV) selected the CHAMPgov platform as its modernization solution during a Governor-declared State of Emergency, following the highly publicized failure of its legacy system. CHAMPgov was chosen over legacy competitors because of the team's proven ability to meet aggressive timelines and operate with defined budgets. Our modern, flexible approach consistently delivers industry-leading solutions faster and at lower cost, while positioning our customers to never again face the need to replace a legacy DMV system, thanks to the CHAMP Platform, the only cloud-native SAAS solution developed exclusively for DMV modernizations. This partnership's combination of

innovation, reliability, and customer success has made *Tyler and CHAMP the "dream team"* choice for DMVs seeking to retire outdated systems and prepare for the future.

Proposed Project Organization

Tyler & CHAMP deploy a three-tier program management structure, with an executive steering committee maintaining overall control of the program and acting as the escalation point for key decision making. This executive steering committee receives monthly updates and also reviews the program Risks, Assumptions, Issues, and Dependencies (RAID) register. The Delivery Leadership tier represents a cross functional and cross group team that is involved in the day-to-day program execution. The Delivery Leadership tier is responsible for the end-to-end delivery, test, training, and activation of the program.

The Delivery Team represents an individual functional team of individuals working on differing aspects of the program, from design, requirements gathering, development, testing, and training. The diagram below illustrates the proposed Project Team:

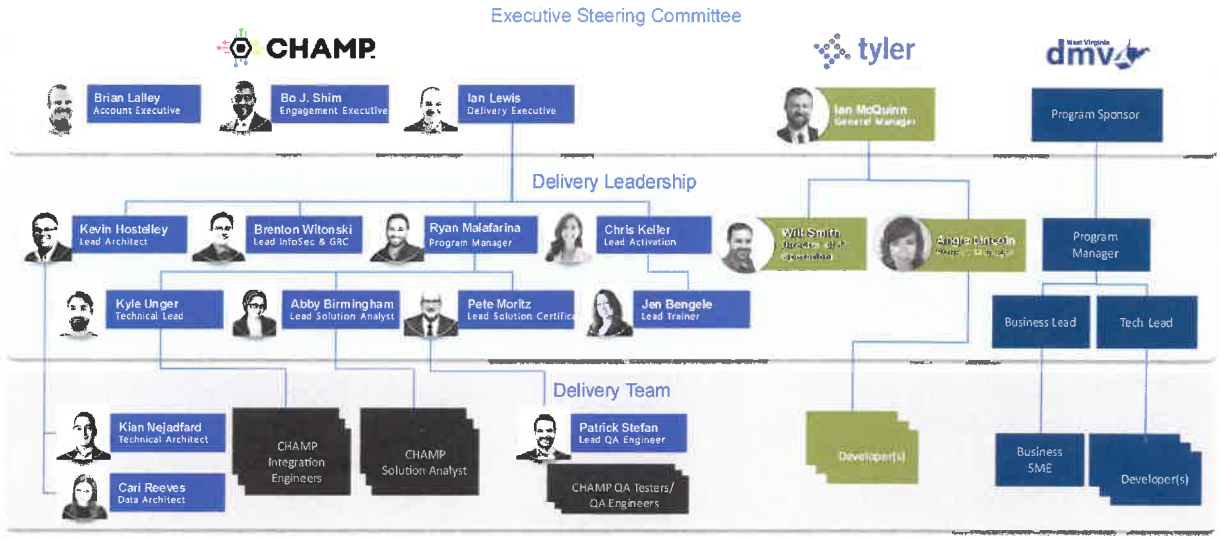


Figure 4: Project Organization Chart

Project Team Experience

Tyler has been serving government entities in West Virginia since 2007. Our Charleston-based team, backed by 8,000 Tyler team members worldwide, has worked with West Virginia state agencies, boards, commissions, and local government to deliver hundreds of innovative digital government products and services. More than 300 government entities in West Virginia currently trust Tyler to support their mission-critical programs.

Tyler has served as the prime entity for the implementation of CHAMP'S solution(s) in West Virginia, Kentucky, New Jersey, and Rhode Island. Tyler played a nearly identical role in each implementation, resulting in a tempered and mature approach that has been finely tuned through five (5) years of partnership.

Our proposed Project Manager, Angie Lincoln, holds a current PMP certification, while both our Technical Architect and Functional Lead each have well over two (2) years of hands-on experience leading comparable driver-license and vehicle-registration implementations—far exceeding the experience thresholds required by the RFP. We meet every mandatory project requirement set forth in this RFP, from regulatory compliance and enterprise architecture standards to operations and support.

For the West Virginia project, Tyler's local team will provide executive account management, customer support, integration expertise, and the know-how that comes from delivering impactful, high-quality, and secure solutions for the West Virginia DMV for over 19 years. In addition, the local Tyler West Virginia team will continue to provide end user support for system users to ensure service adoption and end-user satisfaction.

Tyler has chosen to partner with CHAMP Titles to provide the requested services given our strong partnership that has implemented five (5) state modernization initiatives together. CHAMP's team members are experts in their field and have over 200 years of combined experience designing and implementing software solutions. The average team member's years of experience with projects of similar scope and complexity exceeds 10 years.

For full details regarding the experience of each team member, please refer to Tyler Attachment 3 – Resumes.

Mandatory and Desirable Requirements Achievement Summary

After thorough review of the Mandatory Requirements found in RFP Section 4.2, the **Tyler and CHAMP team are proud to confirm that we meet all mandatory requirements**. In addition, after thorough review of all Desirable Requirements found in RFP Sections 4.2, we are pleased to report that we meet and exceed all mandatory requirements and exceed most desired requirements. Tyler and CHAMP will complete implementation of all phases within the agreed-to timelines with expedited delivery of Phase 1 and Phase 2. We have already deployed a live vehicle registration/titling system for at least one (1) U.S. jurisdiction (West Virginia) and served as the lead integrator of that system. While we have yet to deploy our driver-license system to a production state, we are currently on-schedule to launch the solution in the fall of 2026.

In Closing

As Tyler/CHAMP currently partner with WVDMV on the Vehicle Services System, including registration, titling and dealer-licensing, we have deep knowledge of the agency's data standards, security policies and workflows. After supporting the DMV's Vehicle Services modernization, we'd be proud to extend that trusted relationship to driver licensing, delivering a seamless, customer centric, unified architecture and a single point of accountability that speeds the DMV's path to a fully modern, customer-centric platform. We feel confident that our architecture, cloud native environment, and our delivery model, SaaS, will allow us to provide WVDMV on the driver side what we have already enabled on the vehicle side – a "better, faster, cheaper" solution that, through included continuous enhancements, will be at the forefront of driver licensing system technology indefinitely.

5.3.6.2.3 Proposed Solution

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

As a true SaaS offering, CHAMPgov is continuously and seamlessly enhanced, ensuring customers benefit from ongoing innovation without the burden of costly system replacements or disruptive upgrades. Our commitment to partnership ensures that every solution we implement, manage, and enhance stays at the forefront of motor vehicle agency technology—platform upgrades and enhancements are included during the life of the contract without the need for change orders. The proposed CHAMPgov product modules to be deployed for West Virginia DMV's Driver System Modernization are as follows:

1. **Clerk360 Portal** – Single pane-of-glass workflow management web portal to administer walk in, mail in, and electronic requests via CHAMPgov's work queues.
2. **IDLS** – Credential management to administer credentialing, permits, endorsements, restrictions, violations.
3. **UADM** – Unified Agency Data Model to store customer and credential data. Optional upgrade in Phase 4 the current vehicle titling, registration, and lien data (DTRS).
4. **CADE AI** – Compliance Automated Decisioning Engine AI handles data, document, and business rule validation and verification to assist the clerks in the reviews.
5. **BPM** – Business Process Management service to manage and route credentialing related work items (case management, credential renewal request, violations, medical reviews, court convictions, reinstatements, etc.) to the appropriate work queues. Optional Phase 4 would upgrade current DTRS work queues.
6. **SGI** – State Gateway Interchange service to connect to all AAMVA credentialing REST services, Department of Homeland Security's (DHS) SAVE, Social Security Administration's SSOLV, PDPS (DLDV, DIEA), FBI's NCIC, ITI K2D, DHS' Hazmat Endorsements, interlock vendors, and all other third-party data service providers and COTS systems.
7. **SPI** – State Plug In service to house all West Virginia DMV credentialing configurations, data mapping, business rules, fees, tax calculator, and data integrations.
8. **DAR** – Dashboard Analytics and Reporting service to deploy a data warehouse solution with master data master management, data marts, views, and reports accessible via the Clerk 360 web portal or via attachments transmitted electronically.
9. **GLR** – Global Entity Registry maintains unique identifier of all entities (customer, dealers, insurance carriers, third parties, cmv operators, and lenders)
10. **Business Agency Suite** – Deploy or integrate with existing COTS solutions (line queue, appointment scheduling, POS, inventory management, document management, and tax & fee calculator).
11. **Enterprise Cashiering** – Tyler's Cashiering application is a powerful enterprise-level cashiering solution that manages revenue collection from multiple locations and collection points. Tyler Cashiering is fully integrated with the Tyler Payments platform that is used today to process payments for all online DMV transactions. Cashiering also maintains full integration with the CHAMPgov platform, allowing inventory management and price calculations to function natively in the core system.
12. **MyCivic** – Tylers secure, mobile-first platform that enables state agencies to deliver a full suite of citizen-focused services, from driver license renewals and vehicle title filings to appointment scheduling and real-time status updates, directly to smartphones and tablets. This native mobile app integrates seamlessly with the CHAMPgov platform, ensuring data consistency and compliance with state security standards.
13. **Data & Insights** – Tyler's Data & Insights platform delivers a unified, cloud-native analytics environment that consolidates data from disparate agency systems into a single, searchable repository. Leveraging built-in data-modeling, interactive dashboards, and advanced visual-analytics tools. Seamless integration with the CHAMPgov Platform through RESTful APIs and pre-configured connectors ensures that DMV can quickly surface insights without disrupting existing workflows, empowering data-driven decision-making.

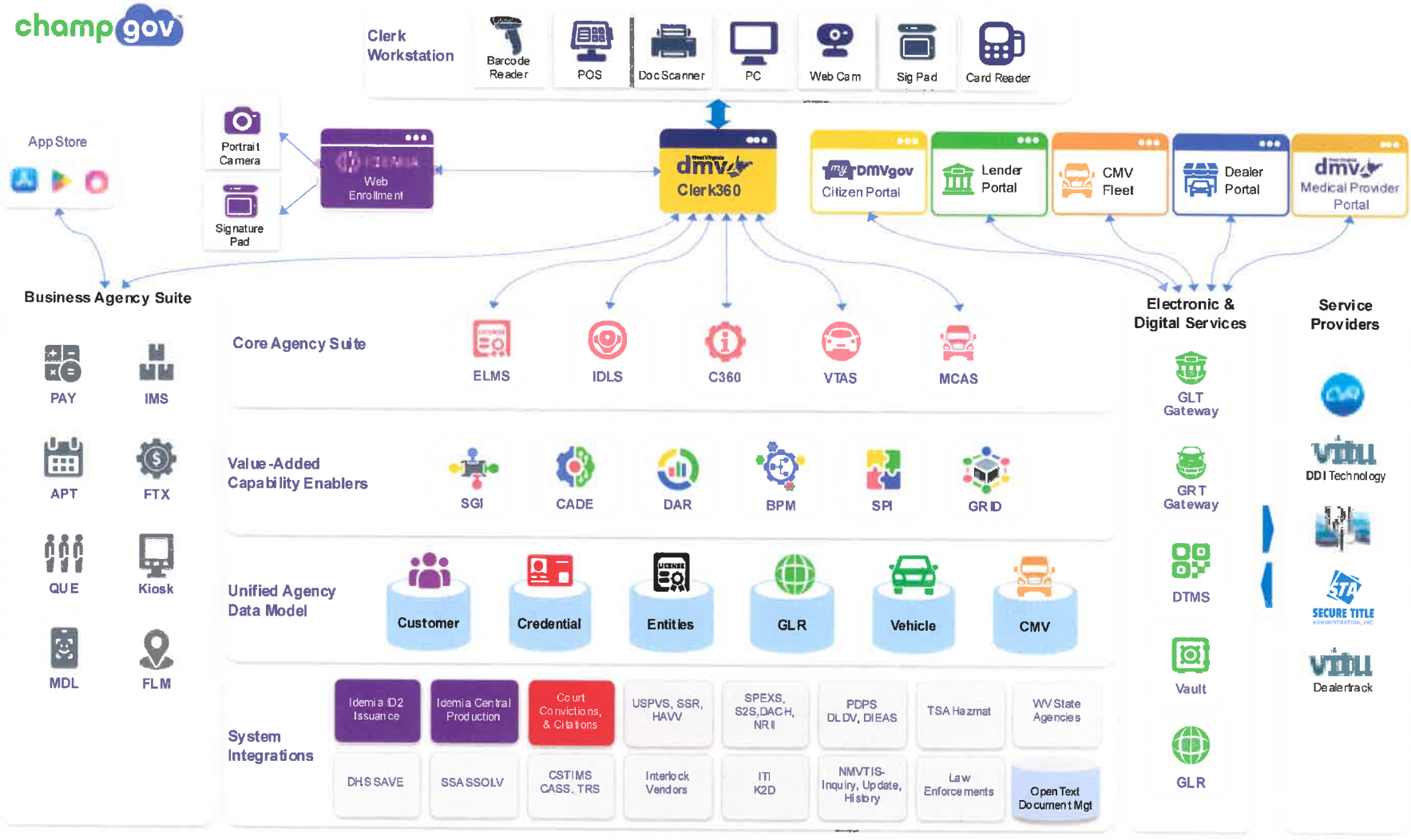


Figure 5: CHAMPgov Solution for West Virginia DMV Driver, Vehicle, and Motor Carrier Services

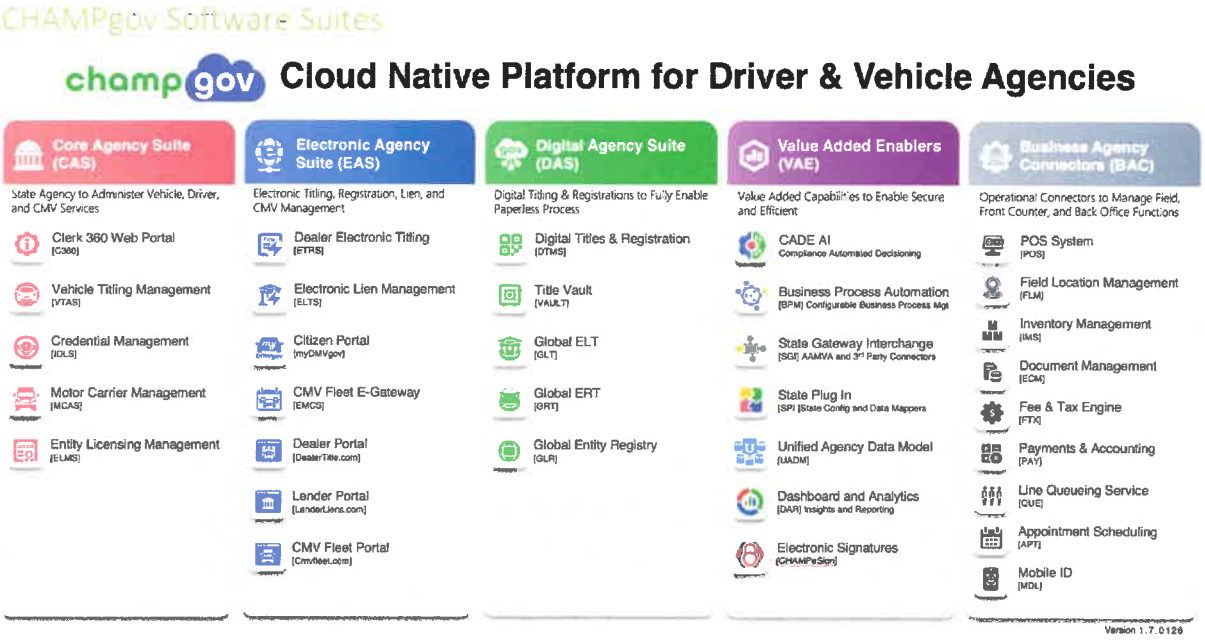


Figure 6: CHAMPgov Core Software Suites

The CHAMPgov platform is comprised of primary Software Suites:

- CAS – Core Agency Services:
  - C360 – Clerk's 360 Services (Clerk Portal and Customer Management Services)
  - VTAS – Vehicle Titling Administration Service
  - IDLS – Identity and Driver Licensing Service
  - MCAS – Motor Carrier Management Service (IRP and IFTA)
  - ELMS - Entity Licensing Management Service
- EAS – Electronic Agency Services:
  - ETRS – Dealer Electronic Titling and Registration Service
  - ELTS – Electronic Lien & Title Service
  - myDMVgov – Citizen Driver and Vehicle Self Service Portal
  - EMCS – Online CMV Fleet Services
  - S10 – Secure Title Exchange Network
  - Dealer Portal –Electronic Title & Registration Web Portal
  - Lender Portal –Electronic Lien Web Portal
  - CMV Fleet Portal –Online Web Portal for IRP, IFTA, and Permits
- DAS – Digital Agency Services
  - DTMS – Digital Titles
  - VAULT – Dealer Title Vault for Digital Titles
  - GLR – Global Entity Registry
  - GLT – Global Electronic Lien & Title Service
  - GRT – Global Electronic Registration & Title Gateway Service
- BAS – Business Agency Services
  - Operation Tools to Manage Field Office Locations, Front Counter and Back Office Services, including POS, Kiosk, Appointment Scheduling, Card Fulfillment, Print Services, Plate Inventory Management, Dashboard Reporting, Queuing Service, Document Management Service, Payment Processing, Accounting Services, and our Fee and Tax Service.

In addition, the Platform has a suite of Value-Added Service modules ("VAS") that provide CHAMP designed unique capabilities to improve the overall program in many ways. The common thread between them is the underlying intent to increase efficiency, improve speed to market, reduce the cost of

implementation and ongoing management of the system, and expand access to the services deployed. The specific modules include AI to automate clerk reviews and functions, customer workflows to improve business process management, enable standardized electronic gateways to cut integration times for commercial entities, capture state specific configurations, reduce errors in processing, eliminate opportunities for fraud, and standardize data sets and transactions. All our VAS modules are provided to our customers as part of our platform license and are unique to CHAMP.

- **VAE**– Value Added Capability Enabler Services:
  - CADE AI – AI Powered Compliance Automated Decisioning Engine
  - BPM – Business Processing Management
  - SGI – State Gateway Interchange
  - SPI - State Plug In Service
  - UADM – Unified Agency Data Model
  - DAM – Dashboard and Analytics
  - Electronic Signatures

Together, these suites empower state partners to implement a truly customer-centric system, combining the very best of Driver Licensing and Vehicle Services into a unified "single pane of glass" experience. Each module is designed to optimize DMV clerk efficiency, while delivering exceptional service to all key stakeholders - including dealers, lenders, insurers, and citizens.

Engagement Philosophy

Tyler and CHAMP believe the foundation of our shared success lies in our customer-centric approach. We prioritize aligning our incentives with those of our partners. Your success is our success. Our model is built on collaboration and consultation, ensuring that every solution is tailored to meet your needs. This commitment is reflected in the modular design of the CHAMPgov Platform, which allows states to procure individual components or select specific modules that align with their modernization priorities. In addition, the nature of a SaaS model for delivery ensures that the system will always be current due to the perpetual enhancements that we provide as part of our engagement.

Continuous Delivery/Continuous Enhancement

We employ a Continuous Delivery and Continuous Enhancement Model, depicted here:

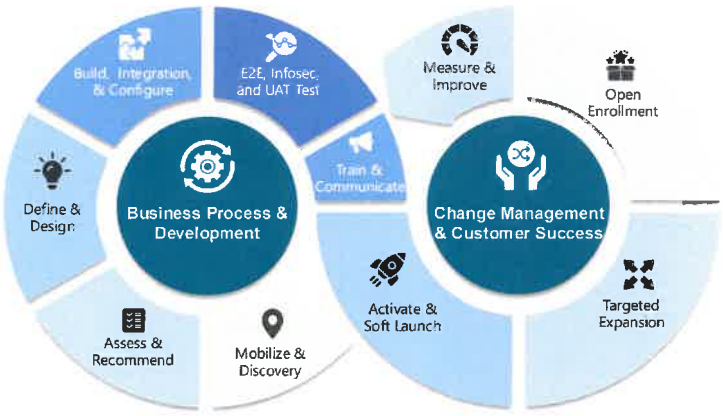


Figure 7: Continuous Delivery and Enhancement Model

Our success with customers begins with a commitment to continuously deliver and enhance, allowing us to provide value early and often throughout the implementation. We invest significant time in understanding the unique characteristics of each customer's systems, processes, and goals to ensure we deliver a solution that is truly tailored to your desired outcomes. We don't just implement – we measure, refine, and evolve our services to ensure ongoing improvement and shared success. In many cases, we

choose to defer upfront payments, meaning our investment is only recouped through transaction-based revenue once the system is live and in use. This model gives the Tyler/CHAMP partnership real "skin in the game," driving us to excel in discovery, assessment, and detailed design. It ensures that every phase of development is executed with precision—because our success is directly tied to yours.

As two (2) of the most experienced companies in the motor vehicle agency modernization industry, we have worked extensively with AAMVA to help our state customers integrate with, upgrade and use AAMVA's services. This ensures that all Tyler/CHAMP partner states exceed all AAMVA standards for operational performance, compliance, and security. Further, as an original member of AAMVA's Digital Title POC and with team members constantly active with AAMVA on other initiatives, we are positioned unlike any other vendor to assist West Virginia with the important needs related to AAMVA.

Implementation Team

Once contracted, Tyler and CHAMP immediately deploy a dedicated "end to end" modernization team to lead the program and minimize the burden on the agency's internal IT and business teams. This cross-functional team is composed of experienced professionals across all critical domains necessary for a successful engagement. This team will include a state account executive, program delivery lead, program manager, solution architect, business analysts, integration engineers, information security analyst, QA testers, a change management lead, and product trainers. Bo Shim, CHAMP's CTO, is the Lead Technical Architect for this engagement. Bo has led each of the company's state engagements over the past seven (7) and a half years, and brings deep, hands-on expertise to every engagement. Will Smith, Tyler Technologies' Director of Operations for West Virginia, will serve as the Functional Lead and has delivered innovative online solutions for the WVDMV for the last 18 years. These two worked successfully together to replace the Vehicle System of Record and all associated applications over the last five (5) years with no downtime and significant improvements to DMV operations. This team follows the company's proven 8-step modernization process, designed not only to ensure technical success, but also to manage the complex change management responsibilities that are often overlooked by other vendors. Our approach ensures that both the technology and the people behind it are fully supported throughout the transformational journey.

Now trusted by seven (7) state motor vehicle agencies that serve more than 35 million Americans, this proven process has become a standard practice across all of our engagements. This approach enables us to consistently meet deadlines, prepare agency teams and their constituents for upcoming changes, and minimize the unexpected challenges that often undermine the value of technology investments.

Security

The CHAMPgov platform is built for government use with defense-in-depth controls and continuous monitoring. All environments run in a FedRAMP moderate authorized cloud (AWS US East/West Regions) using least-privilege access and segregated networks. Security measures include MFA, role-based access control, EDR, MDM, SAST/DAST, and annual penetration testing. FIPS-validated end-to-end encryption protects data in transit (TLS 1.2+) and at rest (AES-256). We maintain active threat detection, DDoS protection, and real-time monitoring via centralized logging and alerting. Code and infrastructure changes are managed through version control with audit trails. Compliance scanners verify configurations against NIST, CIS, and SOC 2 standards. Security updates follow strict patch SLAs, and incident response follows defined escalation and post-incident review procedures.

Disaster Recovery

CHAMPgov ensures business continuity and data integrity during outages or cyber incidents. All systems run in a FedRAMP/GovRAMP moderate authorized cloud with geographically redundant data centers and automated failover. All State requirements are met by CHAMPgov's recovery capabilities. Disaster recovery is executed through our Infrastructure-as-Code (IaC) automation pipeline, which can fully

rebuild environments identical to production. Configurations are continuously verified against our live production environment for parity, elevating DR to a routine, tested operation rather than a rare emergency. Backups are encrypted (AES-256), continuous via transaction logs, and provide a 24-hour RTO (Recovery Time Objective) and 5-minute RPO (Recovery Point Objective). Redundant infrastructure, offsite replication, and standardized automation ensure rapid recovery aligned with NIST and SOC 2 continuity controls.

Reporting

Enhanced reporting and analytics capabilities will empower leadership with executive-friendly dashboards and self-service access to ad hoc reports. These will include performance metrics, compliance metrics, behavioral trends, and detailed financial insights all tailored to West Virginia specifications as detailed in RFP Section 2.5.

4.2 Project Goals and Mandatory Requirements

4.2.1 Goals and Objectives

4.2.1.1

As Tyler currently manages existing public-facing WVDMV functionality, we are uniquely positioned to replace WVDMV's legacy mainframe Driver License system with a modern, vendor-provided and supported web-based solution. Over the past 16 years, we have consistently delivered WVDMV business process improvements. Transitioning to the CHAMPgov platform described in the previous section will further enhance process efficiency, support responsiveness to future change, and ensure continuity of operations with little to no interruption to the public. Additionally, leveraging an existing vendor relationship reduces transition risk, avoids duplicative implementation costs, and minimizes the time and expense typically associated with onboarding, knowledge transfer, and system reintegration. The platform is a modern, scalable architecture and constantly evolving to provide new technical enhancements, functionality, and meet current and future customer needs.

4.2.1.2

The CHAMPgov Clerk360 web portal provides a "single pane-of-glass" interface, eliminating the need for the DMV clerks to punch out to separate web applications to perform identity verifications, manage appointments, manage line queues, and look up documents. The portal eliminates duplicate data entry and automates lookups, verifications, and updates through business process management workflows configured to the state's rules.

The web portal achieves the single screen by leveraging the portal's global customer identifier (GCI) to deliver a customer centric system. The web portal eliminates 15 separate screens, as shown in the following diagram:

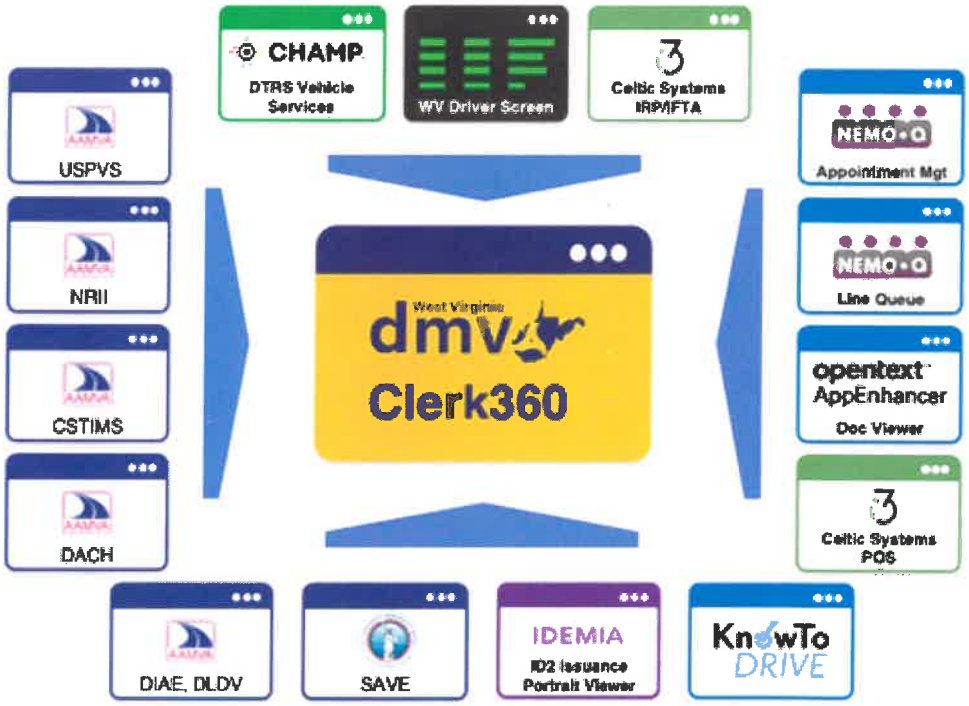


Figure 8: Web Portal Integrated Benefits

The web portal provides the customer detail page that provides an easy to view customer demographic, address, contact information, portraits, image of signatures, known aliases, designations, credentials, documents, activities, and vehicle titles and registrations information. The search capabilities are robust and would allow for driver and vehicle searches, among other search criteria and the global customer identifier (GCI) would be the unique/primary key to link customer and vehicle data.

The portal is configurable for West Virginia DMV's needs and gives DMV the ability to enable different context layout for front counter, back office, and supervisor functions and supports role-based access through single-sign-on AD integration. Any changes needed to the interface throughout the life of the contract are included.

It is designed to operate in Google Chrome and optimized for 1920 x 1080 resolution (min resolution 1440 x 900). Clerk360 web portal supports single monitor or dual monitor layouts and meets WCAG 2.2 accessibility requirements. The following is an example of the Customer View Screen:

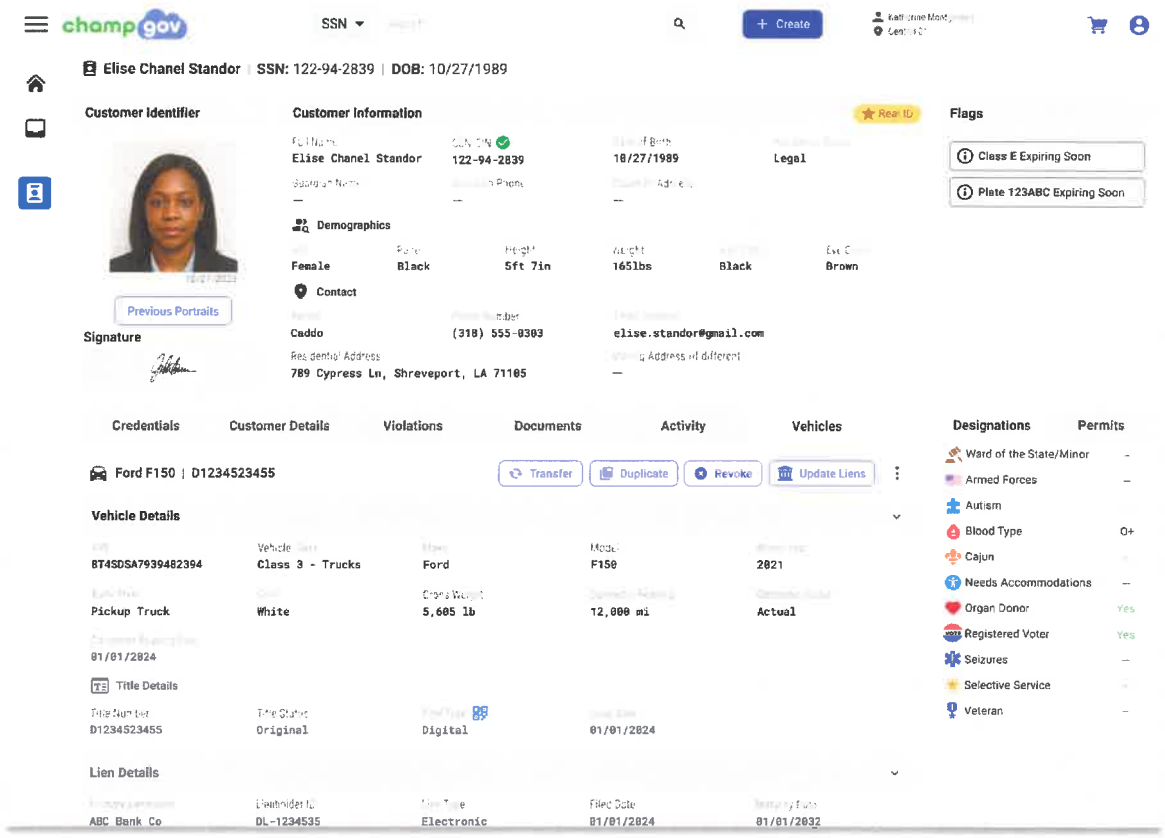


Figure 9: Clerk360 Customer Credential Detail Page

CHAMPgov Unified Agency Data Model (UADM)

CHAMPgov platform and product modules leverage a customer-centric Unified Agency Data Model (UADM). The UADM enables a single view of customer, vehicle, title, owner, and licensed entities. UADM leverages our Global Entity Registry ("GLR") to maintain data integrity and cross reference mapper to multiple identifiers and state specific identifiers. The GLR adds efficiency and eliminates errors, leading to better data accuracy, and only is available from Tyler and CHAMP.

UADM data schemas are normalized to third level normal form (3NF) with five (5) discrete schemas (customer, credential, vehicle, cmv, and licensed entities).

The five (5) UADM data schemas are deployed with the respective product module:

- Customer data schema is deployed in Clerk360 Product Module
- Credential data schema is deployed in IDLS Product Module
- Vehicle data schema is deployed in VTAS Product Module
- CMV data schema is deployed in MCAS Product Module
- Entities data schema is deployed in ELMS Product Module to support dealer licensing

CHAMPgov UADM links customers to a single credential record and to a single owner record. The diagram below depicts the customer-credential-vehicle-owner mapping and their associated data objects.

Figure 10: UADM Customer, Credential, Vehicle, and CMV Data Schemas

Customer Search Capability

CHAMPgov UADM customer and credential databases are normalized and indexed for optimal search. Search functionalities are exposed via the Clerk360 portal and provide a robust search across customers' SSN, DLN, address, first name, last name, and court docket number. Additionally, search capabilities are further customizable for WVDMV by adding custom indexes to other key fields used by WVDMV to perform search. As the vendor currently providing the Vehicle System (DTRS), all vehicle records will be seamlessly linked to the customer record and search will be expanded to include title number, VIN, and registration to ensure that all required search fields are available to WVDMV, based on their role.

Search results are displayed subject to the user's authorization to view each result and in a concise and paginated list format of clickable links for ease of review. Users can click on an element within the list to be taken directly to the associated record in the system in its full view/edit screen. Depending on the overall context of the search, quick action buttons may be directly available within the list view for efficiency, while maintaining the click-through capability for full record display. Additionally, should WVDMV want to make future changes to search functionality, our commitment to deliver continuous enhancements will allow us to meet the evolving needs of the DMV.

4.2.1.3

The CHAMPgov Clerk360 web portal provides a "single pane-of-glass" common user experience, eliminating the need for the DMV clerks to punch out to separate web applications to perform identity verifications, manage appointments, manage line queues, and lookup documents. The Clerk360 portal eliminates duplicate data entry and automates lookups, verifications, and updates through business process management workflows configured to the state's rules.

CHAMPgov Clerk360 web portal achieves the single screen by leveraging CHAMPgov's global customer identifier (GCI) to deliver a customer centric system.

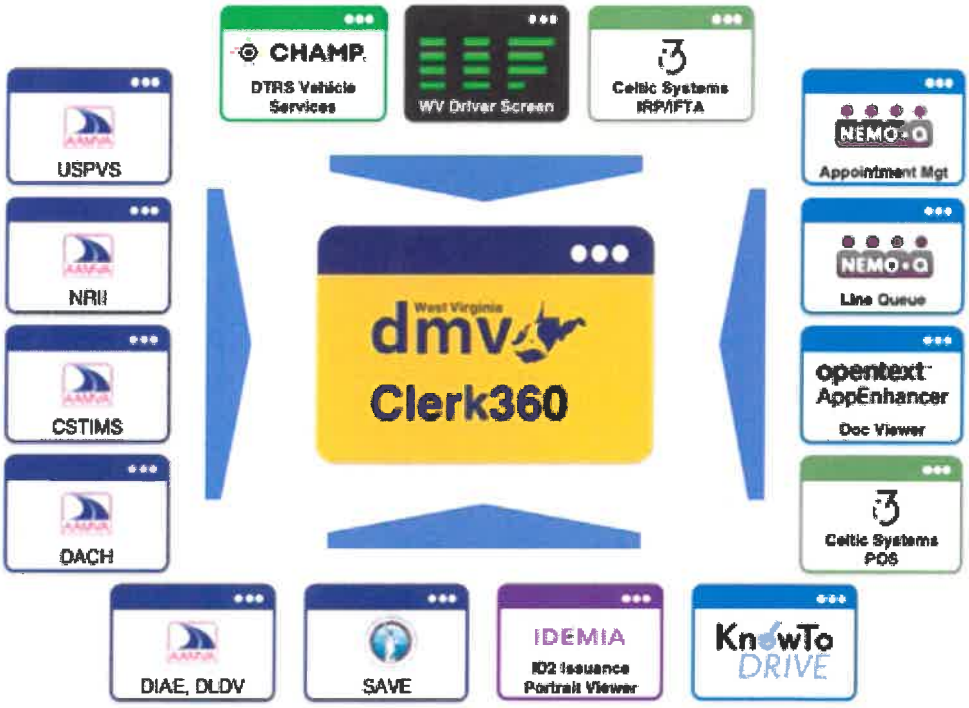


Figure 11: Web Portal Integrated Benefits

The Clerk360 web portal provides the customer detail page that provides an easy to view customer demographic, address, contact information, portraits, image of signatures, known aliases, designations, credentials, documents, activities, and vehicle titles and registration information.

The Clerk360 web portal is configurable to West Virginia DMV's needs, allowing DMV to enable different context layouts for front counter, back office, and supervisor functions and supports role-based access through single-sign-on AD integration. Should the DMV look to make changes to the interface in the future, we will do so as part of our commitment to provide ongoing enhancements during the contract period.

The Clerk360 web portal is designed to operate in Google chrome and optimized for 1920 x 1080 resolution (min resolution 1440 x 900). Clerk360 web portal supports single monitor or dual monitor layouts and meets WCAG 2.2 accessibility requirements.

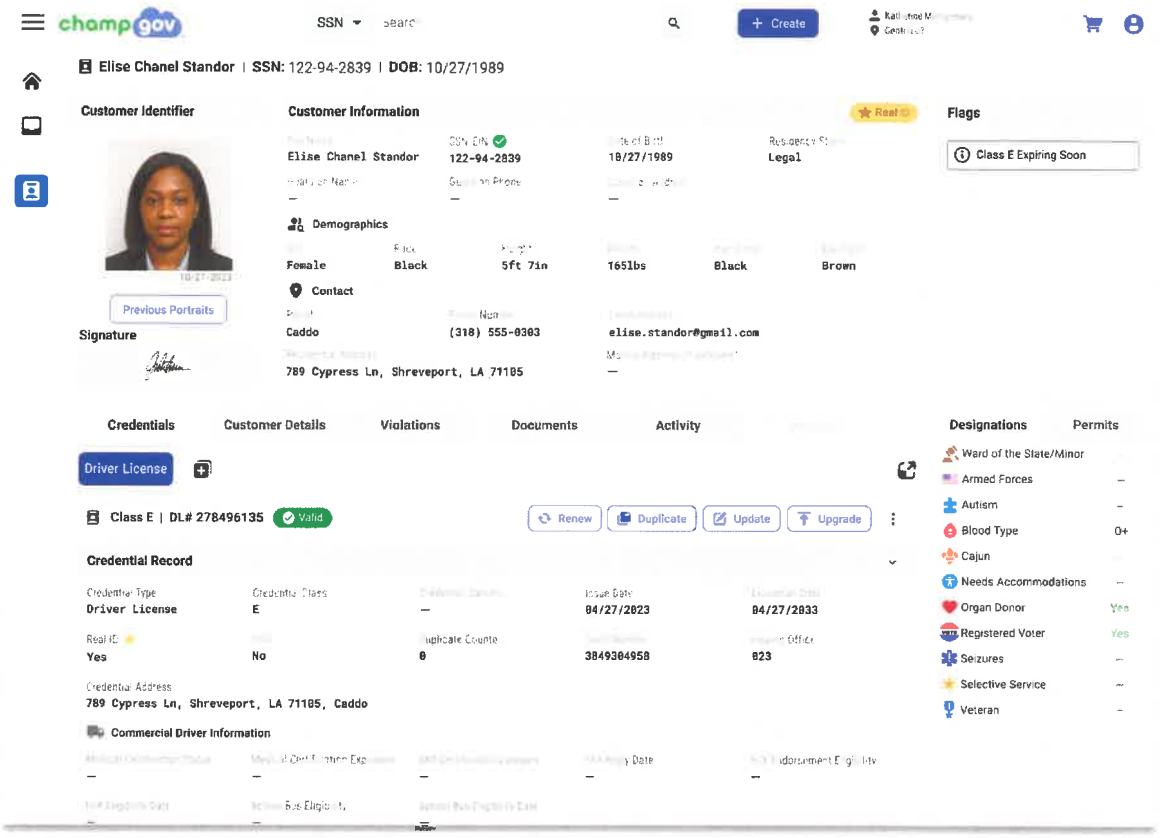
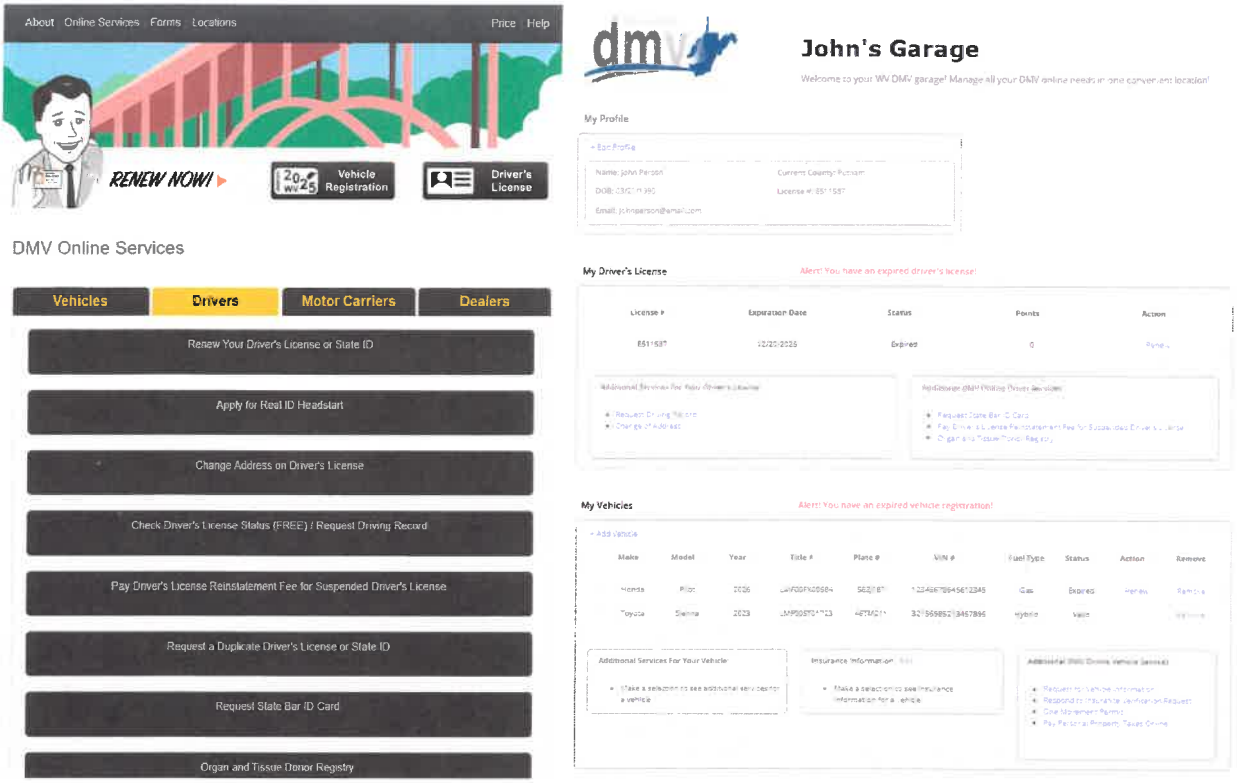


Figure 12: Clerk360 Customer Credential Detail Page

4.2.1.4

As the current customer portal provider, Tyler manages the existing mobile-first customer experience that is fully compliant with all state and federal regulations and laws. As a result of this project, we will implement all necessary back-end changes in a manner that will be transparent to the public. We will also implement process improvements and portal enhancements that leverage the new state-of-the-art system of record.

The first of these enhancements will be the launch of the "My DMV Garage" citizen portal that will allow a citizen to create/access their account and view, in one convenient place, their driver license/ID and vehicle information by utilizing the WVgov One Credential - One Driver integrations. The new citizen-centric functionality will enable a new way for citizens to manage their DMV interactions with a level of convenience never available before.



Additionally, this solution will accelerate the enhanced functionality of the native mobile WVDMV EZ app that is available on Android and Apple marketplaces. Provided on the Tyler MyCivic Native Mobile Platform, this application allows DMV to control the user experience and features available. All online services and interactions will be available through the WVDMV EZ native mobile application and easily accessed through a single credential by citizens. The Mobile ID will be integrated with the WVDMV EZ app to also allow citizens to authenticate and achieve identity verification for higher-trust services required in the app.

The mobile solution will be fully compliant with:

- **DPPA** for driver data protection and use limitations.
- **NIST SP 800-63** (IAL/AAL/FAL) for identity proofing, multifactor authentication, and federation—implemented via **WVgov One Credential – One Driver** integrations and **Mobile ID** for high-trust services.
- **AAMVA Mobile ID** standards for interoperability and identity verification.
- **E-SIGN Act / UETA** for legally valid electronic signatures and consent on eligible transactions.
- **PCI DSS** for secure payment processing within the portal and apps.
- **ADA/WCAG 2.1 AA** for accessibility across devices.
- Applicable state records retention, audit logging, privacy notices, and open records obligations.
- Any updates needed throughout the term of the contract to ensure the mobile solution remains compliant with all future standards will be included as part of the SaaS model we deploy

4.2.1.5

As the provider of the WVDMV's Vehicle System of Record (DTRS), Tyler/CHAMP provides the real-time vehicle search interface for law enforcement. This interface was developed in close collaboration with West Virginia State Police to their standards and security requirements. Through this project, we would also provide the Driver License search currently managed by the state mainframe, giving State Police a single external interface for all their DMV search requirements.

To better manage WVDMV daily business intelligence for reporting and auditing functions, the project will include the Tyler Data and Insights (D&I) solution with shared user integration and role functionality. D&I empowers governments to make data-informed decisions by transforming their data with visualizations and performance measurements. WVDMV staff will have access to a single source of trusted data in a cloud-based, self-service environment. Analysis, visualizations, and reports can be securely shared throughout the agency, breaking down data silos and providing operational insights to the WVDMV like never before. Specifically, D&I will prebuild databases for daily business needs that will be customized to the agency's requirements.

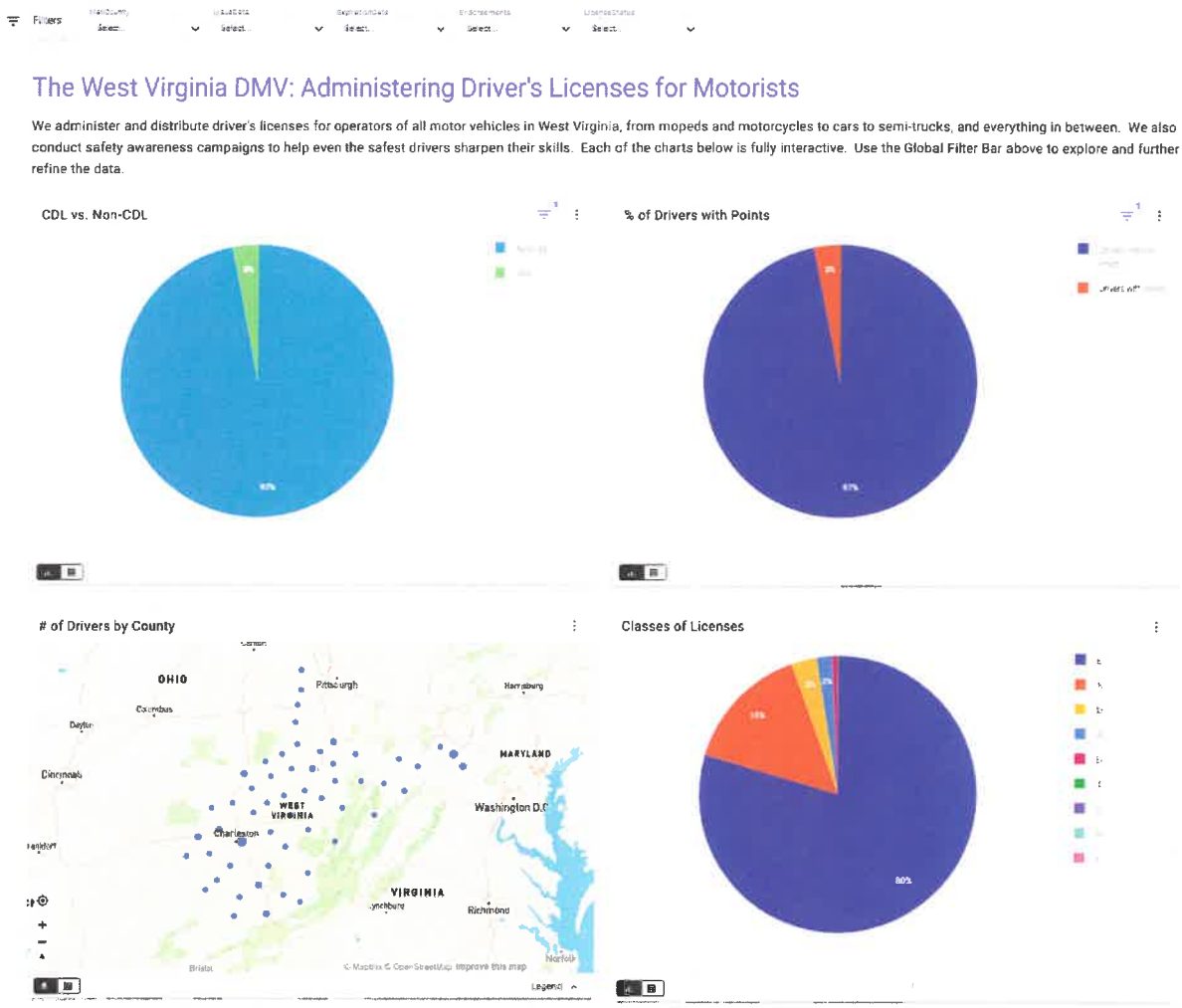


Figure 13: Example Business Dashboard

Additionally, this system allows for ad-hoc visualization and reporting to provide extensive options to create new reports and find information. This includes ad-hoc queries that can be set up with multiple filters, having data grouped and aggregated, and choosing the fields to be returned with each data set. This capability, too, will be continuously enhanced, ensuring that it meets the agency's needs today and in the future.

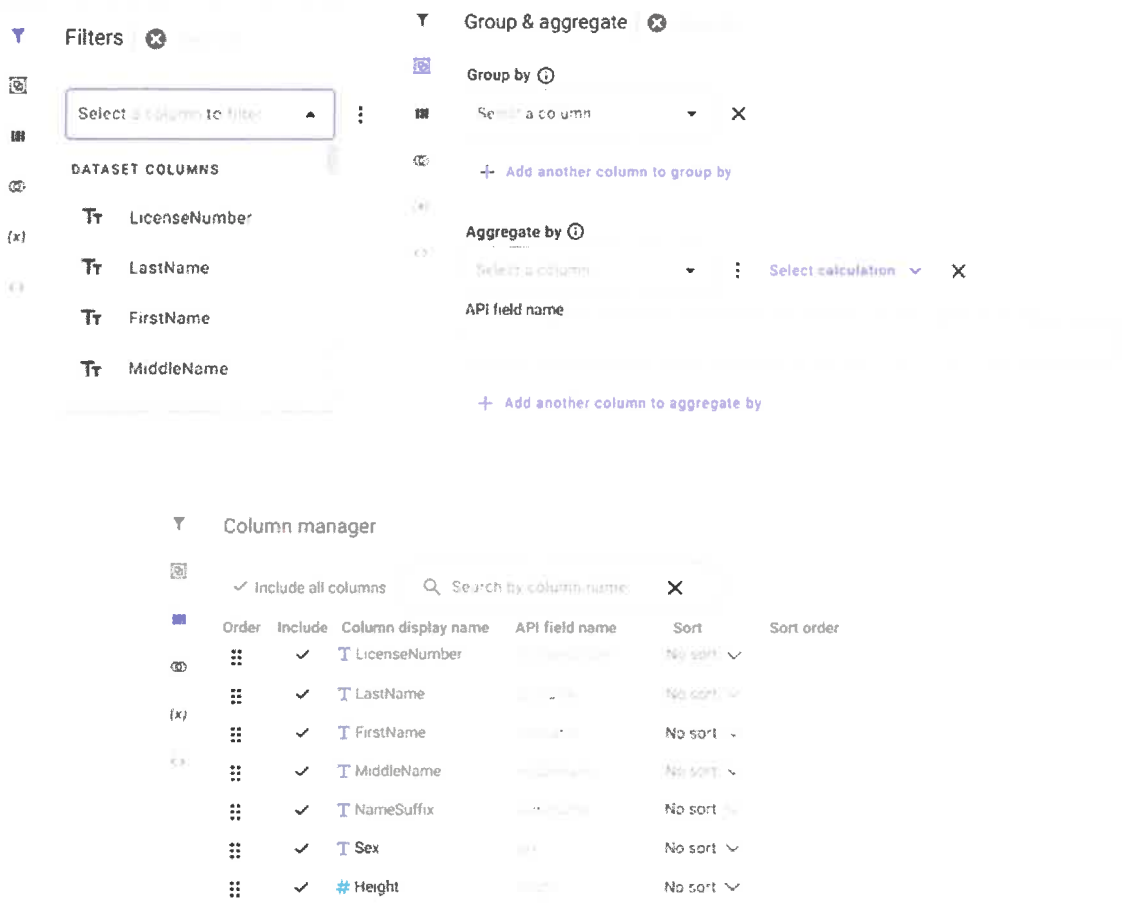


Figure 14: Ad-hoc Querying Example

4.2.1.6

The CHAMPgov State Gateway Interchange ("SGI") provides pre-built connectors to common federal data integrations, Commercial Off the Shelf (COTS), and other data services used by state agencies to provide driver, vehicle, and commercial motor vehicle services. The SGI connectors are configurable to the state's data, and connections will be made using the state's account information. The SGI eliminates significant burden on the DMV's IT resources and avoids lengthy testing and certification efforts. The SGI can connect to whichever data source is necessary, be that internal or external.

Figure 15: CHAMPgov Portal Integrations

CHAMPgov SGI connectors:

- Federal Systems (AAMVA, FBI, SAVE, SSA, DHS, TSA Hazmat)
- Vehicle Data Services (NMVTIS, NICB, VINtelligence, MV Solutions, NADA)
- Physical Credential Card Production Vendors
- Interlock Vendors
- Print Production and Fulfillment Vendors
- Document Management Systems
- 3rd Party Data Aggregators
- CMV Services
- Driver Knowledge and Skills Vendors

Additionally, as WVDMV's existing partner for the enablement of the Vehicle Services system, many of the existing external Driver Licensing system interfaces are currently being consumed by our existing systems. This provides us with unique experience and knowledge to allow for a more seamless transition to the new system. As has been the case during our relationship as your partner in the delivery of WVDMV's Vehicle Services system, we know that these connections are not static, so we commit to keeping DMV integrated with the current standards for all necessary integration partners as part of our SaaS engagement.

4.2.1.7

As detailed in our response to RFP section 4.2.1.6 above, the CHAMPgov SGI module will meet this requirement in total and will implement capabilities to support this functionality as needed. Additionally, the CHAMPgov Business Process Management ("BPM") service will support calls to external systems as part of DMV's workflows, allowing the CHAMPgov solution to use and/or integrate with any current or future external data source/service.

CHAMPgov BPM service is an integral capability that is automatically deployed with Clerk360 web portal. The BPM service functions as the orchestration hub that manages and routes all DMV service requests, work items, including case management, to the appropriate work queues. Work queues serve as inboxes for designated clerks and clerk groups to manage their work items. The BPM services provide online workflows to enable dealers, lenders, citizens, and commercial motor vehicle operators to interact with DMV digitally via their respective online portals or through their service provider partners.

CHAMPgov BPM additionally performs validations and verification of work request by leveraging CHAMPgov Compliance Automated Decisioning Engine ("CADE AI") module. CADE AI allows the DMV to automate the review of certain information and perform certain tasks, allowing for a more efficient and accurate process. CADE AI:

- Ensures work requests meet the business rules
- Ensures correct fees and taxes are collected
- Ensures correct documents are submitted
- Handles all required data lookups and verification call outs to NMVTIS, NADA, NICB, SAVE, SPEXS et al (S2S, DHR, DACH, NRII), PDPS, DIAE, DLDV, CSTIMS, etc.)
- Evolves over time, to allow for even more efficient processing as new technologies are developed

4.2.1.8

As the current provider of WVDMV's Vehicle Services system, we are currently integrated into WVDMV's OpenText document management system. This same functionality would be implemented as part of this solution for any digitally generated documents identified as requiring storage.

A perfect example of electronic workflows, letter, and notice management is the CHAMPgov IDLS Violation-Reinstatement Service (IVRS). The CHAMPgov IVRS supports AAMVA ACD codes as well as state specific violations. Violations are preloaded with AAMVA "Table 11" required ACD codes for change state of record transactions. IVRS has four (4) violation types: traffic convictions, insurance non-compliance, non-traffic court convictions, and administrative action. Each IVRS violation has configurable suspension and reinstatement rules, fees, Official Driver Report ("ODR") options, and specific record retention periods. These rules, fees, ODR options and retention periods can be configured in the future to meet future requirements that differ from standards as of the time of implementation.

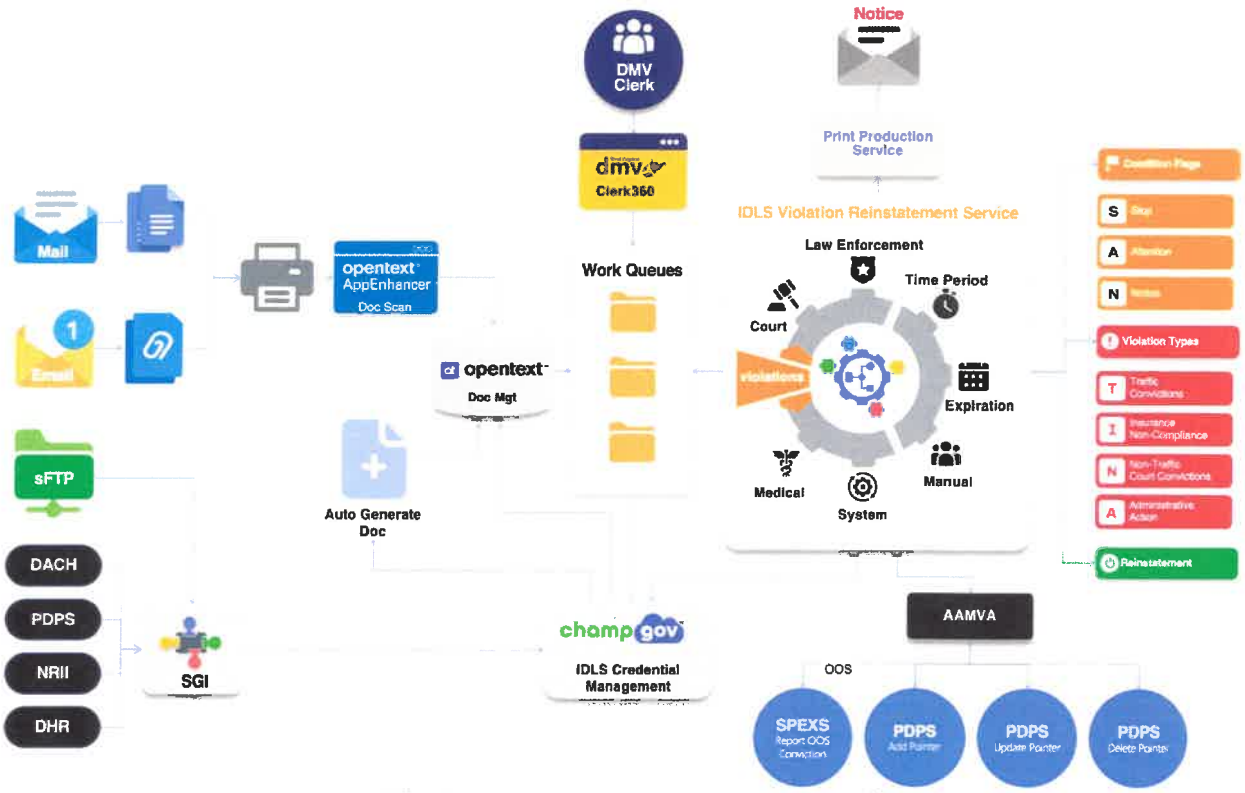


Figure 16: IDLS Violation-Reinstatement Service (IVRS)

IVRS supports disparate inbound sources:

- Scanned paper mail or emailed documents that are stored in a document management system. CHAMPgov document management system integration supports the routing of convictions to the appropriate work queues that require manual review and/or automatically appends to customer records.
- Secure FTP data files and/or direct integration with electronic court systems to auto generate documents associated with the violations and either routes the violations to a work queue to be manually worked or automatically appends to customer record.
- AAMVA data sources (DACH, PDPS, NRII, DHR) are processed and either routed to a work queue or automatically appends to customer record.

Some key features of IVRS:

- IVRS supports a citation point system that is configured to trigger a flag, notices, and suspensions based on thresholds defined and violations.
- IVRS supports configurable provisional reinstatement of driving privileges based on DMV administrative action, court order, and successful completion of traffic school remediation courses.
- IVRS supports flexible suspensions and disqualification (CDL) rules that are configured to meet the state's policies and rules.
- IVRS will support changes to any of the above as part of the ongoing enhancements we will provide throughout the length of our contract.

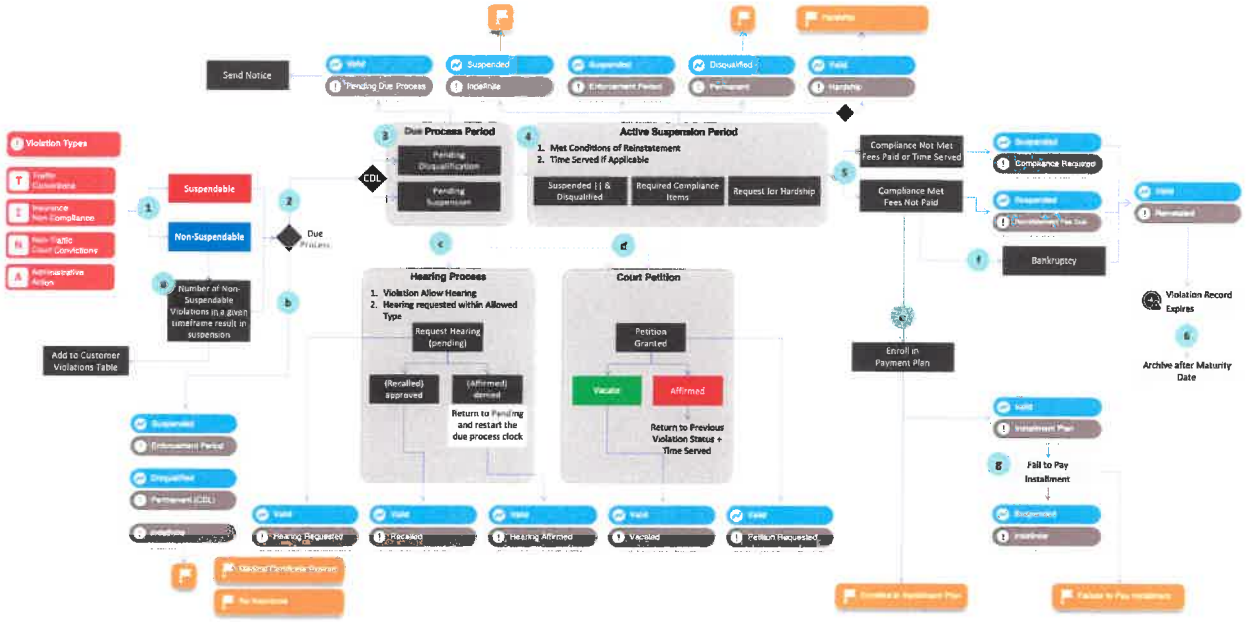


Figure 17: Example of IVRS Violation Workflow

4.2.1.9

The WVDMV modernization proposal is structured into four (4) discrete phases with a go live target date of January 2028.

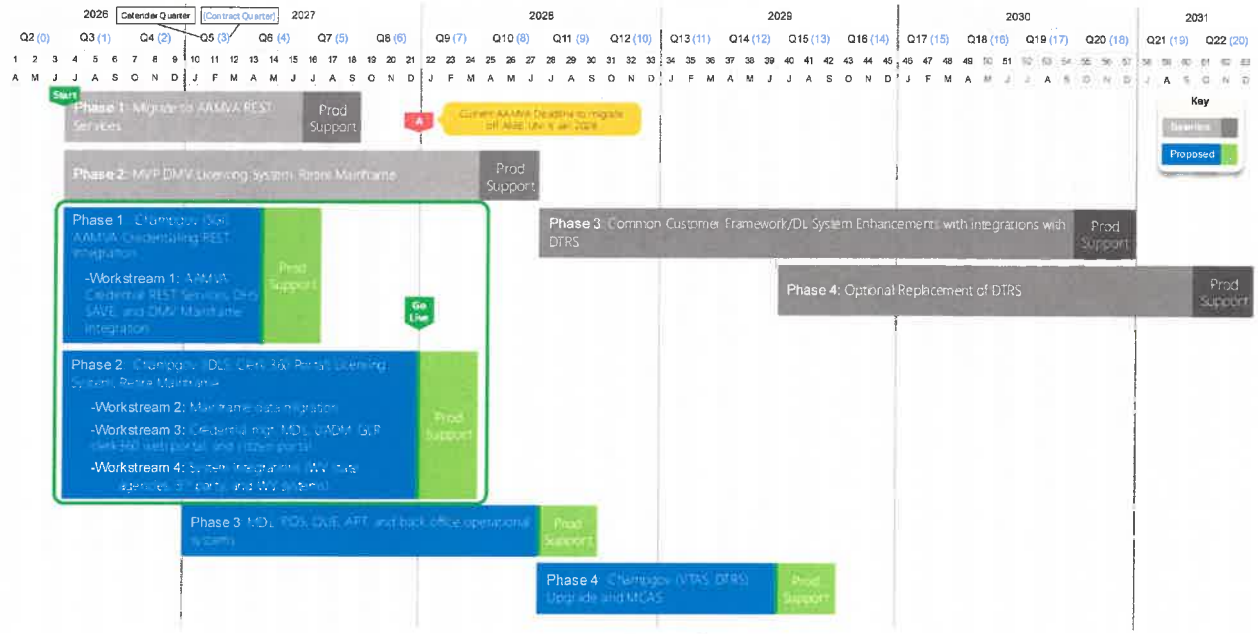


Figure 18: Proposed Modernization Timeline

Phase 1, AAMVA's UNI upgrade to REST Service and Phase 2, deploying the new CHAMPgov IDLS solution will be implemented concurrently, with Phase 1 going live in 10 months and Phase 2 going live in 18 months after contract execution and notice to proceed (NTP). WVDMV will be off the mainframe 18 months after contract execution and NTP.

Phase 1 & 2 will be broken into four (4) workstreams:

- Phase 1-Workstream 1: AAMVA REST Service Integration
- Phase 2-Workstream 2: Mainframe data migration into the new CHAMPgov UADM Customer and Credential database.
- Phase 2-Workstream 3: Credential management, MDL, UADM, GLR, Clerk360 web portal, and a new citizen portal.
- Phase 2-Workstream 4: System integrations with West Virginia's law enforcement, all other West Virginia state systems, and 3rd party systems. System integrations will also include Idemia card production and our integrating with the current mDL solution (if decision is made by WVDMV to keep the current MDL vendor).

4.2.2 Mandatory Project Requirements

Tyler and CHAMP meet or exceed all of the mandatory requirements in RFP section 4.2.2; we are providing responses directly under each subsection number below to each requirement.

4.2.2.1

The cloud native CHAMPgov Platform is a comprehensive solution to allow state agencies to administer all driver, vehicle, and motor carrier services as well as manage the licensing of 3rd party entities such as dealers, insurance carriers, lenders, driving schools, 3rd party examiners, and title processors (e.g. public tag agents). CHAMPgov will comply with all West Virginia State Code and Administrative Rules, American Association of Motor Vehicle Administrators (AAMVA) policies and standards, the requirements of the REAL ID Act, the National Highway Traffic Safety Administration (NHTSA) and Federal Motor Carrier Safety Administration (FMCSA), and all other applicable standards currently existing or that may be created throughout the solution lifecycle under our ongoing enhancement policy.

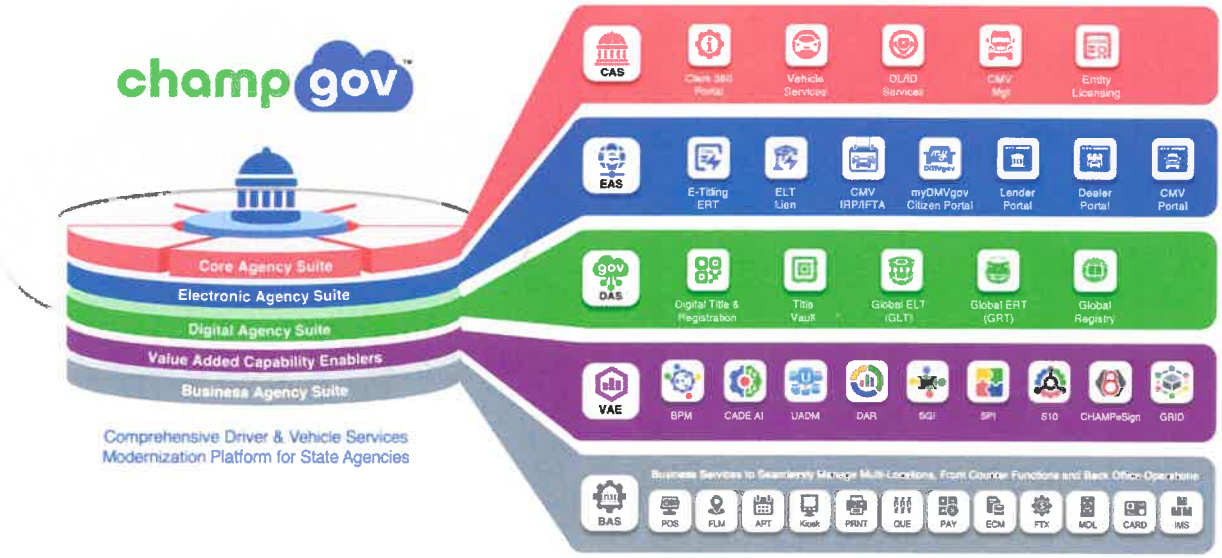


Figure 19: CHAMPgov Platform with Value Added Services

CHAMPgov platform offers five (5) Software Suites, Core Agency Suite (**CAS**), Electronic Agency Suite (**EAS**), Digital Agency Suite (**DAS**), Business Agency Suite (**BAS**), and Value-Added Capability Enablers (**VAE**) to allow state agencies to deliver secure digital driver and vehicle services for dealers, lenders, service providers, and citizens.

Suite	SKU	Product Module	Description
CAS	C360	Clerk 360 Portal	Clerk 360 Single-Pane-Of Glass Workflow and Case Management Web App for Front Counter and Back Office Operations
	VTAS	Vehicle Titling Management	Vehicle Titling, Registration, and Lien Administration
	IDLS	DL/ID Management	Identity & Driver Licensing Issuance, Suspension, Reinstatement, Reissuance, and Revocation Services
	MCAS	Motor Carrier Management	Commercial Motor Vehicle Administration of IRP & IFTA Program, Permitting, and CMV Registration
	ELMS	Entity Licensing Management Service	Administration and Licensing of Dealers, 3rd Party Examiners, Public Tag Agents, and Driving School Licensing

Suite	SKU	Product Module	Description
EAS	ETRS	Dealer, Fleet, and Salvage E-Titling	Electronic Title Transfer, Dealer Reassignment, Duplicate Title, Registration Mgt, Temp Tag, Fleet Plates, and Salvage Total Loss
	ELTS	Electronic Lien Management	Allows Lenders to Manage Lien Filing, Perfection, Release, Transfer, Request Paper Electronically
	MGOV	myDMVgov Citizen Portal	Citizen Portal to Manager Online DL/ID Renewals, Scheduling Appointments, Duplicate Title Request, Name Change, Transfer and or Request Customer Plates
	EMCS	Electronic CMV Management	Online CMV Fleet Services to Manage Permits, IRP, and IFTA Programs
	DLR	Dealer Portal (DealerTitle.com)	Web Portal for Dealers, Insurance Carriers, and Salvage Yards to Process E -Titling Services
	LNDR	Lender Portal (LenderLiens.com)	Web Portal for Lenders to Manage their Electronic Liens
	CMVF	Commercial Motor Vehicle Fleet Portal (Cmvfleet.com)	Web Portal for Commercial Motor Vehicle Operators to Manage their permits, IRP, IFTA, and Registrations

Suite	SKU	Product Module	Description
DAS	DTMS	Digital Titles & Digital Registrations	Enable Paperless Secure Digital Vehicle Title & Registration that's Fully Transactable and Compatible with AAMVA for Interstate and Intrastate Title Transfers
	VAULT	Digital Title & Registration Vault	Provide Dealers, Citizens, and Fleet Operators to Manage Their Digital Titles in a Secure Digital Vault
	GLT	Global Electronic Lien Gateway	Provide Lenders and their Service Providers to Connect and Electronically Manage Liens Nationally with a Global and Standardized and Vehicle Data Set
	GRT	Global Electronic Title & Registration Gateway	Provide Dealers and their Service Providers to Connect and Electronically Manage Title and Registrations Globally with a Standardized and Common Vehicle Data Set
	GLR	Global Entity Registry	Provide a Global Unique Entity Identifier to Ensure Single View of Customer, Dealer, Lender, CMV Operator

Suite	SKU	Product Module	Description
VAE	CADE	Compliance Automated Decisioning Engine	Ai Powered Evidence Type Identifier, Automated Data Validation, and Recommended Decisioning to Augment Clerk's Review
	BPM	Business Process Management	Configurable Business Rules and Business Process Management to Automate the Routing of Work Requests Originating from Dealers, Lenders, Citizens, and CMV Operators
	SGI	State Gateway Interchange Service	Provide Reusable Connectors to AAMVA, Data Service Providers, and other COTS Systems
	SPI	State Plug In	Houses all State Configuration, Data Mapper, Fees, Rules, and State Specific Integrations
	UADM	Unified Agency Data Model	Unified Database of Customer, Credential, Vehicle, CMV, and Licensed Entities (Dealer, 3rd Party Examiners, Driving Schools, etc)
	DAR	Dashboard Analytics and Reporting	Provides a Complete Date Warehouse Solution with Data Marts, Views, and Reports
	ESIGN	CHAMPeSign	Provides E-Signature Capabilities to Support Online Agency Services
	S10	Secure Title Exchange Network	Enables Interstate Title and Lien Transfers and Secure Title and Lien Information Exchange
	GRID	Permissioned Blockchain Network	State Permissioned Blockchain to Store Title, Registration, Lien, and Credential Records that Complies with DPPA and PII Requirements

Suite	SKU	Product Module	Description
BAS	POS	Point of Sales System	Provide an Ecommerce Like Shopping Cart Functionality that Connects to Existing Physical POS Devices and or Connects to Existing POS System
	FLM	Field Location Management	Provide the Ability to Manage Multi-Office Locations.
	IMS	Inventory Management System	Provide the Ability to Manage all DMV Product Inventory Items (Placards, decals, titles, registration cards, etc.)
	ECM	Document Management System	Store and Search all Electronically Scanned Documents and their Metadata as well as Connect to Existing Document Management System.
	FTX	Fee and Tax Calculation Engine	Centrally Manage all Fees and Tax Rules
	PAY	Dashboard Analytics and Reporting	Provides a Complete Date Warehouse Solution with Data Marts, Views, and Reports
	KIOSK	Kiosk Optimized Web Portals	Provide Web Portals Optimized for Kiosks to Enable in Office Self-Service of Agency Services
	QUE	Line Queue Services	Allow Champgov Clerk 360 Web Portal to Manage Queuing of Customers through Connectors to COTS Line Queueing Capabilities
	APT	Appointment Scheduling	Allow Online Scheduling of In-Office Appointments by Services and by Locations as well as Provide the Ability to Upload Required Documents Prior to the Visit
	CARD	Physical Card Production	Connectors to Physical Card Vendors (Idemia, Thales, Veridos, CBN, Get Group)
	MDL	Mobile ID	Provide a Mobile ID or Integration with Existing Mobile ID Provider. Supports iOS, Google and Samsung Andorid
	PRNT	Bulk Print Services	Connectors to Bulk Print Vendors for Title Printing, Registrations, Renewals, and Notices

CHAMPgov was designed with a customer-centric architecture. All data, records, activities link to a Global Customer Identifier ("GCI"). The GCI leverages CHAMPgov's Global Entity Registry ("GLR") to establish a unique entity identifier across jurisdiction, cross reference table of multiple customer identifiers, and enables fully digital and secure online interactions with the state agency. CHAMPgov Platform Product Modules to be deployed for West Virginia DMV's Driver Licensing System Modernization include:

Clerk360 Portal – Single pane-of-glass workflow management web portal to administer walk in, mail in, and electronic requests via CHAMPgov's work queues.

IDLS – Credential management to administer credentialing, permits, endorsements, restrictions, and violations.

UADM – Unified Agency Data Model to store customer and credential data. Optional Phase 4 would upgrade the current vehicle titling, registration, and lien data (DTRS).

CADE AI – Compliance Automated Decisioning Engine AI handles data, document, and business rule validation and verification to assist the clerks in the reviews.

BPM – Business Process Management service to manage and route credentialing related work items (case management, credential renewal request, violations, medical reviews, court convictions, reinstatements, etc.) to the appropriate work queues. Optional Phase 4 would upgrade current DTRS work queues.

SGI – State Gateway Interchange service to connect to all AAMVA credentialing REST services, Department of Homeland Security's (DHS) SAVE, Social Security Administration's SSOLV, PDPS (DLDV, DIEA), FBI's NCIC, ITI K2D, DHS' Hazmat Endorsements, interlock vendors, and all other 3rd party data service providers and COTS systems.

SPI – State Plug In service to house all West Virginia DMV credentialing configurations, data mapping, business rules, fees, tax calculator, and data integrations.

DAR – Dashboard Analytics and Reporting service to deploy a data warehouse solution with master data master management, data marts, views, and reports accessible via the Clerk 360 web portal or via attachments transmitted electronically.

GLR – Global Entity Registry maintains unique identifier of all entities (customer, dealers, insurance carriers, 3rd parties, cmv operators, and lenders).

Business Agency Suite et al– Deploy or integrate with existing COTS solutions (line queue, appointment scheduling, POS, inventory management, document management, and tax & fee calculator).

Enterprise Cashiering - Tyler's Cashiering application is a powerful enterprise-level cashiering solution that manages revenue collection from multiple locations and collection points. Tyler Cashiering has full integration with the Tyler Payments platform, which is currently used to process payments for all online DMV transactions. Cashiering also maintains full integration with the CHAMPgov platform, allowing the inventory management and price calculations to function natively in the core system.

MyCivic – Tyler's secure, mobile-first platform that enables state agencies to deliver a full suite of citizen-focused services, from driver license renewals and vehicle title filings to appointment scheduling and real-time status updates, directly to smartphones and tablets.

Data & Insights - Tyler's platform delivers a unified, cloud-native analytics environment that consolidates data from disparate agency systems into a single, searchable repository. Leveraging built-in data-modeling, interactive dashboards, and advanced visual-analytics tools.

Please see the diagram below depicting the high-level architecture of CHAMPgov.

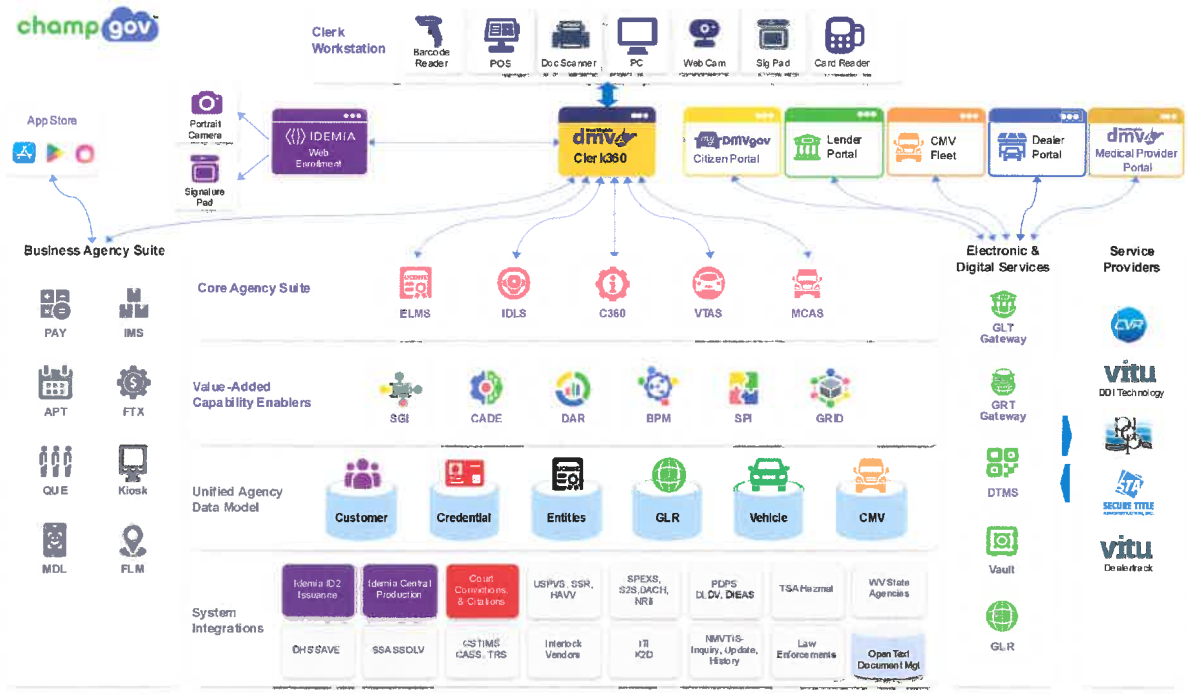


Figure 20: CHAMPgov Solution for West Virginia DMV Driver, Vehicle, and Motor Carrier Services

Once implemented in compliance with requirements in West Virginia and beyond, the CHAMPgov platform will continue to be enhanced, so that West Virginia and West Virginia's citizens will always enjoy

the most advanced Driver Licensing system available. These enhancements are part of what Tyler and CHAMP guarantee to deliver as part of our engagement and are part and parcel to working with a cloud native SaaS provider like Tyler and CHAMP. Core to SaaS is continuous enhancements, and what is core to Tyler and CHAMP is that we will provide those enhancements throughout the contract term. That is how we have operated in partnership with all our state partners, and we will continue to do so into the future.

4.2.2.2

CHAMPgov will conform to the WV Enterprise Architecture (WVEA) Technology Resource Management (TRM) framework and will operate in alignment with West Virginia Office of Technology (WVOT)'s published policies, standards, and roadmaps as they apply to this solution. CHAMPgov, a SaaS platform, is designed to simplify the State's technology inventory and operational complexity in line with the intent of WVEA TRM. The platform's solution architecture, delivery, and lifecycle governance are aligned to the EAP-v1 (Enterprise Architecture Policy) policy expectations. We will implement the solution in accordance with applicable mandatory controls per EAS-v1 (Enterprise Architecture Standard). EAS-v1 says that the "expectation of the government to deliver more services, to deliver them better, and more cheaply, presents a challenge for the State" – this is a specific challenge CHAMPgov is designed to meet through its cloud-native architecture and SaaS delivery. The platform will comply with the WVEA TRM cloud-hosting policy requirements and align operational practices accordingly as specified in CHS-v1 (Cloud-based Hosting Services Policy) and ETA-PD-CHS v1.1 (Cloud-based Hosting Services Standard) to achieve the state goals of increased flexibility, faster provisioning, automatic scaling, reduced time to market, and responsiveness to business change. The platform will align solution components and technology choices to the applicable WVOT-published technology roadmaps (e.g., supported user OS/browser platforms). The platform shall be compatible with the user computing environment established by WVOT. When necessary, we will use WVOT's published Change/Exception Request process to ensure operational alignment and risk management. We are committed to maintaining alignment of the CHAMPgov platform to the WV Enterprise Architecture (WVEA) TRM framework as it continues to evolve throughout the lifetime of our partnership in delivering the CHAMPgov solution.

4.2.2.3

We will upgrade the current WVDMV AAMVA UNI integration to the new AAMVA REST service layer within the stated 12-month timeframe. Tyler/CHAMP will work directly with AAMVA to upgrade AAMVA's UNI to AAMVA's REST Service by establishing a project timeline, handle all data mapping, and ensure AAMVA's required readiness testing, structured testing, and performance testing are successfully completed. Tyler/CHAMP have extensive experience working with AAMVA to enable these changes and have a proven track record in multiple states of meeting condensed timelines similar to what WVDMV is requiring. No other vendors have a track record of meeting this schedule, and we can do so based on our prior experience and technological advantages.

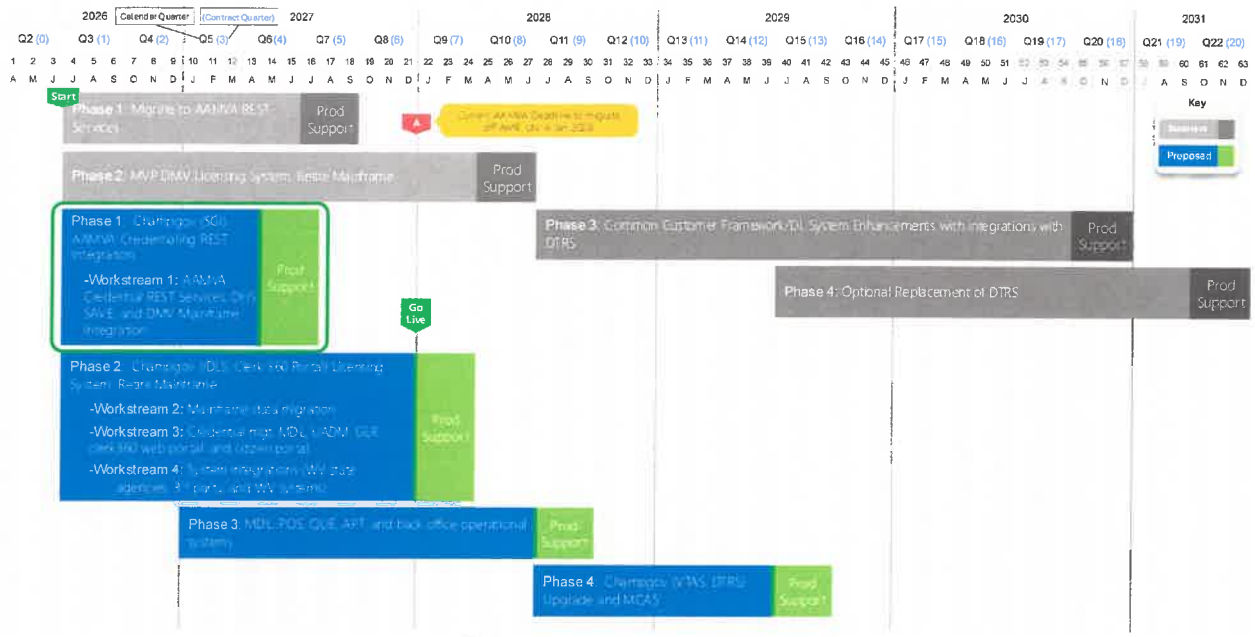


Figure 21: Proposed Modernization Timeline

In Phase 1, we will deploy CHAMPgov SGI service to configure AAMVA's REST Service to WVDMV's data mapping. CHAMPgov SGI has prebuilt SPEXS, PDPS, CSTIMS, USPVS, SSOLV, HAVV, and SAVE (DHS, non-AAMVA) connectors. CHAMPgov SGI connectors to AAMVA's SPEXS is currently on version 6.4 and includes S2S, CDLIS, NRII, DHR, and DACH. CHAMPgov SGI PDPS connector provides DIAE and DLDV integrations as well as problem driver pointer capabilities. Phase 1 will go live no longer than 10 months from contract execution and the notice to proceed (NTP).

Phase 1-Workstream 1: Identity Verification Services

- Implement AAMVA REST services-USPVS, SSOLV, HAVV, SPEXS (S2S, CDLIS, DHR, DACH, NRII), PDPS (DIAE, DLDV), and CSTIMS via CHAMPgov SGI service.
- Implement Department of Homeland Security's SAVE (Systematic Alien Verification for Entitlements) service to verify immigration and citizenship status via CHAMPgov SGI service.
- We will integrate CHAMPgov SGI identity verification services to the current WVDMV Mainframe via ODBC Connection, web services, and or through a mainframe middleware service such as IBM CICS.

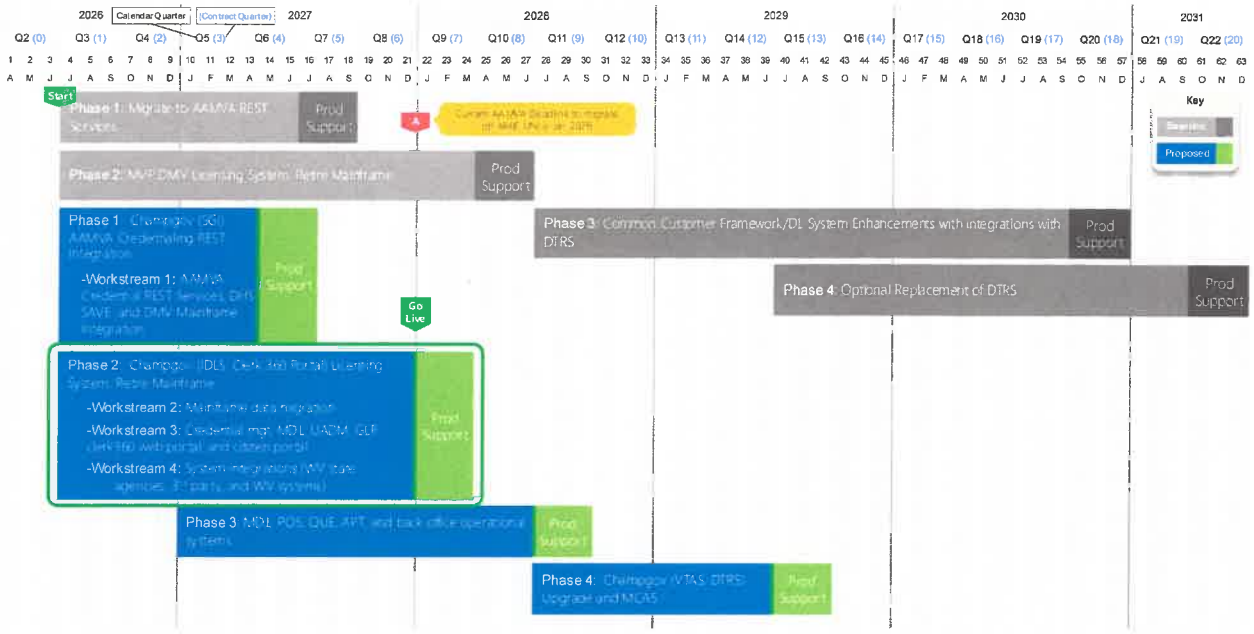
We will operate the RESTful services in production as a fully managed service, retaining responsibility for API operations, monitoring, patching, scaling, and providing first-line incident response at defined service levels. Additionally, we will provide runbooks, dashboards, and monthly operational reports to ensure transparency and operational readiness.

We affirm that we will meet all requirements needed for Go Live, including validated OpenAPI specifications, signed interface agreements, successful completion and Agency approval of all testing phases (including but not limited to system test, integration test, security test and performance test), and Agency approval of user acceptance testing. Parallel-run results will demonstrate functional and performance parity with the legacy UNI service integration, and data mapping reconciliation reports will confirm traceability with acceptable exception rates. All Critical issues will be resolved, high-severity issues will have approved workarounds and remediation plans, and rollback procedures with an agreed cutover plan will be documented and approved.

Following Go-Live, Tyler-CHAMP will request final acceptance after 90 days of continuous operations without critical defects. If a critical defect occurs, the acceptance timeline will be reset at the Agency's discretion.

4.2.2.4

Phase 2 will implement CHAMPgov credential and customer management solution and will be deployed 18 months after contract execution and NTP, which is faster than the Phase 2 required go live. WVDMV will be off the mainframe at the end of Phase 2.



The deployment and go-live of Phase 2 and all phased work will follow CHAMP's System Modernization Lifecycle (SMLC) framework to ensure clear success criteria are established and proper adherence to program management governance. Key activities of the SMLC are:

- Solution Analysis:
  - Current state and future state analysis
  - Impact, change, and gap analysis
  - User stories and business process flows
  - Data mapping and Business rules
  - Detail requirement RICEFW matrix for traceability of requirements
- System Environments:
  - Deploy development, SIT system integration testing (for 3rd party to perform their development and test), test, training, break-fix, and production system environments.
- Change management:
  - Communication Plan.
  - Development of user training curriculum in an LMS (Learning Management System).
  - User manual documentation.
  - Program website to communicate updates and posts links to user manual, tutorials, and learning management system.
  - Perform live and recorded training sessions with the focus on train-the-trainer
  - Simulate data conversions with anonymized data.
- Information Security controls.
  - Data masking and data anonymization.
  - Implement SIEM (Security Information and Event Management) solution.

- Testing
  - Unit Testing.
  - User Acceptance Testing.
  - End-to-End Testing
  - Migrate and Cutover Testing.
  - Load and Performance Testing.
  - Security Vulnerability Testing
  - Penetration Testing.
- Go-Live:
  - 30 Days Prior to Go-Live: Schedule table-top exercises and rehearse go-live and cut over to the new system.
  - Post 0-30 Days of Go-Live: Prep and establish war-room with dedicated tiger team for rapid response of issues—severity 1 issues fix within five (5) minutes.
  - Post 31-90 Days of Go-Live: Dedicated hyper-care team for rapid response with target severity 1 resolution within 10 minutes.
  - Post 91 Days of Go-Live: Transition to standard production support.

The CHAMPgov Platform is built on a customer-centric architecture in which all data, records, and activities connect to a Global Customer Identifier (GCI). The GCI leverages the CHAMPgov Global Entity Registry (GLR) to establish a unique entity identifier across jurisdictions, maintains cross-reference tables to support multiple customer identifiers, and enable secure fully digital interactions with the state agency. All core credentialing and customer management capabilities can be deployed within 24 months from Contract Execution and the NTP (with Phase 2 going live in 18 months and Phase 3 going live in 24 months), meeting or exceeding all requirements for the Phase 2 Minimum Viable Product (MVP) by incorporating required common customer framework required in Phase 3 via CHAMPgov's GLR and UADM customer database link to digital titling and vehicle title and registration capabilities in the current DTRS system.

Tyler/CHAMPgov Platform Product Modules for the West Virginia DMV Driver System Modernization:

1. **Clerk360 Portal** – A unified, "single pane-of-glass" web portal enabling walk–in, mail-in, and electronic service requests via CHAMPgov workflow queues.
2. **IDLS** – Credential management services supporting issuance and maintenance of credentials, permits, endorsements, restrictions, and violations.
3. **UADM - Unified Agency Data Model** – Centralized storage for customer and credential data. Phase 4 optionally includes modernizing existing vehicle titling, registration, and lien data (DTRS).
4. **CADE AI – Compliance Automated Decisioning Engine** AI-driven data, document, and business-rule verification to support clerk review processes.
5. **BPM – Business Process Management** -- Orchestration and routing of credentialing-related workflows -- including renewals, violations, medical reviews, reinstatements, and more -- to the appropriate work queues. Optional Phase 4 enhancements extend this to DTRS workflows.
6. **SGI – State Gateway Interchange** -- Integration hub connecting to all AAMVA credentialing REST services, Department of Homeland Security's (DHS) SAVE, Social Security Administration's SSOLV, PDPS (DLDV, DIEA), FBI's NCIC, ITI K2D, DHS' Hazmat Endorsements, ignition interlock vendors, third-party data providers, and other COTS systems.
7. **SPI – State Plug In** -- Configuration layer housing all West Virginia DMV credentialing logic, including data mappings, business rules, fees, tax calculations, and data integrations.
8. **DAR – Dashboard, Analytics & Reporting** -- Enterprise data-warehouse capabilities, with master data master management, data marts, views, and reporting accessible through Clerk360 web portal or electronic transmission.
9. **GLR – Global Entity Registry** – Master registry maintaining unique identifiers for all entities - (customers, dealers, insurance carriers, third parties, CMV operators, and lenders).

10. **Business Agency Suite & Integrations** – Deployment or integration with existing COTS tools for line management, appointments scheduling, POS, inventory, document management, and tax/fee calculations.
11. **Enterprise Cashiering** - Enterprise-grade-cashiering solution that supports inventory management and native price calculation workflows.
12. **MyCivic** – A secure, mobile-first platform delivering citizen-facing services - including renewals, title filings, appointments and real-time status updates - directly to smartphones and tablets. Built on Tyler's cloud native architecture, it integrates seamlessly with the CHAMPgov platform, to ensure data consistency and security while reducing in-person visits, improving service delivery.
13. **Data & Insights** - A unified, cloud native analytics environment- consolidating data from multiple agency systems into a single, searchable repository. Leveraging built-in modeling, interactive dashboards, and advanced visualizations, DMV staff can monitor key performance indicators, uncover trends, and generate real-time reports while maintaining NIST 800-53 and state data-privacy compliance RESTful APIs and pre-configured connectors ensure seamless integration with the CHAMPgov Platform.

Please see the diagram below depicting the high-level architecture of CHAMPgov.

Please see the high level system architecture of CHAMPgov below:

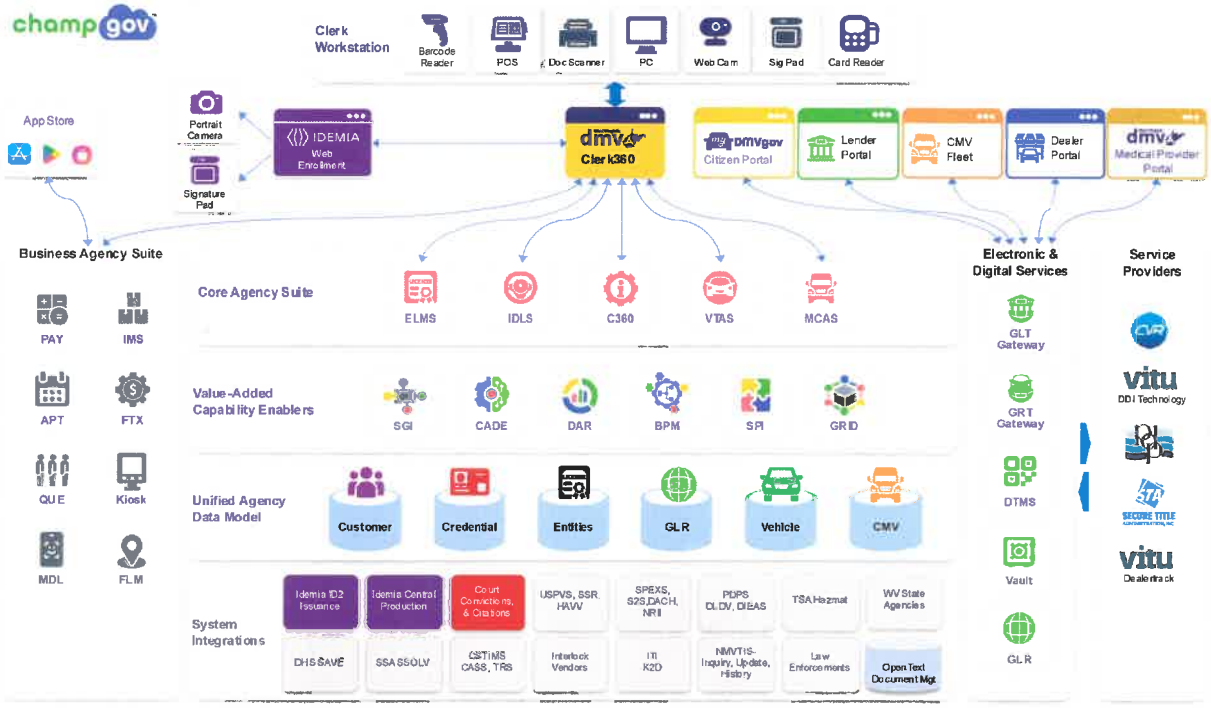


Figure 22: CHAMPgov Solution for West Virginia DMV Driver, Vehicle, and Motor Carrier Services

The CHAMPgov IDLS product module delivers a comprehensive suite of credentialing capabilities, supporting everything from single- to multi-credential issuance. It accommodates REAL ID-compliant and non-compliant credentials, as well as issuance, limited-term, and temporary visitor credentials.

IDLS integrates seamlessly with a broad range of physical card fulfillment vendors, including Idemia, Thales, CBN, Veridos, and Get Group, and supports both over-the-counter (OTC) and central fulfillment models.

In addition, CHAMPgov IDLS provides full support for Mobile ID (mDL), either through integration with third-party mDL vendors or by leveraging our own native mDL solution.

Credential Management Transactions

CHAMPgov's IDLS Product Module supports all the state's credentialing needs. There are 12 core credentialing transactions. All credentialing transactions are completely configurable to meet West Virginia's requirements. Credential transactions support role base permissions allowing for granular level permissions.

View	View Credential Record, Customer Aliases, Designations, Endorsements, and Restrictions	Suspend	Suspension of Credentials Based on Configurable State Rules
Verify	Verify Credential Record Against AAMVA and other Federal Systems	Reinstate	Reinstatement of Suspended Credentials Based on Configurable State Rules
Issue	Issuance of New Credentials (DL, ID, CDL, Learner's Permit, Non-Resident Temporary Vehicle DL)	Cancel	Withdrawal/Revoke Credential, e.g., Customer has Moved and Obtained a Credential in another Jurisdiction
Duplicate	Replacement of Damaged or Loss Credential	Expire	Auto Expire of Credential Based on Expiration Date. Credentials Can be Renewed based on State Rules
Renew	Renew Credentials and Terms are Configurable	Upgrade	Upgrade Non-Commercial Driver's License to a CDL
Update	Modify Existing Credential, e.g., Address Change, Name Change, etc	Downgrade	Downgrade CDL to Non-Commercial Driver's License

Figure 23: Credential Transactions

Credential and Customer Data Objects

IDLS credential and customer data objects allow for rapid and consistent deployment as well as the extensibility to accommodate future changes with minimal impact to the core functionality of the IDLS credentialing capabilities.

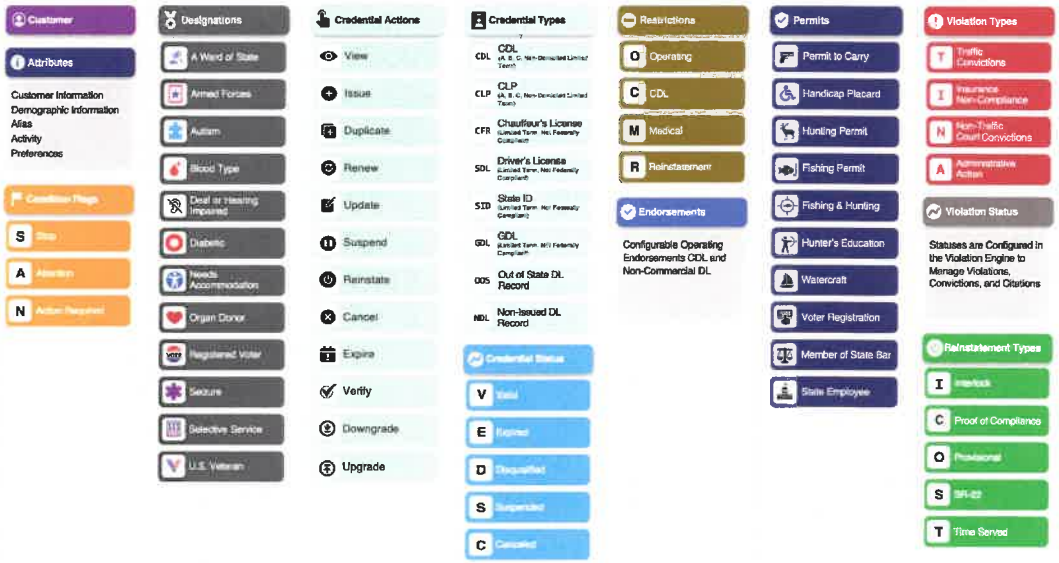


Figure 24: Customer and Credential Data Objects

Credential Data Structure

The IDLS credential data structure meets ISO 18013 and AAMVA 2020 DL/ID data standards. The credential data structure is fully compatible with AAMVA and other federal data services to seamlessly exchange data. The credential data record is stored in CHAMPgov UADM credential data store.

Driver Licensing & Identity Credential Data Standards

ISO 18013-1	2020 DL/ID Standard	
Family Name	Family Name	Family Name Truncation
Given Name	Given Name	Given Names Truncation
DOB	DOB	Name Suffix
Date of Issue	Date of Issue	Alias/AKA Family Name
Date of Expiry	Date of expiry	Alias/AKA Given Name
Issuing Country	-	Alias/AKA Suffix Name
Issuing Authority	Issue Jurisdiction	Race/Ethnicity
Licensing Number	Customer Identifier	Custom vehicle classification description
Categories of vehicles/restrictions	Restrictions & Endorsements	Custom endorsement codes description
Gender	Cardholder Sex	Custom restriction code description
Height	Height	Data of First Issue per category
Weight	Weight	Separate Expiry dates for vehicle class
Eye Color	Eye Color	Inventory Control Number
Hair Color	Hair Color	Compliance type
Place of Birth	Place of Birth	Card revision date
Normal Place of Residence	Cardholder Address	Hazmat endorsement exp date
Administrative Number	Audit Information	Limited duration document indicator
Document Discriminator	Document Discriminator	
ISO issuer ID number	Issuer Identification Number IIN	

Figure 25: Credential Data Standards

One Credential-One Driver Integrations

IDLS credential management integrations via SGI (State Gateway Interchange) connectors with AAMVA and DHS SAVE ensure one-to-one customer record and provides real-time DHR and change state of record capabilities. SGI's connectors with AAMVA REST services help state agencies accelerate their migration off of the legacy AAMVA UNI AMIE protocols to the new AAMVA REST services. As part of the IDLS deployment, the team will lead AAMVA certification engagement, handling project management activities, data mapping, readiness testing, and structured testing.

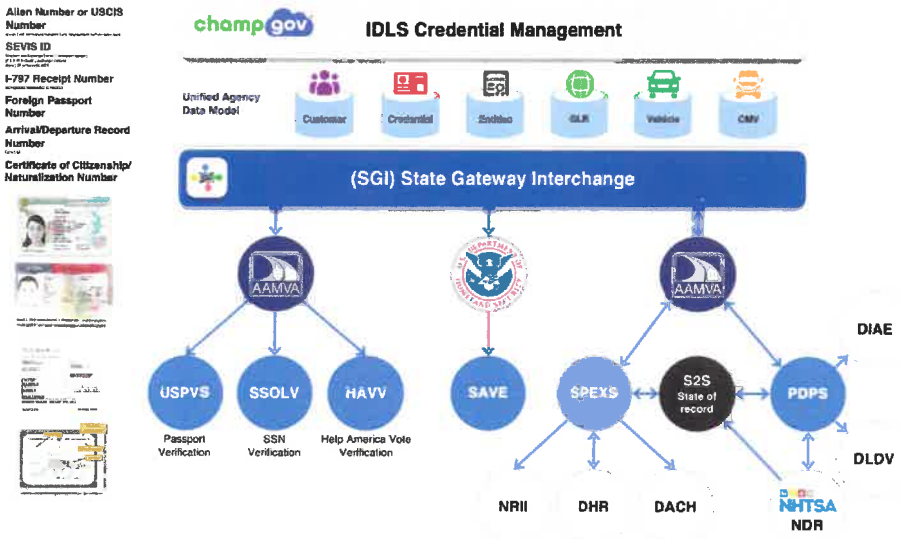


Figure 26: One Credential-One Driver Integration

Credential Issuance and Fulfillment

IDLS credential issuance supports single or multi-credential options for states that allow individuals to have a state ID and a driver's license. It supports issuance of all driver license types consistent with federal and state law, including graduated licenses. Additionally, IDLS credential issuances support

custom state credential types, e.g. handicap, hunting and fishing permits, voter ID, state employee ID, and West Virginia Bar association. State custom credentials are configured in the CHAMPgov UADM (Unified Agency Data Model) credential card mapper table and are defined in the UADM permit and designation tables. IDLS credential issuance supports customizable GDL (Graduated Driver Licenses) programs to adhere to WVDMV's GDL program. IDLS supports the issuance and renewal of commercial driver licenses and REAL ID-compliant driver license documents in accordance with the REAL ID Act and supporting rules and regulations.

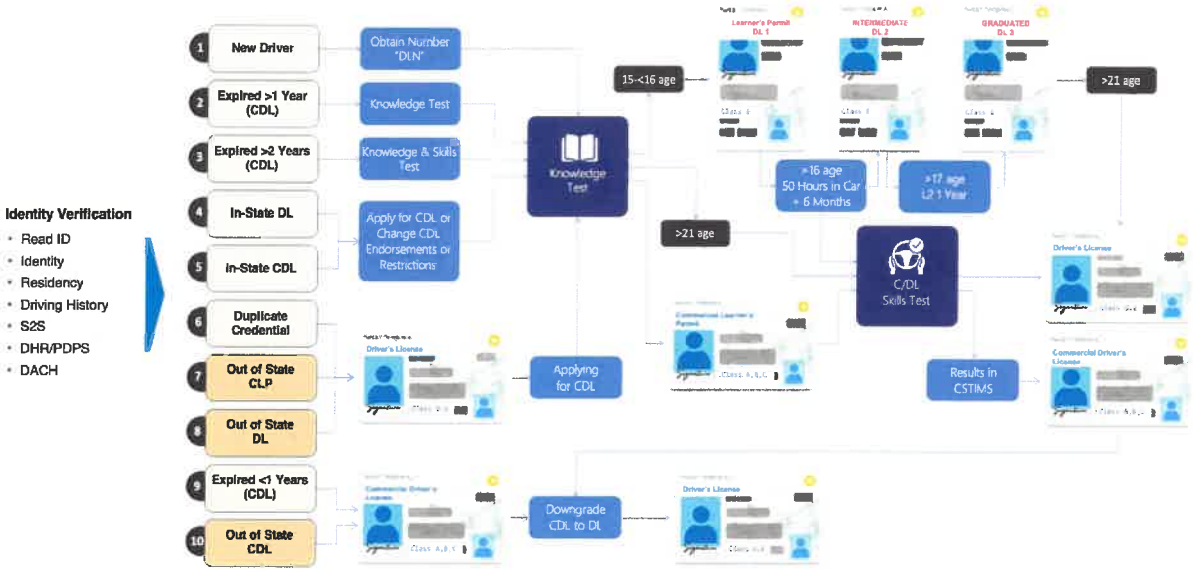


Figure 27: Credential Issuance with GDL

IDLS credential issuance is a 3-step process with an e-commerce-like checkout flow to collect payments. The initial step is to select the credential type to be issued. Based on the credential type selected, IDLS dynamically adjusts the required documents and fields, and executes the identity verification, PDPS, and CSTIMS for CDLs automatically, eliminating the need for the clerk to punch out to another screen. IDLS credential identity verification services are invoked asynchronously, allowing the clerk to continue the issuance process, adding endorsements, permits, designations, and conducting the eyesight exam as examples, up to the point of collecting payment.

CHAMPgov IDLS identity verification services encompass:

- Issuance of all types of drivers licenses
- Portrait image and signature viewer by retrieving previous known images from Idemia's ID2 Issuance service and or from DIAE for out-of-state credentials.
- Webcam capture in compliance with REAL ID requirements.
- Social Security Number verification via SSOLV
- US Passport verification via USPVS
- For non-US citizens, immigration status via SAVE

For driver's license, commercial learner's permit, and commercial driver's license, CHAMPgov IDLS supports the integration with KnowToDrive to retrieve the knowledge test results for non-commercial and integration with ROOSTR and/or CSTIMS as desired by the Agency to retrieve the knowledge test and skill test results for commercial drivers.

IDLS issuance process supports scanning and uploading required documents and automatically feeds WVDMV's OpenText document management system.

IDLS supports issuance work items to be saved in the customer's cart and retrieved later by another clerk to complete the credential issuance. In scenarios where the customer may have forgotten key documents and/or does not have enough funds to pay for the credential issuance fee.

IDLS provides seamless integration with Idemia's card production and fulfillment solution. IDLS integrates in real-time with Idemia's Web Enrollment to complete the portrait and signature capture and Idemia's ID2 Issuance service to retrieve customer portraits and signature images.

CHAMPgov IDLS supports issuance and renewal of identification cards for state employees and members of the West Virginia Bar. Additionally, the system supports issuance of driver's license and identification cards for undercover law enforcement in the UADM customer database by authorized users. These are referred to as Law Enforcement Undercover, using an LEU indicator in the customer database. These records will only be visible to authorized users and with appropriate masking and security so that only a limited number of authorized WVDMV staff are aware that the documentation is fictitious. The system logs all access to these records including inquiries, modifications, or updates to such records and saves the user id, timestamp, and justification for such activities.

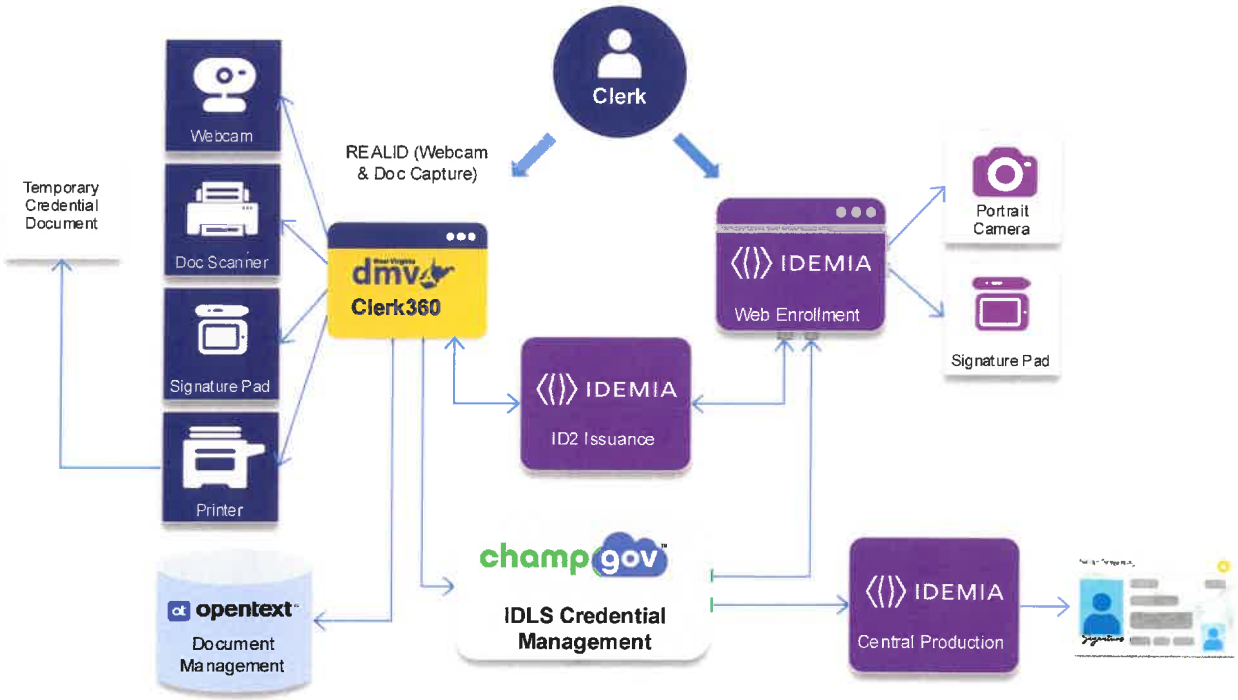


Figure 28: Credential Central Fulfillment Integration with Idemia

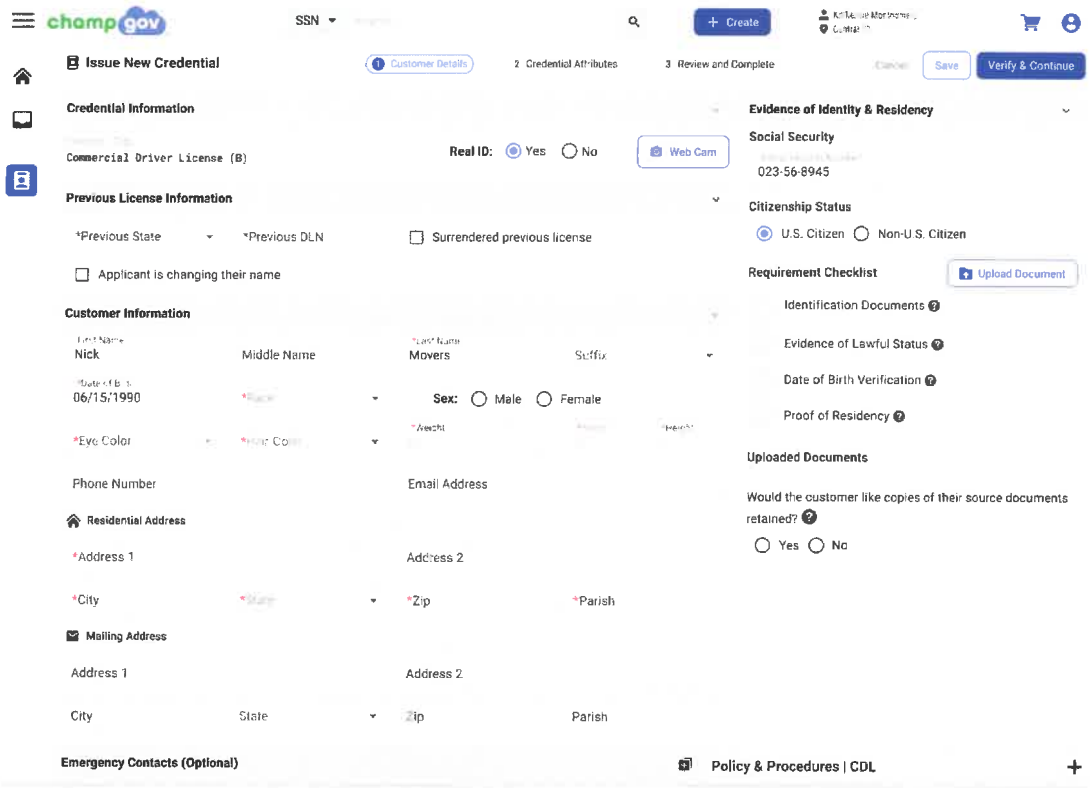


Figure 29: Credential Issuance Step 1

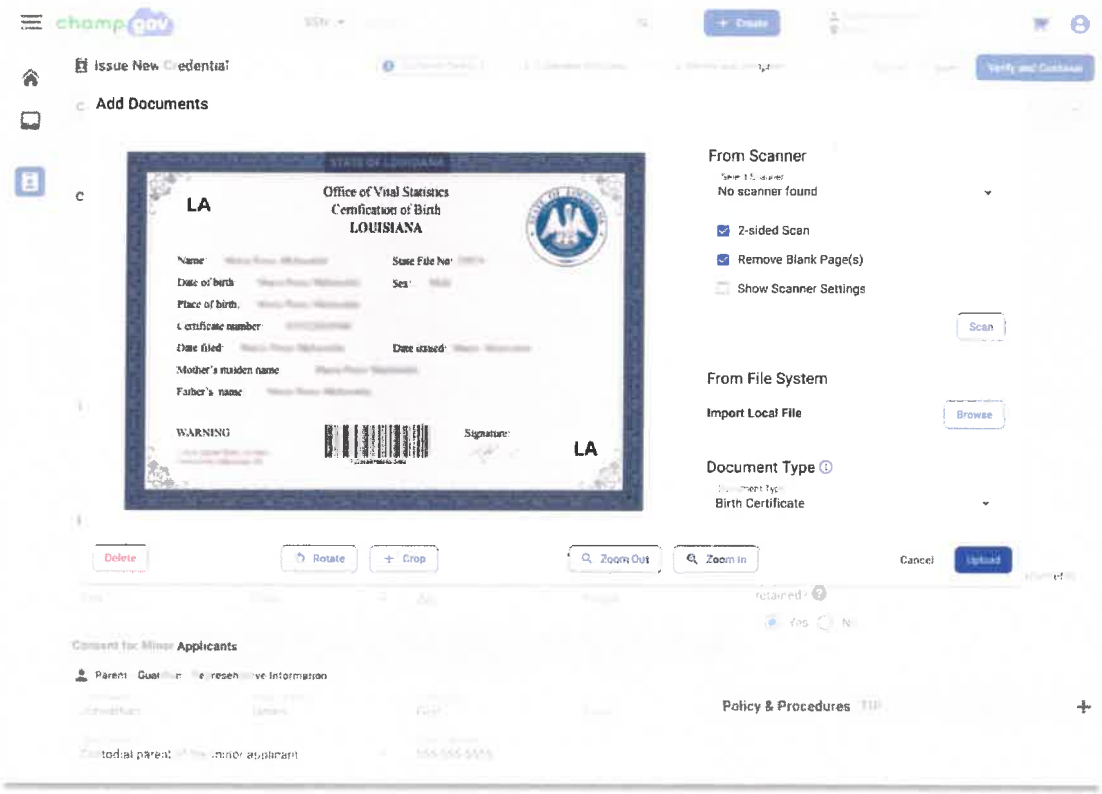


Figure 30: Credential Issuance Scan and Upload Document

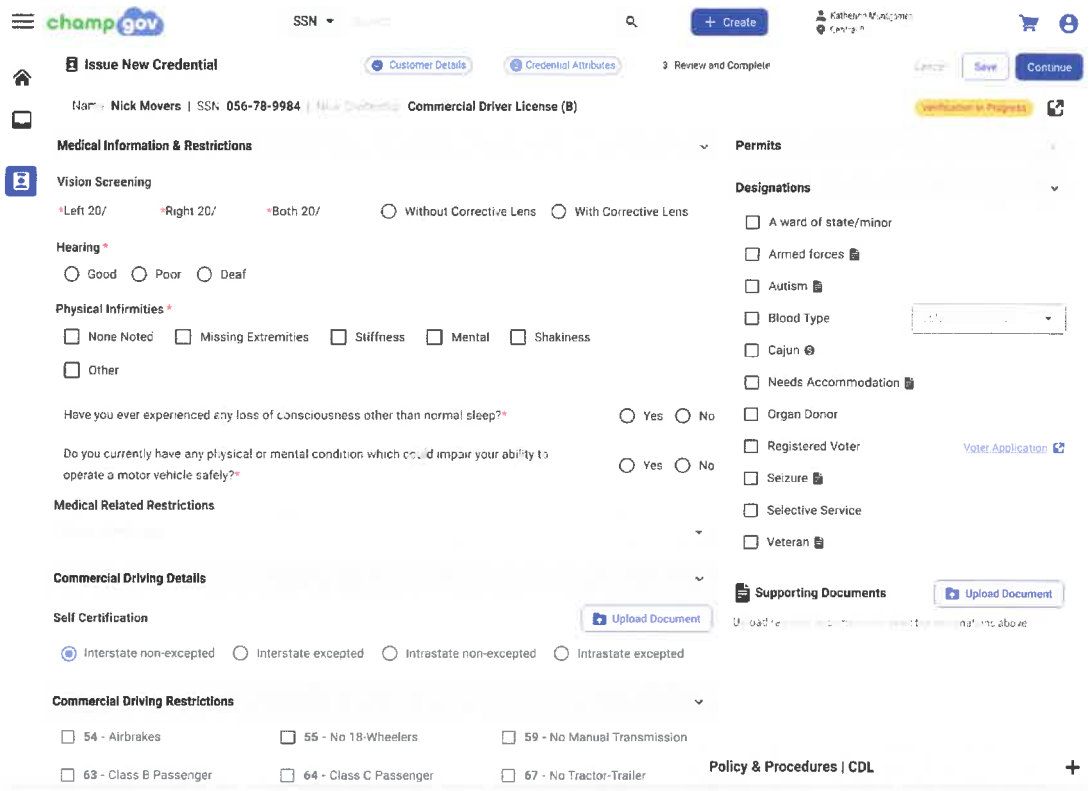


Figure 31: Credential Issuance Step 2

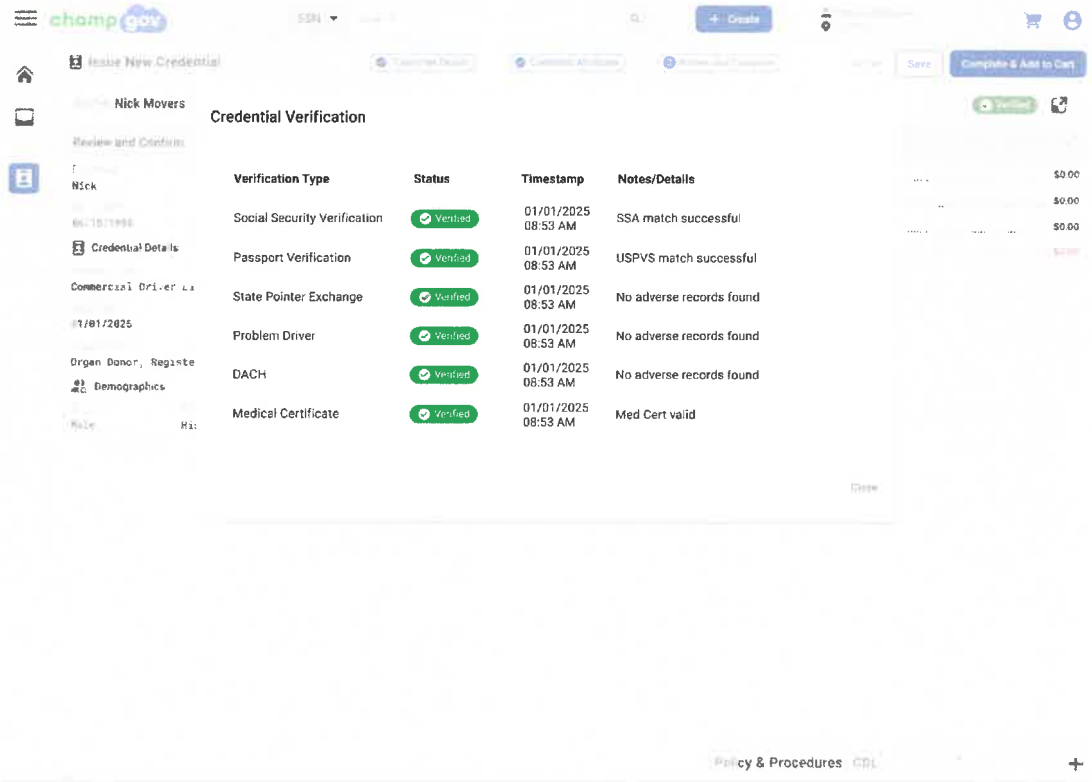


Figure 32: Credential Issuance Verification Status Window

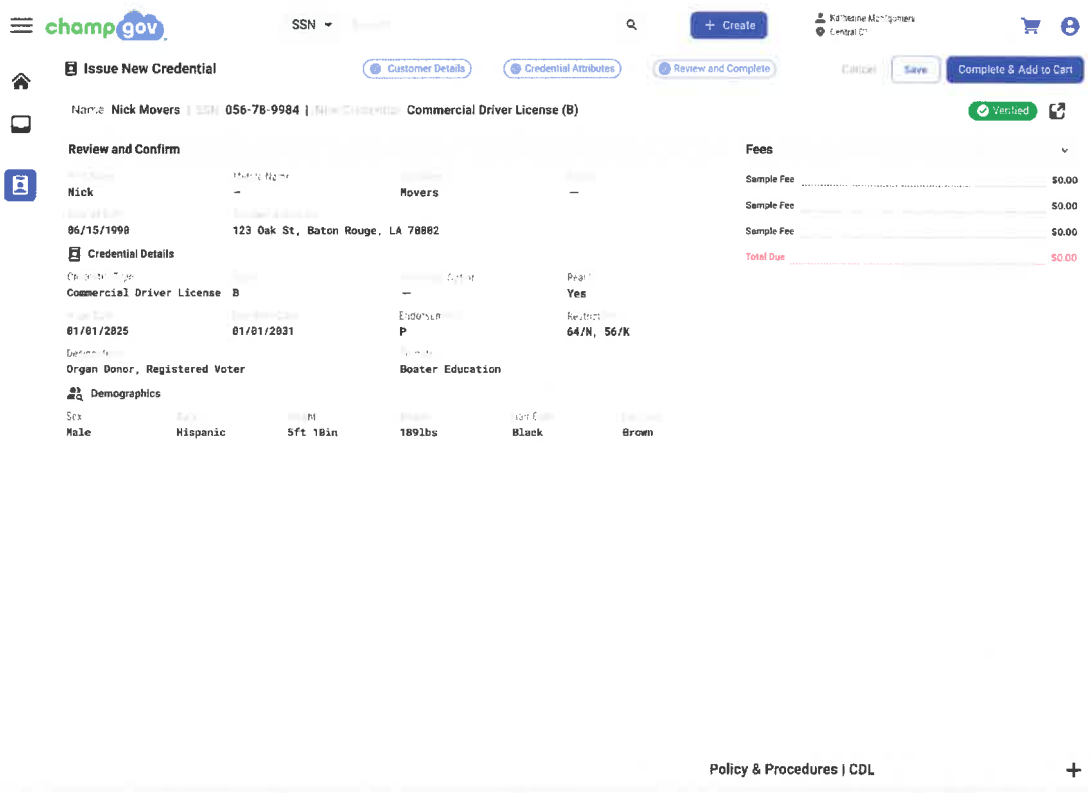


Figure 33: Credential Issuance Fee Summary Page

Mobile ID Solution

IDLS credential issuance supports mobile driver's license (mDL) and mobile ID (mID) either by integration with an existing mDL solution provider or by deploying our IDLS mDL/mID solution that is fully compliant with ISO/IEC 18013-5 standard. CHAMPgov's mDL/mID fully supports iOS, Google Android, and Samsung Android mobile device platforms. CHAMPgov's mDL/mID can be requested by citizens with a valid credential logging into MyDMVgov. The citizen must complete the NIST IAL2 level identity verification to access these features on myDMVgov.

IDLS mDL/mID leverages AWS Private Certificate Authority (CA) to generate a unique X.509 digital certificate for West Virginia. The West Virginia X.509 private key is stored in AWS Key Management Service (KMS) and the X.509 public key is published to AAMVA's DTS (Digital Trust Service). AWS KMS uses FIPS 140-2 Level 3 validated hardware security modules (HSMs) to protect KMS keys in compliance with ISO/IEC 18013-5. Issuer signing keys and any backend provisioning/credential-management keys are generated, stored, used, and rotated within FIPS 140-2 validated cryptographic modules. The mDL/mID app generates the device key on-device and the device key is protected using the device's secure storage ("secure enclave").

AAMVA's Digital Trust Service (DTS) is used by mDL/mID compliant readers to verify the mDL/mID. The mDL/mID includes an indicator that displays the REAL ID compliance of the credential as stored in IDLS.

IDLS enables secure management of mDL/mID throughout the mDL/mID lifecycle, including issuance, renewal, suspension, and revocation. Support for third parties is enabled by secure API integration for provisioning and verification of mDL/mID. An audit log is kept of all cryptographic operations to support federal requirements, compliance, and transparency. CHAMPgov IDLS is configured to use redundancy and high availability to ensure uninterrupted mDL/mID issuance and verification services across all regional WVDMV offices.

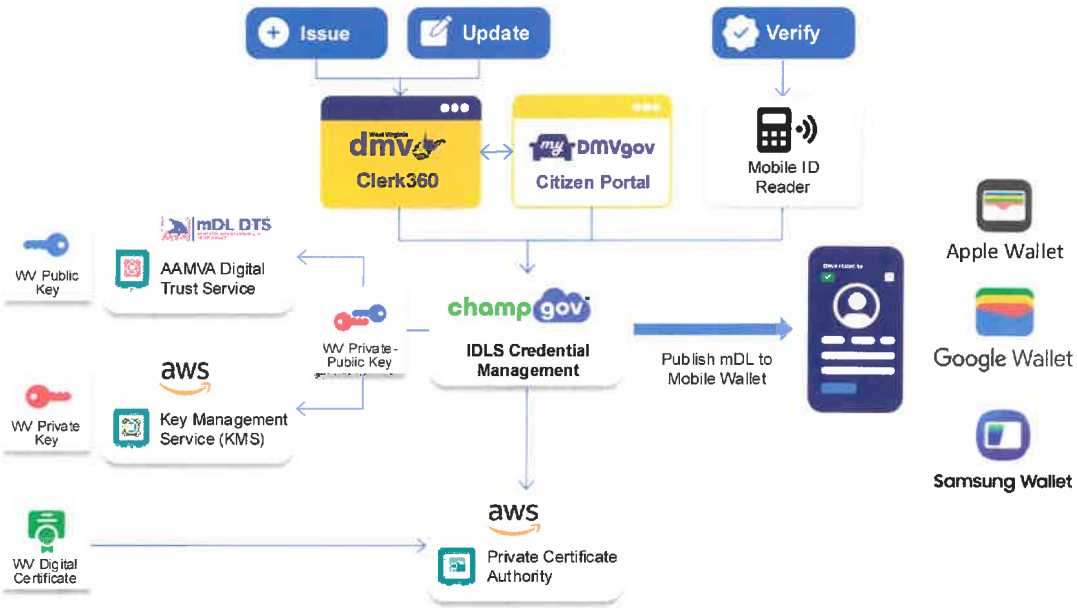


Figure 34: Mobile ID Credential Management

Driver History Record

The platform will maintain a full driver history report with all data associated to individual drivers including but not limited to license restrictions, traffic citation convictions, suspensions, revocations, and reinstatements. CHAMPgov SGI Integration with AAMVA SPEXS, DHR will be fully supported. WV specific violations will be configured and mapped to AAMVA's ACD codes in the IDLS Violation-Reinstatement Service (IVRS) and will be used to determine if a violation renders in the individual's DHR (Driver History Record) report. Driver History Record will be available real-time based on requestor's access level.

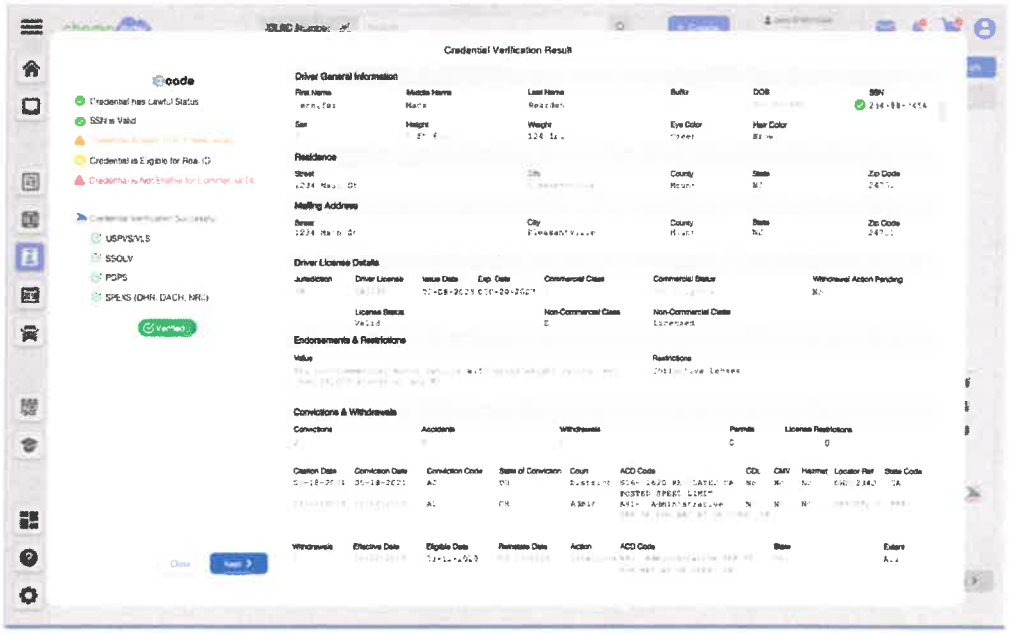


Figure 35: Example of a Driver History Record

IDLS Violation-Reinstatement Service

IDLS Violation-Reinstatement Service (IVRS) supports AAMVA ACD codes as well as state specific violations. IDLS violations are preloaded with AAMVA "Table 11" required ACD codes for change state of .

record transactions. IVRS has four (4) violation types: (traffic convictions, insurance non-compliance, non-traffic court convictions, and administrative action). Each IVRS violation has configurable suspension and reinstatement rules, fees, ODR (Official Driver Report) options, and record retention period. Violation processing includes tracking of license points, cross-violation impacts, time-based evaluations and all other logic as required to maintain a comprehensive and correct status of a driver's license. These rules are processed through customizable and configurable workflows that include integrations to external program data and event-driven updates to external systems as required.

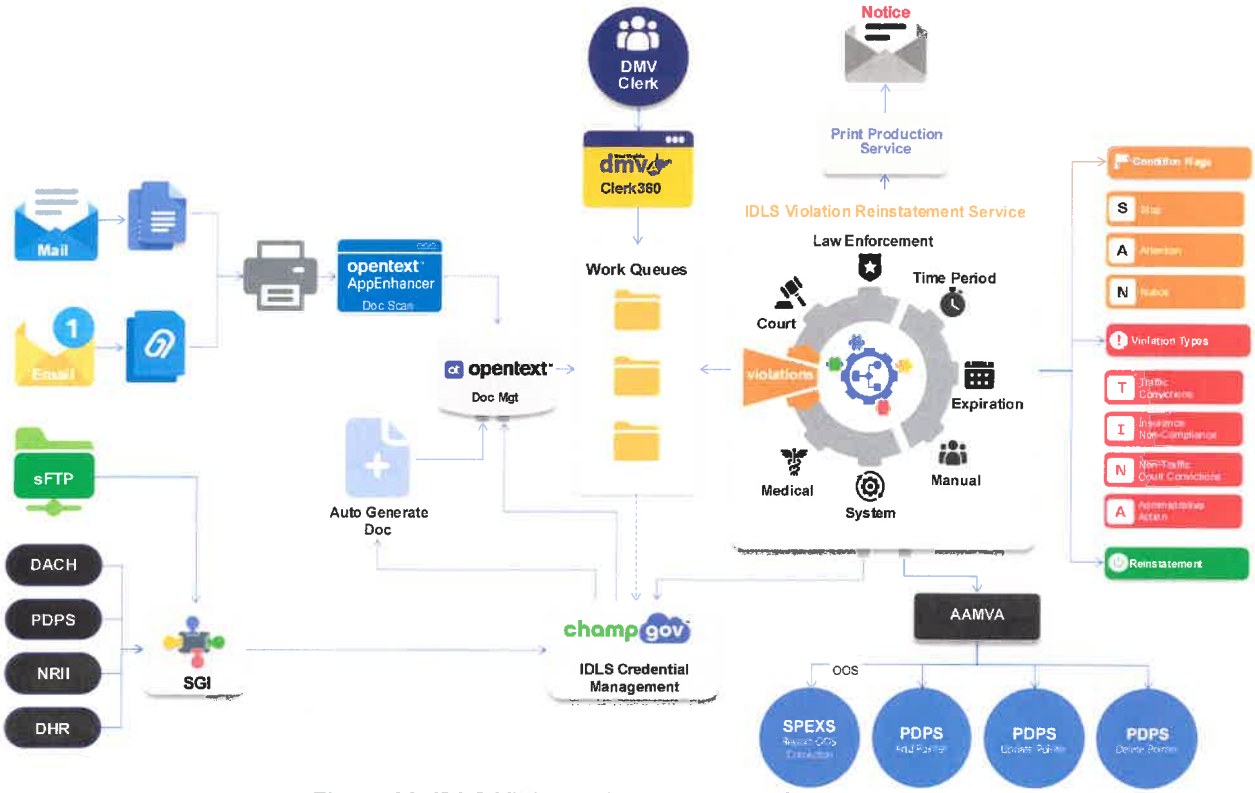


Figure 36: IDLS Violation-Reinstatement Service (IVRS)

IVRS supports disparate inbound sources:

- Paper mail or emailed documents scanned and stored in a document management system. CHAMPgov document management integration supports the routing of convictions to the appropriate work queues that require manual review and/or automatically appends to customer record.
- Secure FTP data files and/or direct integration with electronic court systems to auto-generate documents associated with the violations and either routes the violations to a work queue to be manually worked or automatically appends to customer record.
- AAMVA data sources (DACH, PDPS, NRII, DHR) are processed and either routed to a work queue or automatically appends to customer record.

Some key features of IVRS:

- IVRS supports a citation point system that is configured to trigger flags, notices, and/or suspensions based on thresholds defined and violations.
- IVRS supports configurable provisional reinstatement of driving privileges based on DMV administrative action, court order, and/or successful completion of traffic school remediation courses.
- IVRS supports flexible suspensions and disqualification (CDL) rules that are configured to meet the state's policies and rules.

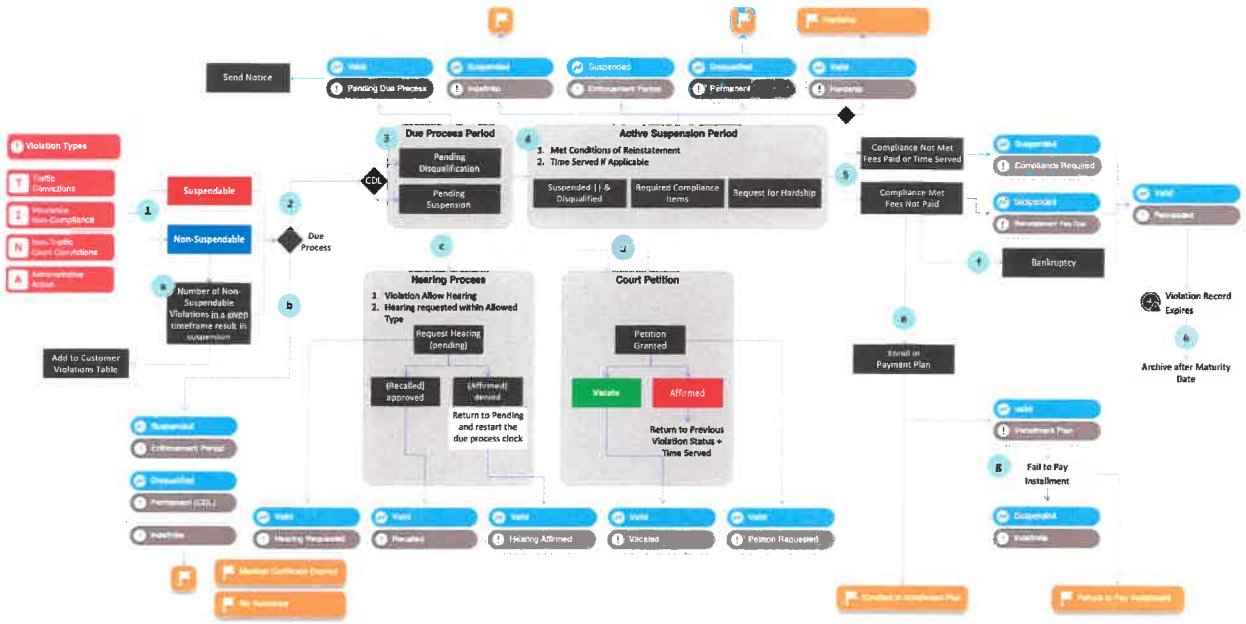


Figure 37: Example of IVRS Violation Workflow

Electronic Case Management

Electronic case management is provided by the CHAMPgov BPM service and will provide full support of the medical review and driver license investigation, including employee, customer and other fraud, processes in accordance with the requirements of this RFP. Work items will be configured in BPM as needed during implementation in support of medical reviews, driver license investigation, and all other required case management activities. Case management allows users to securely attach documentation supporting the case submission and resolution processes. Case results can be used to support the issuance of driving restrictions when appropriate, based on determinations made within the case. In addition, BPM work queues will be defined as needed in support of these activities, and user groups will be assigned as needed and provided appropriate permissions to view, edit, and track the work items as well as provide for healthcare provider submissions through authorized integrations.

Medical Unit Online Portal

A custom portal for medical providers and other authorized users will be deployed for WVDMV. The current medical unit online portal user credentials will be migrated to the new custom portal that will integrate with CHAMPgov BPM service to ensure the submissions will be routed as work items to the correct work queues to be worked by user groups that handle medical related submissions. The new custom portal will support the submission of completion certificates, assessments, and compliance reports electronically to WVDMV.

Handicap Placard Program

The handicap placard program and its data will be migrated from the mainframe to the new CHAMPgov UADM customer database. All handicap placards are defined in the permit table of the customer database and managed in the CHAMPgov Clerk360 web portal. Handicap placards are configurable to be associated with the customer's credential and/or customer's vehicle.

Insurance Verification System

As Tyler/CHAMP is the incumbent and current provider of West Virginia's IICMVA-specification Insurance Verification System and existing Self Insurance program, DMV will continue to have access to the current, successfully operating solution. This system is only connected to the Vehicle Systems of Record today. Through this contract, the existing system would be enhanced to connect drivers to vehicles, allowing for

cross referencing of driver and vehicle data. This change will improve the DMV-certified letter process to automate generation of letters using the connected driver's information. Additionally, at DMV's option, it would be able to record a suspension of driver privileges for failure to demonstrate insurance coverage. With these two changes, once a letter campaign is started, DMV actions to complete the campaign would be significantly automated outside of DMV physically mailing notices.

Template-Driven Notifications

The CHAMPgov platform provides configurable template notifications as defined in the state plugin for West Virginia. These templates can be rapidly updated within the system to reflect statutory changes or court-ordered actions. Template notifications are linked to events that require notifications to be sent and may also be triggered by a user. The templates provide the ability to add dynamic fields to templated message text and can be configured with different presentations to be optimized for print, email, SMS messages, and in-app visibility. For user-triggered notifications, the user may optionally be provided with the ability to edit the message before it is sent. All changes to templates and all notifications sent are logged and leverage the CHAMPgov Audit-logging service that captures all change data capture and events emitted by the system.

Batch Processing

CHAMPgov State Gateway Interface (SGI) provides the ability to exchange data with other state agencies and external users in real-time and/or via batch file via sFTP. West Virginia's file type, format, and fields are defined in the CHAMPgov SPI State plugin and can accommodate driver license information.

Driver Record Access

The CHAMPgov platform provides online capability to request access to the system. This is done via the CHAMPgov State plugin (SPI), which defines online access to credential information. WVDMV internal users and other WV state employees can access credential information based on user roles and groups as defined in the WVDMV Activity Directory. For non-West Virginia users, access to credential information will be defined and provided through a secure API in CHAMPgov SPI service. Once the appropriate access is obtained, the user will be able to retrieve driver license information based on granted user credentials.

External Interfaces

All WVDMV existing interfaces will be migrated over to the CHAMPgov SGI, State Gateway Interchange service and any additional interfaces listed in RFP Attachment B: System Integrations by Phase can also be accommodated; full driver records will be migrated to the new system which will operate as the system of record once implemented. The setup, configuration, and data cleansing rules will be defined through collaboration with WVDMV in the CHAMPgov SPI, state plugin service.

Data Conversion

CHAMPgov Platform offers flexible SOR (System of Record) data options. The diagram below depicts the four (4) options:

- **Option A**: Leverage existing data source by deploying data mappers and business rules to support new digital capabilities while leveraging the existing database.
- **Option B**: Augment existing data source by adding lookup tables and attributes to support new digital capabilities.
- **Option C**: Replace existing data source by incremental data migration based on business events, i.e. renewals, title transfers, violations, etc.
- **Option D**: Complete data conversion and migration from the existing database to the CHAMPgov UADM databases.

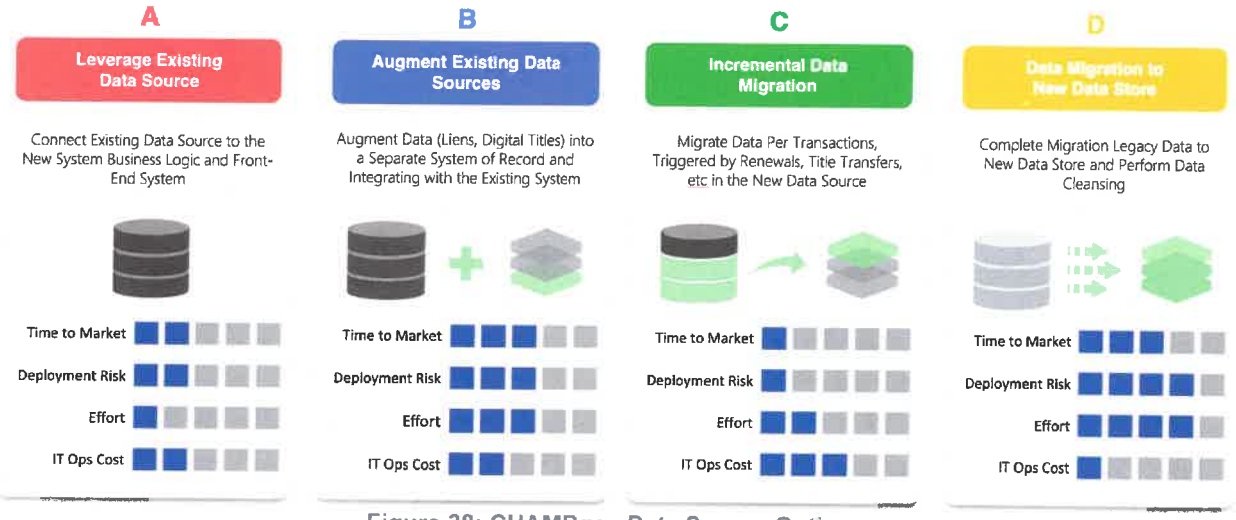


Figure 38: CHAMPgov Data Source Options

Data conversion (Option D) from the current data source to the new CHAMPgov UADM databases follow three (3) data conversion phases:

- Phase 1: Capture-source data records are extracted into csv or pipe delimited files. The extracted files are typically transmitted via secure FTP and then loaded into a staging database.
- Phase 2: Organize source data records go through three (3) data organizing stages:
  - Stage 1: Scrub- scripts are configured to ingest source records from the staging database by converting and mapping to the UADM customer and credential data schemas.
  - Stage 2: Correct- scripts correct malformed and duplicate data records. Records that cannot be corrected are posted to an exception table that is further manually worked and dispositioned.
  - Stage 3: Certify- data comparison is performed to ensure core customer, credential, and violation records match source systems. Certified datasets are then anonymized and deployed to development, testing, and training environments.
- Phase 3: Consume- converted datasets are used by IDLS credential management and Clerk 360.

Migration scripts following the three (3) data conversion phases are executed throughout the project, simulating go-live to ensure the datasets are accurate at the time of the system launch.

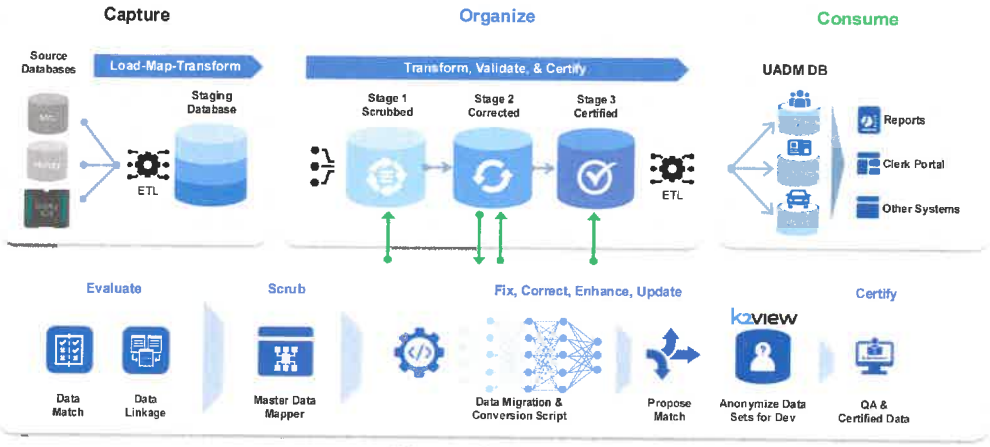


Figure 39: CHAMPgov Data Conversion Phases

4.2.2.5

Phase 3 Extended Functionality MVP

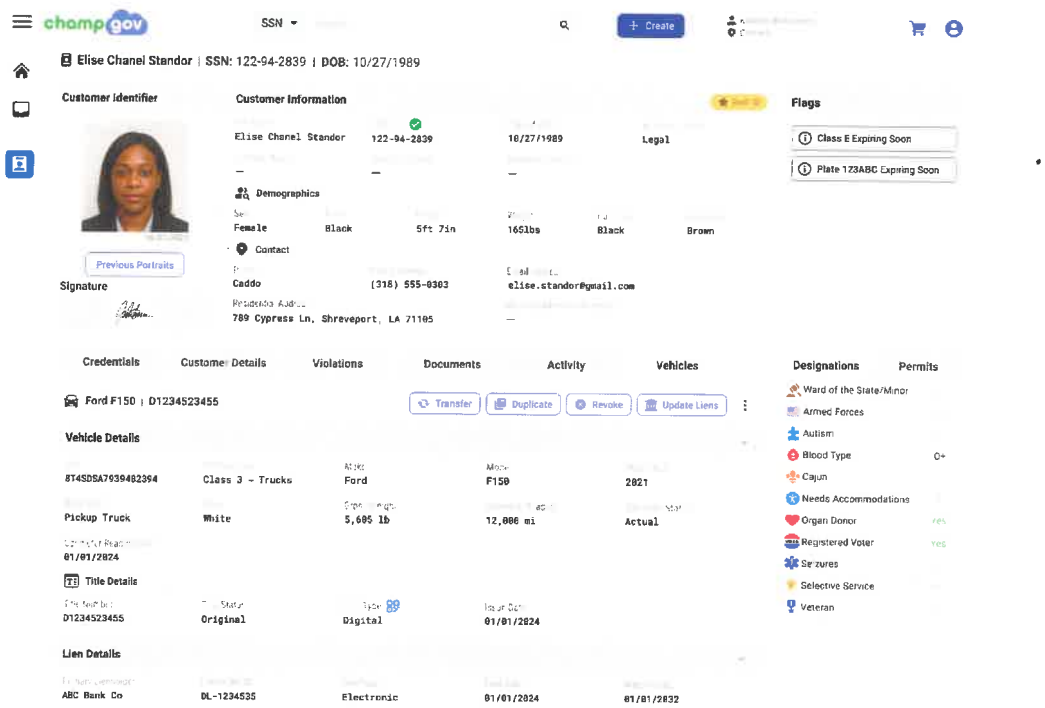
Customer-Centric Design and Unique Customer Number

The CHAMPgov platform is built on a customer-centric architecture in which all data, records, and activities link to a Global Customer Identifier (GCI) in the GLR. The GCI identifier provides the requested features of WVDMV's Unique Customer Number (UCN). Phase 3's common customer framework will be launched in Phase 2 as part of customer and credential management. The current West Virginia's DTRS system with digital titles is currently leveraging the GLR and thus the deployment of CHAMPgov IDLS will natively support WVDMV's requested common customer framework.

The customer GCI leverages the CHAMPgov Global Entity Registry (GLR) to establish a unique entity identifier across jurisdictions and across disparate systems. The GLR maintains cross-reference tables to support multiple customer identifiers when required, and enable secure, fully digital interactions with the state agency in an identity verified mode that complies with NIST IAL2 identity verification and or in a non-verified status to interact with WVDMV services such as scheduling an appointment and getting in line.

GLR supports multiple customer identifiers per system or channel, duplicate customer identifiers and or entity identifiers leverages CHAMPgov's CADE to auto correct duplicate customer and entity records. An exception work item is generated and routed to a work queue for WVDMV to manually review and resolve duplicate records that were not addressable by CADE.

The customer's GCI is linked to vehicles through the UADM owners and ownership tables. The UADM owners and ownership tables support multiple owners as well as non-customer ownership such as company. Additionally, the customer GCI supports the concept of multiple memberships where an individual can be credential holder, an owner of a business such as a dealership, and or a West Virginia state employee. The membership feature ensures the system maintains a single view of customer and allows the clerk portal to view the customer and all relationships associated with the customer such as vehicles, known aliases, portraits, activity logs, and violations.



Customer Search Capability

CHAMPgov UADM customer and credential databases are normalized and indexed for optimal search. Search functionalities are exposed via Clerk360 portal and provide a robust search across customer's SSN, DLN, address, first name, last name, as well as court docket number. Additionally, search capabilities are further customizable for WVDMV by adding custom indexes to other key fields used by WVDMV to perform search. With the vehicle titling and registration upgrade to CHAMPgov platform, all vehicle records will be migrated to the UADM vehicle database will natively support search by customer, title number, VIN, and or registration. will be linked to the customer record and search will be expanded to include title number, VIN, and registration.

Online portal for Renewals and Driver History

As the current provider, Tyler helped DMV become one (1) of the first states to allow for online driver license renewals through the WVDMV's Self Service Portal. This award-winning portal created a single access point for citizens for many online transaction options for Vehicles, Drivers, Motor Carriers, and Dealers. Drivers and State ID holders can easily renew licenses and ID cards online, request a duplicate, obtain their Driver History record, and start an at-home driver knowledge exam. This same system also provides the interface for the DMVNow Kiosk network that allows citizens to perform similar functions. Because of the deep integration with the CHAMPgov Platform, this proven and highly adopted solution can continue providing convenient services to citizens during the transition.

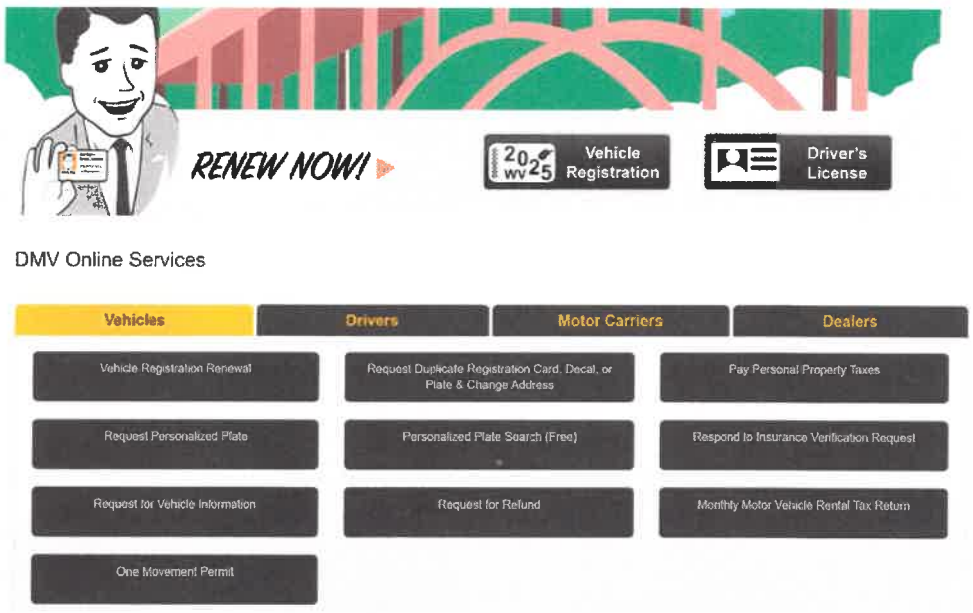


Figure 40: DMV Self Service Portal

Using WV Mobile ID for Identity Verification

As part of this contract, existing WVDMV systems will be enhanced to allow users to login with their Mobile ID, providing a higher level of identity assurance for services that require driver license information or additional verifications. This will allow users to enter less data to authenticate with DMV. Additionally, utilizing Mobile ID will allow the creation of services that require elevated user identity verification, such as titling vehicles.

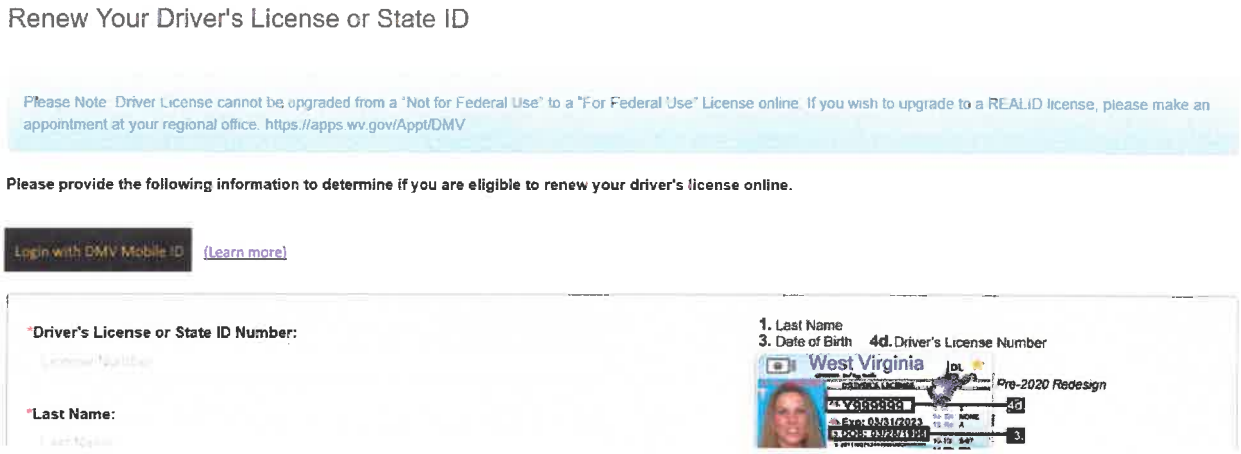


Figure 41 Example with DMV Mobile ID Auth

Medical Portal

A custom portal will be deployed for WVDMV to support the medical portal needs. The portal will allow the submission of notifications and/or reports by physicians, law enforcement, or family members for review by the WVDMV Medical Review Unit.

Real ID Head Start

Tyler partnered with the WVDMV to create the first "REAL ID Head Start" program in the country in 2021. Since then, over 12,000 West Virginia residents have utilized the service to get review and pre-approval of their required Real ID documents and schedule their appointments all through an integrated, efficient process.

With the added capabilities of the new Driver System delivered by Tyler and CHAMP, Real ID Headstart will be even better. As part of the new online citizen-centric portal, citizens will be able to log into their profile to start an online process to apply for Real ID. Citizens would verify identity using driver license information and/or mobile id then be guided to upload the required supporting documentation. Once completed, the application will be routed into configured CHAMPgov workflows for DMV staff review and approval. Upon approval, supporting documentation would be transmitted securely and stored in the system of record, enabling the citizen to schedule an appointment or complete next steps per DMV requirements.

Court Suspension Portal

Utilizing Tyler Technologies Engagement Builder system, a new Court Suspension Portal will be created for authorized users. This portal will collect information per DMV requirements. Upon form submission, the integration with the CHAMPgov SPI service will populate defined work queues and create a pending workflow to review or update the applicable record automatically. Upon review, WVDMV could approve or send the submission back to the court for additional information.

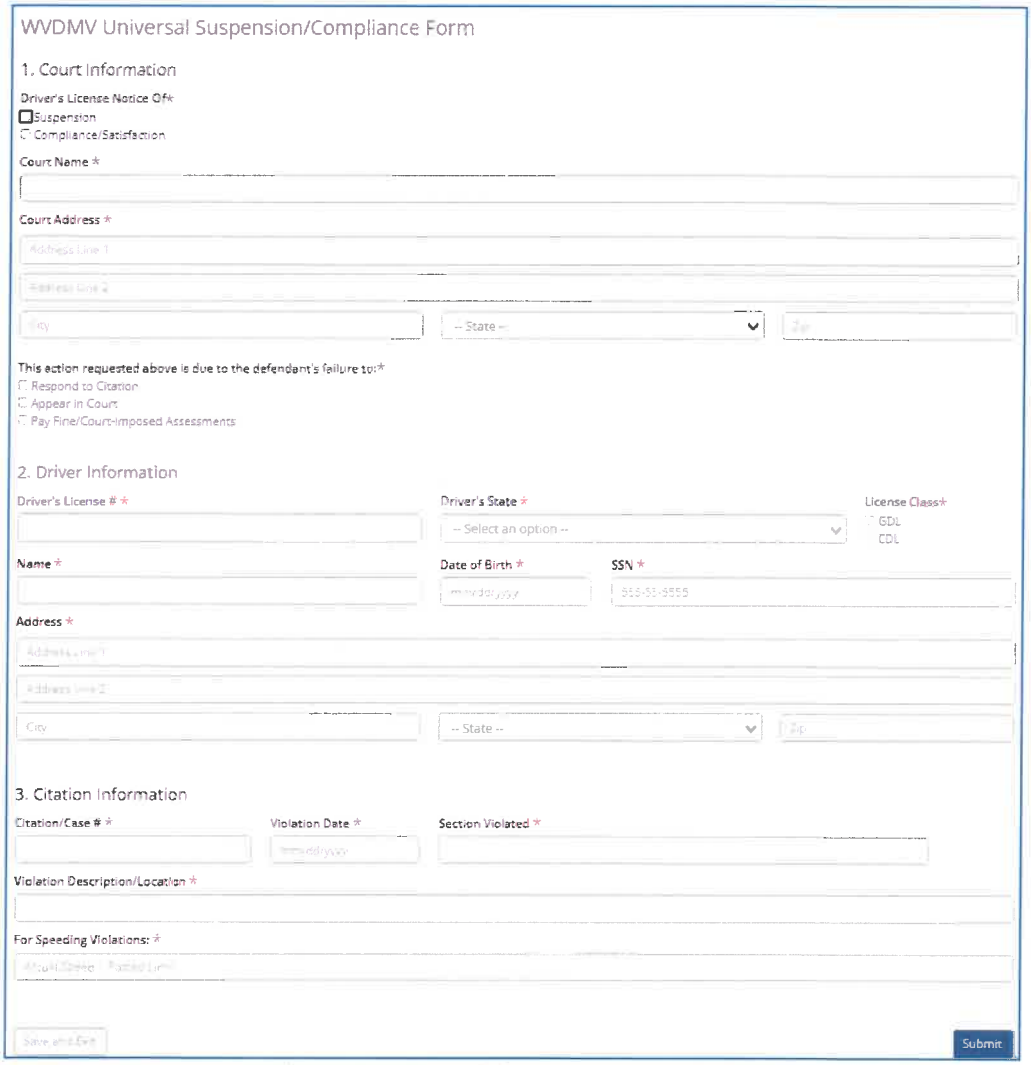


Figure 42: Suspension/Compliance Form

eCitation System

A custom integration will be enabled in the CHAMPgov SPI service to support the new eCitation System. The eCitation system will be integrated into IVRS (IDLS Violation-Reinstatement Service) to receive

convictions from the Court system and process eCitation submissions and process the violations automatically or generate work queues to be manually reviewed by the designated WVDMV user group.

Online Appointment Scheduling

Tyler is currently providing the highly utilized Appointment Scheduling system to the DMV to enable and manage online appointments across regional offices. Through this contract, no transition will be needed. The Appointment Scheduling solution is currently integrated with the WVDMV's queueing solution and integrates with the CHAMPgov solution.

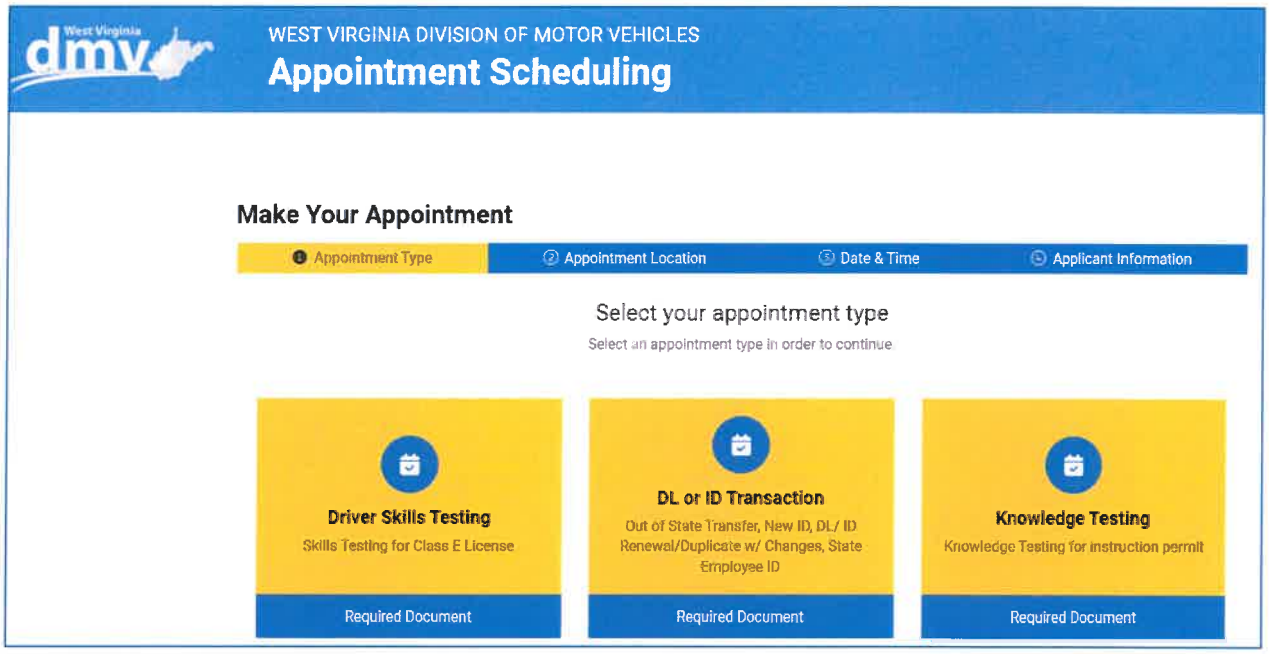


Figure 43: Appointment Scheduling System

Regional Office Queuing System

CHAMPgov Clerk360 line queuing and appointment scheduling capabilities leverage Waitwhile solution. CHAMPgov Clerk360 portal integrates with Waitwhile line queuing and appointment scheduling services to seamlessly manage queues and appointments in Clerk360 portal, citizen portal, myDMVgov kiosk portal, and office displays.

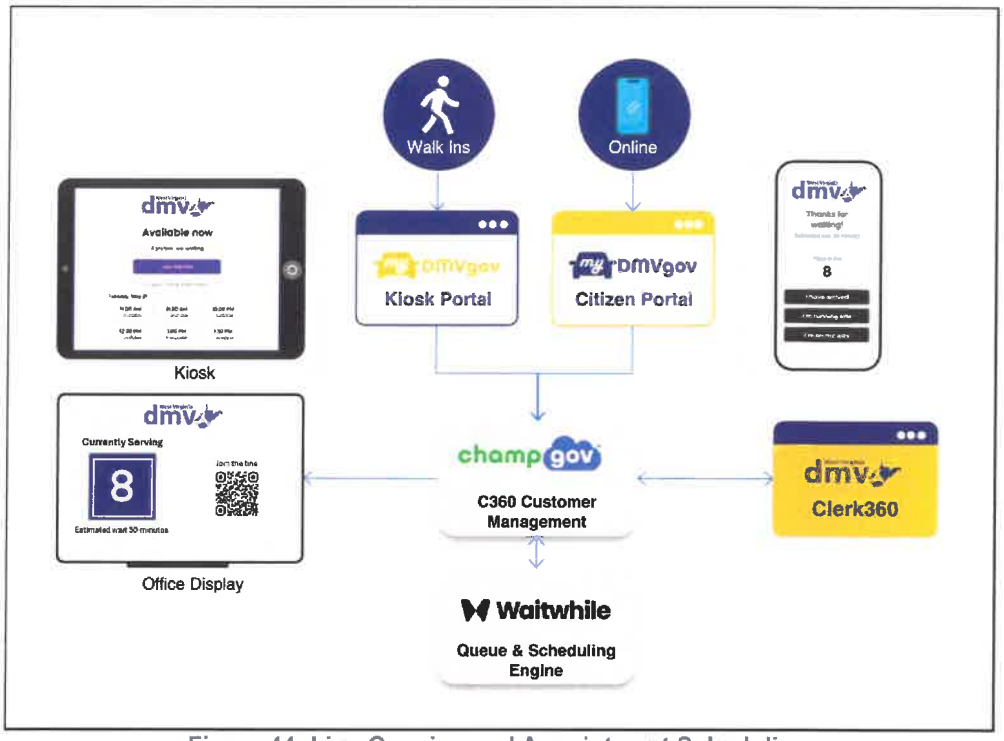


Figure 44: Line Queuing and Appointment Scheduling

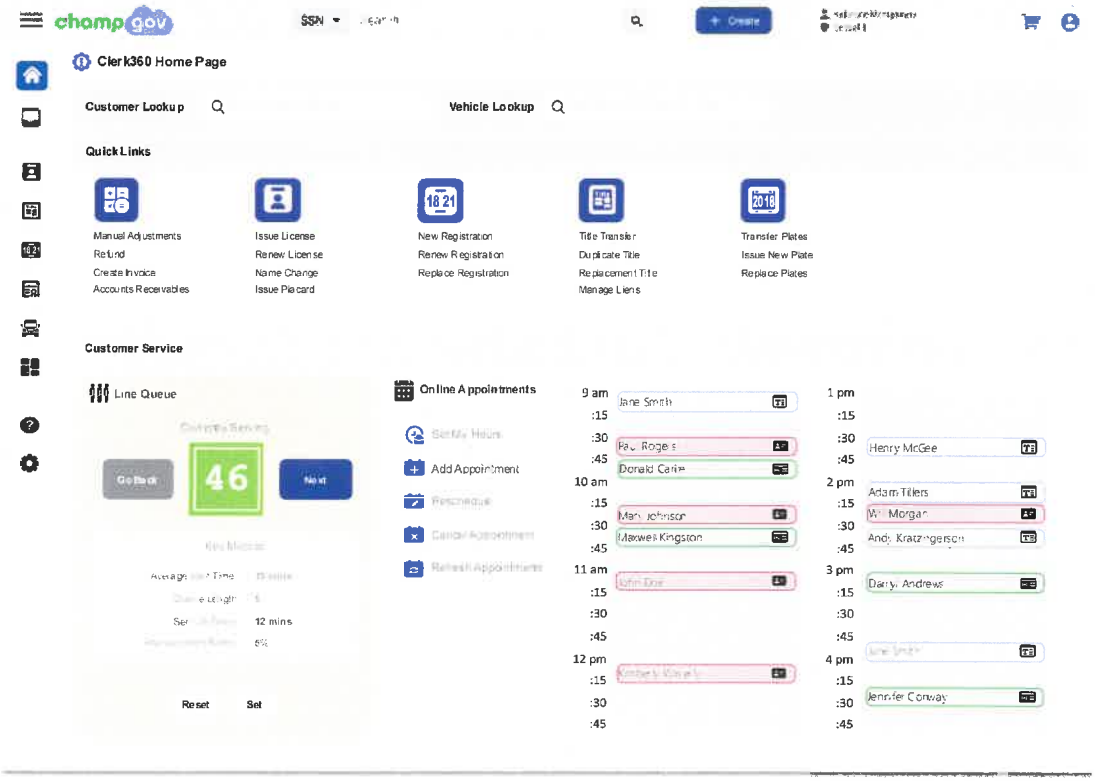


Figure 45: Clerk360 Appointment Scheduling and line queuing

CHAMPgov citizen portal provides an online scheduling for citizens to select location, type of DMV services, and time slot (shown in the images below) available based on the location and services requested. Each location can set availability of appointment times and DMV services.

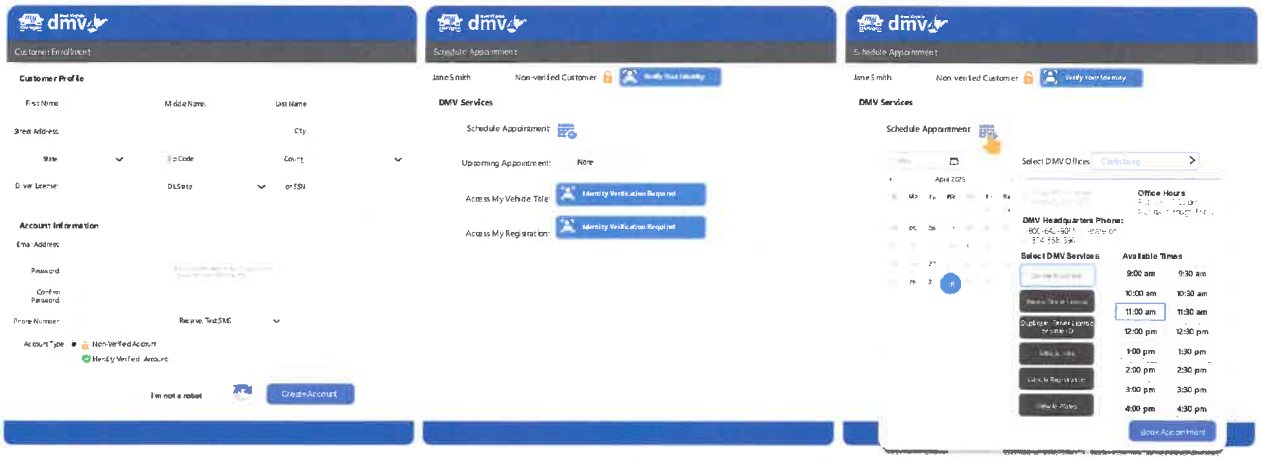
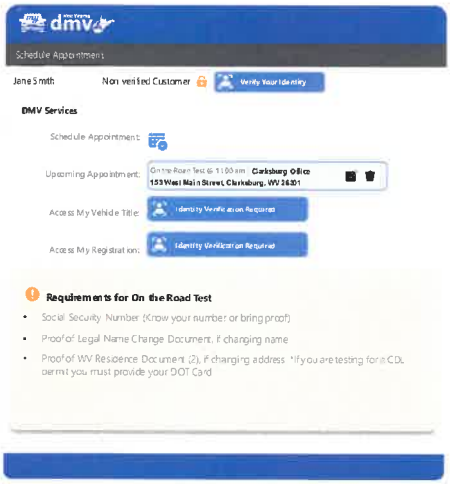


Figure 46: Example Screen Shots of Online Scheduling



CHAMPgov line queuing service allows for online "get-in-line" option either through citizen portal or through WVDMV web portal. After booking an appointment, the citizen will be prompted to bring required to bring required documents and other checklist items to minimize rescheduling their appointments. Email and SMS text messages will be sent confirming their appointment and allow the citizen to add to their calendar with the reminders of the required documents and checklist items required to service their appointment.

Real Time Wait Time Analytics

CHAMPgov line queue provides the following analytics:

- Average Wait Time by regional office and by date range
- Queue Length by regional office
- Average Queue Length by regional office and by date range
- Average Service Time by type of DMV service, by regional office, by clerk, and by date range
- Average Service Completed by regional office, by clerk, and by data range
- Abandonment Rates by regional office and by date range

CDL Automated Testing Tools

CHAMPgov SGI's integration with AAMVA CSTIMS will perform search, update and retrieval of CDL knowledge and skill test results. This will facilitate the online review of these test results by the customer service representatives. AAMVA CSTIMS incorporates ROOSTR (Report Out-of-State Test Results) functionality therefore, does not require a separate ROOSTR integration. The CSTIMS results are retrieved when the customer record is retrieved by the clerk in the Clerk360 portal. However, to support the automated delivery of test results, the CHAMPgov SPI (State Plug In) will be configured with a custom webhook to detect CDL test results and or scheduled jobs to query CSTIMS result based on CDL records.

Returned Driver License Card Tracking

CHAMPgov UADM customer database uses customer flag table stores statuses and dispositions of the customer and associated credential and vehicle records. WVDMV custom specific statuses are configured based on business rules and defined in the customer flag table. Additionally, credential status table in the credential database would be used to store customizable credential statuses of a driver license and identification card requiring to be returned for example. A flag would be set to indicate the credential card has gone stale and/or requires to be returned. The clerk360 would expose both as a customer flag

and credential status as well as allow the clerk to adjust the custom status setting. All activities from views to edit are captured in CHAMPgov's audit logging service and viewable in the customer activity tab in the clerk360 customer view detail page.

Interlock Log and Management System

Interlock vendor integrations are provided through CHAMPgov SGI connectors. The platform's SGI currently supports seven (7) interlock vendors (ADS, Draiger, Guardian, Intoxalock, LifeSafter, Sens-O-Lock, and Smart Start). Any additional interlock vendor integrations required will be included with this implementation. Through these integrations, the platform makes the current interlock information directly visible within the Clerk portal when viewing a Driver record. The Clerk portal is also used to manage participation in the interlock program. IDLS tracks and logs events related to the participation in the program, such as date entered and date completed, and interlock device events through our integrations including the provider, the date the device was installed, and exceptions such as unauthorized device removal.

Regional Office Cash Drawer

In our interactions with the WVDMV over the last 19 years, we have a unique understanding of WVDMV requirements to remain compliant with WV State Treasurer's Office Cash Handling procedures. Tyler and CHAMP will leverage the Tyler Cashiering solution, fully integrated with the Platform to provide a seamless checkout and revenue collection experience for DMV staff.

Tyler's Cashiering application is a powerful enterprise-level cashiering solution that manages revenue collection from multiple locations and collection points. Tyler Cashiering has full integration with the Tyler Payments platform that is currently used to process payments for all online DMV transactions.

Tyler Cashiering's benefits include:

- System integrations through a standard API methodology from SnapLogic®
- Robust integrations with peripheral hardware, including receipt printers, check scanners, handheld barcode/optical character recognition (OCR) scanners, and credit card readers
- Customizable payment workflow processing and comprehensive audit logging
- Easy system administration
- Acceptance of multiple payment types through various payment methods, including touch screen payments from retail point of sale (POS) environments such as concession operations or community events
- Enablement of payment entry, reporting, and auditing capabilities
- Real-time reconciliation; obtain summary or detail reports pertaining to payment transactions in real-time and historically
- Convenient end-of-day and management reporting options

Tyler Cashiering works by itself, or in conjunction with Tyler Payments, which makes it easy for public sector agencies to accept online and over-the-counter payments for bills, fees, tickets, and fines. Both products are part of Tyler's end-to-end enterprise revenue management suite – a one-stop-shop for your payment processing needs, including merchant services onboarding, shopping cart, check-out, fee handling, and receipts. Tyler Cashiering features a versatile, simple-to-navigate interface to provide a consistent user experience.

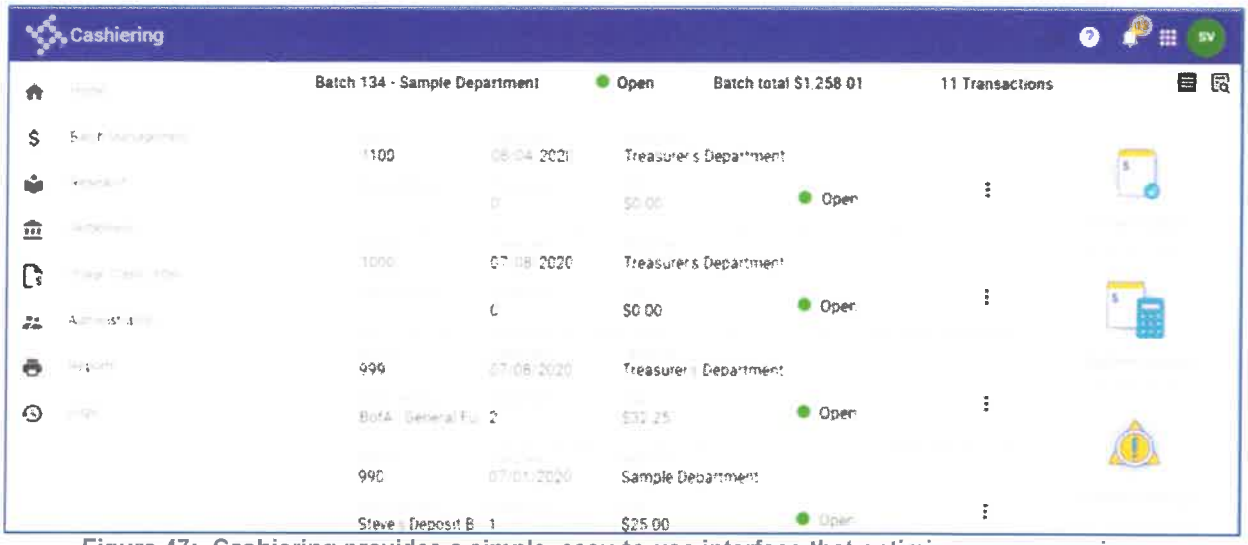


Figure 47: Cashiering provides a simple, easy-to-use interface that optimizes user experience.

Integration With Tyler Platforms and Third-Party Solutions

Cashiering accepts bills from third-party billing systems – retrieving billing information such as amounts due and charges from various billing sources – including both Tyler and non-Tyler applications, such as the CHAMPgov platform. To do this, it uses a standard API methodology from SnapLogic®, an integration platform as a service (IPaaS), to allow for abstraction of billing/payment concepts and create a universal approach to working with other systems. This seamless integration within the cashiering system allows users to focus solely on cashiering activities in a consistent, user-friendly application, while leaving the billing expertise in the external systems.

Cashiering does not store billing or customer data. Instead, in real-time, it retrieves billing information, details, due amounts, and charges from external systems utilizing secured web services and a documented API. It manages user permissions by restricting activity levels, transaction processing, and specific user interface features.

Customized Payment Processing

Cashiering allows for a customized payment experience by establishing payment types and then configuring supported payment methods for each — including in-person, telephone or mail, retail POS/concessions, bulk deposits, and more. This allows control of payment modes, including acceptance of full and partial payments, over-payments, and deposits, as well as payment forms such as cash, check, charge, and pre-payments/deposits.

- Perform searches and show real-time balances for receivables, miscellaneous receipts (non-billed), and point of sale (POS)/retail items
- Print and/or email configurable receipts
- Ensure gateway approval through integrated credit card authorization prior to completion of transactions
- Determine speed data entry with configurable shortcut keys
- Feature standalone POS for miscellaneous items, allowing stock keeping units (SKUs) to be scanned, inventory tracked, and activity recorded to pre-defined general/project ledger accounts
- Provide mail payment processing
- Limit cash drawer access and maximum check count or amount of cash on hand through security controls
- Warn cashiers and supervisors of exceptions requiring their attention with configurable alert notifications

Payment Activity Tracking

Cashiering organizes, processes, and manages transaction data using batches — utilizing a virtual tape to provide a record of all batch activity related to transactions, payments, tenders, status, and owner. Organizations can review previous activity, as well as:

- Keep running totals for the current batch – batch total and number of transactions, payments, and tenders
- Display transaction amounts not yet tendered and list all items in the current transaction
- Allow users to void, reprint, and more

Reporting Functionality

Reporting options cover department activity, receipts by the hour, item codes, inventory levels, daily payments, and tender. Common daily reports can provide a high-level overview of item, fee, and sales tax amounts collected for any given day(s); list tenders for each transaction and provide a total by deposit account; provide collection and receipt volume trends for each payment type; and detail each item that was voided. By connecting powerful and diverse data sources, the Reporting Hub (shown below) enables you to monitor key processes, quickly execute routine tasks, and eliminate time-consuming data searches.

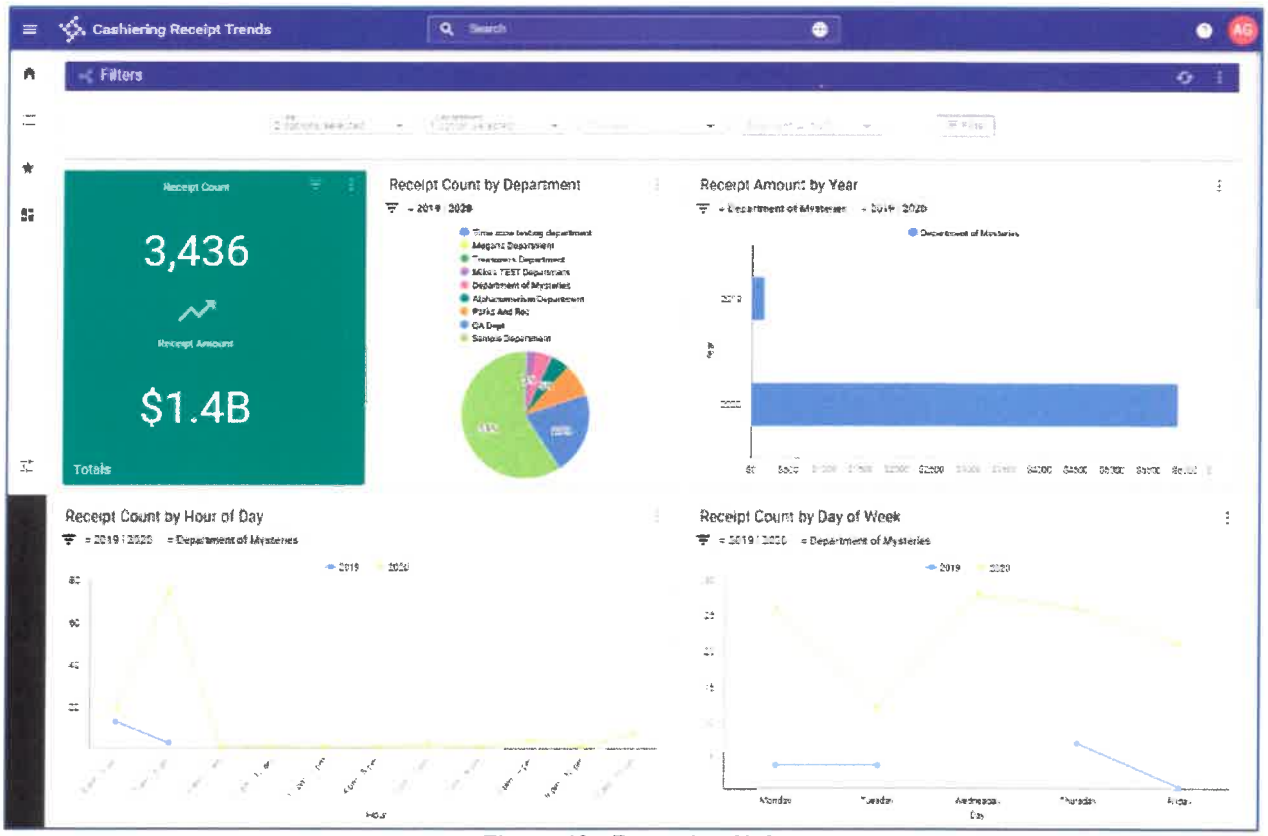


Figure 48: Reporting Hub

Inventory Management System

CHAMPgov Inventory Management Service (IMS), supports full inventory management capabilities of plates including personalized plate ordering process, stickers, registration cards, and other WVDMV supplies. The IMS service is managed through Clerk360 portal and inventory is auto-decremented based on Clerk360 checkout process. Custom alerts and rules can be configured for inventory items such as low inventory status.

In partnership with Tyler and CHAMP, all of the services that are described above will continue to be enhanced after their initial implementation. As a cloud native SaaS provider, we can and will enhance your capabilities, and we guarantee that we will do so without ever charging DMV for these changes. As mentioned throughout our response, we are willing to guarantee delivery of this solution on time that our offer is a fixed bid – meaning there will no charge for any enhancements in future. This ensures that West Virginia will be able to offer the nation's leading Driver Licensing system to West Virginians, but also to have done it for the lowest total cost of ownership possible.

4.2.2.6

As Tyler-CHAMP is the incumbent vendor for the WV Vehicle Services system, Electronic Lien and Title Program ("ELT"), and Electronic Registration and Title Program ("ERT"), we have already completed and delivered the requirements detailed in this section. That said, we will continue to support and enhance the Vehicle Services system and all associated services for as long as we are contracted to do so by the WVDMV. This ensures that the system will continue to evolve continuously during the contract period to account for new features and technology advances.

The CHAMPgov Clerk360 web portal will provide a customer-centric, "single pane of glass" portal to view customers, credentials, and vehicle titles & registrations.

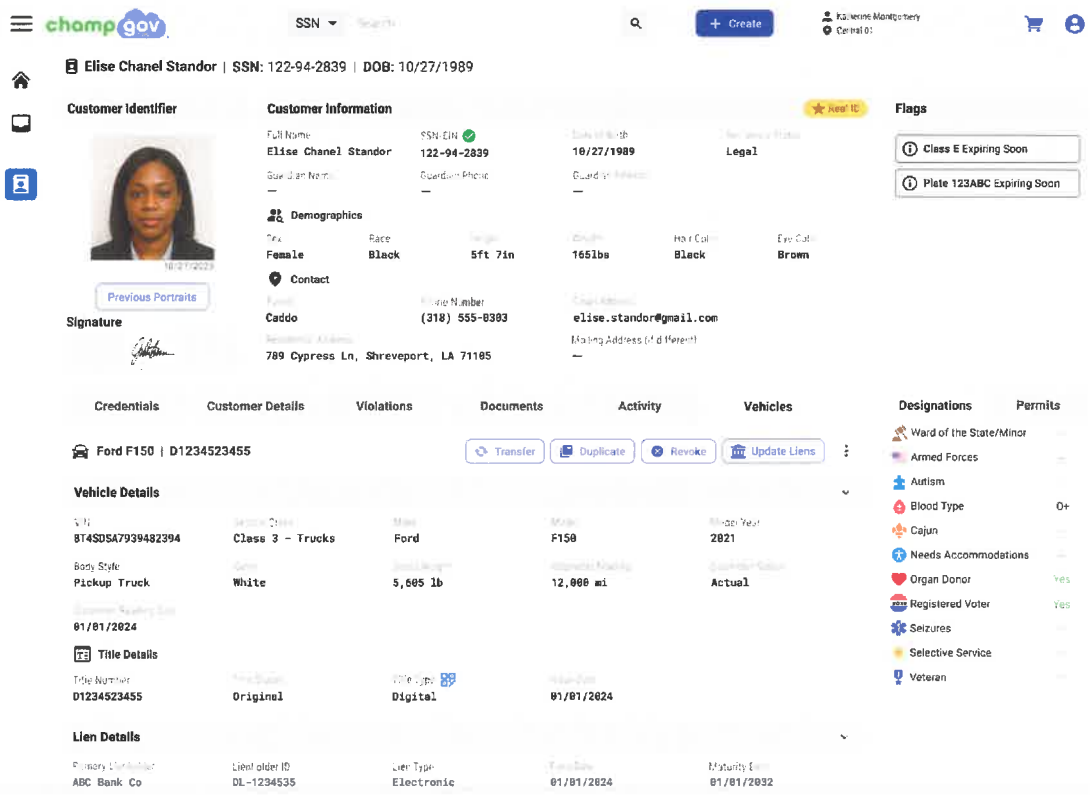


Figure 49: Clerk360 Customer Vehicle Detail Page

Electronic Titles

Tyler and CHAMP provide comprehensive electronic titling functionality that is already operational in West Virginia supporting over 2,000 Dealers and Lenders. Our system supports issuance of electronic titles or paper titles upon customer request, transfer of in-state and out-of-state titles (both electronic and paper), conversion of paper titles to electronic titles, and correction of electronic titles. Automobile dealers are provided a fast and efficient electronic submittal and tracking system to submit title

applications, including the ability to title from a manufacturer's certificate of origin, transfer of title to a customer, and with all applicable fees calculated and collected for each transaction.

Initial Registration

As the incumbent vendor, our platform manages the complete vehicle registration lifecycle, from initial registration through subsequent renewals. The system collects appropriate fees and taxes and establishes proper allocation across agencies, providing a seamless experience for both WVDMV staff and customers.

System of Record

As the incumbent vendor, WVDMV is already using our solution as the System of Record resulting in no migration or functionality concerns and ensuring continuity of operations.

Dealer Portal

As the incumbent vendor, our Dealer Portal is already in use throughout West Virginia by dealerships and allows for the application of title, uploading required documents, and collection of fees. This functionality supports creation of West Virginia electronic titles from manufacturers' certificates of title and facilitates transfers of titles to customers by automobile dealers.

Tracking Mailed-In Titles

As the incumbent vendor, this functionality is already being provided. Our system provides the ability to create an electronic title record from mailed-in titles. Users can create a title application or title record by entering the previous title number or VIN and completing the data entry process using the mailed-in titles and evidence. Users can also flag title applications or titles that are on hold pending receipt of actual paper titles from lienholders, including customer-initiated requests through an online portal for tracking and status updates.

Vehicle Registration Lifecycle Management

Our system manages the complete vehicle registration lifecycle including calculation of fees due, ensuring accurate tracking and processing throughout all stages of registration from initial application through renewal and expiration.

Personalized Plate Tracking

As part of this project, the additional functionality of managing and tracking personalized plates throughout the request and issuance process would be provided.

DMV County Renewal System

The DMV County Renewal System managed by Tyler Technologies is currently used throughout WV counties. This system provided a seamless transition when the DMV implemented the current vehicle system of record to transition out of the mainframe. This system is also used by multiple license services in WV and allows for renewal and issuance of multiple different plate classes per WVDMV requirements. Through this project, WVDMV would have no transition concerns. Additionally, as part of this contract, the system would be updated to allow searching for vehicles by driver's license number. This new search would then display any vehicles associated with that driver's license number to allow the county to select the vehicle needing renewal.

Online Vehicle Portal

As the incumbent, we helped the WVDMV develop the existing online vehicle renewal framework that has resulted in increased convenience to citizens, significant efficiencies for the DMV and reduced operational costs. This award-winning system today manages nearly the entire renewal lifecycle: everything from citizens starting a renewal, to DMV approving the renewal, to automated approvals, to the generation and printing of registration cards. Upon renewal, citizens receive a new registration card and access to a digital registration card, purpose-built for their device's native wallet. Additionally, this

online portal allows citizens to request duplicates, personalized plates, and more. This same system also provides the interface for the DMVNow Kiosk system, which allows citizens to perform similar functions. As the current provider, Tyler will continue to provide this critical service without interruption.

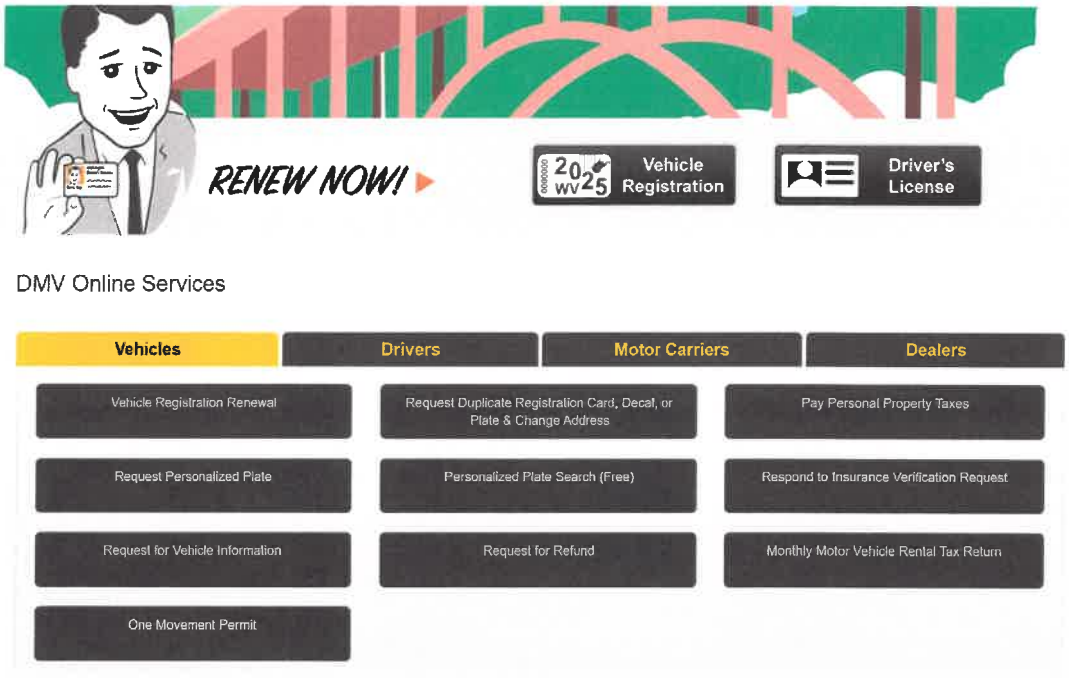


Figure 50: DMV Self Service Portal - Vehicles

Digital Registration Card

Currently, this is provided as part of WVDMV Self Service Portal upon vehicle renewal. With the addition of citizen-centric functionality, digital registration cards will become readily available outside of renewal. This functionality would be available as part of DMV Garage user portal.

Managing and Tracking Titles On Hold

As the incumbent vendor, the CHAMPgov platform already provides the ability to manage and track titles that are on hold pending receipt of the paper title from a lienholder. The customer can already perform these requests through the online portal. This exceeds this RFP requirement.

Support for Undercover Law Enforcement

As the incumbent vendor, this functionality is already provided. The WVDMV Portal allows only a secure, properly vetted DMV team to add, manage, and remove obfuscated registration, plate, and sticker information used in conjunction with Undercover law enforcement as needed. All access to these records will be logged ensuring that the user id, timestamp, and justification for the actions are recorded in the log.

Online Casual Sale System

The online casual sale will be enabled in CHAMPgov myDMVgov citizen portal with DTMS digital title service and the IAL2 identity verification compliant solution prior to the timeframe of the implementation of this proposed optional phase of the RFP. This exceeds this RFP requirement.

Printing of Titles to MICR printer

As the incumbent vendor, the ability to route titles to desired printers (including MICR printers) is already provided. CHAMPgov supports any networked printer through our existing high-availability VPN (Virtual Private Network) with the State and can be easily configured to accommodate printer additions, changes, or retirements upon request.

Dealer Licensing Program

As the incumbent vendor, the existing DMV systems that support the dealer licensing program including management of the dealer license and online renewal process would not need to be changed. DMV can view, manage, and issue dealer licenses through the system. Users can see ownership, insurance, location, inspections, violations, civil penalties, and complaints for each dealer. This meets the requirements as stated in the RFP.

Managing and Tracking Vehicle Titles, Registrations and Dealer Related Investigations

As the incumbent vendor, this functionality is already provided. Our platform supports the comprehensive management and tracking of vehicle title, vehicle registration, and dealer-related investigations, providing investigative staff with the tools needed to conduct thorough inquiries. Users can search for title and registration records using Title Number, VIN, Plate Number, or Owner Name. Within each dealer license record, users can manage inspections, violations, and civil penalties filed against the dealer. Users also have a "Notes" section to add comments to a dealer's record. This meets the needs of this request.

Batch Exporting of Vehicle Data

As the incumbent vendor, this functionality is already provided. The system provides the ability to extract, prepare, and transmit via batch files title and vehicle registration information to various authorized State agencies and external users, supporting data sharing requirements and interagency collaboration.

DMV Online Vehicle Information System (OVIS)

The DMV Online Vehicle Information System currently allows all 55 counties and state-controlled agencies access to DMV vehicle information in the mainframe and new titling system. Through this contract, information access would not be affected.

System Interactions

As the incumbent vendor, this functionality is already provided. Our solution integrates with various other DMV and partner systems as identified in Attachment B: System Integrations by Phase, leveraging our API-driven architecture to ensure seamless data exchange and interoperability.

No Migration Required from the Existing DTRS System

As the current incumbent provider, there would be no required migration of data. Remaining within the CHAMPgov product platform will require no additional data cleansing, alteration, or migration of data. This exceeds this RFP requirement.

Go-Live Criteria

Tyler and CHAMP currently provide the solution that meets or exceeds the requirements in Phase 4, and we affirm that we shall meet the following Go-Live criteria for Phase 4:

- Successful completion and Agency approval of system test, integration test, security test and performance test;
- Successful completion and approval by the Agency Project Steering Committee of user acceptance testing;
- Successful completion and Agency approval of end user training;
- Successful completion and Agency approval of a minimum of two (2) practice/mock data conversions;
- No open Critical (Severity 1) issues/deficiencies (please refer to Section 4.2.2.18); and
- No open High (Severity 2) issues/deficiencies, or if there is a High issue, there is a documented work-around and a plan for remediating the issue, which has been approved by Agency; and
- A work plan with definitive timelines approved by the Agency for addressing open Minor (Severity 3) issues/deficiencies.

After 90 days of continuous operations of Phase 4 with no Critical-severity defects, Tyler-CHAMP may request WVDMV to sign off on acceptance of the final phase. In the event a Critical-severity defect occurs, WVDMV may request a "reset" of the 90-day clock for system acceptance.

4.2.2.7

In order to avoid duplication, we have provided a detailed response to this section in our response to RFP Section 5.3.6.2.8.

4.2.2.8

Tyler/CHAMP will follow our standard System Modernization Lifecycle (SMLC) Project Management Methodology as described in our response to RFP Section 5.3.6.2.8 which includes the detailed response to RFP Section 4.2.2.7.

We will provide project management services throughout system implementation and operations and maintenance to ensure predictable & successful delivery of the program. This ensures that we meet the stated project management disciplines and rigor stated in the RFP. Our SMLC approach is expanded upon in this section focusing on the specific Project Management aspects required by and that will be delivered as part of this proposal.

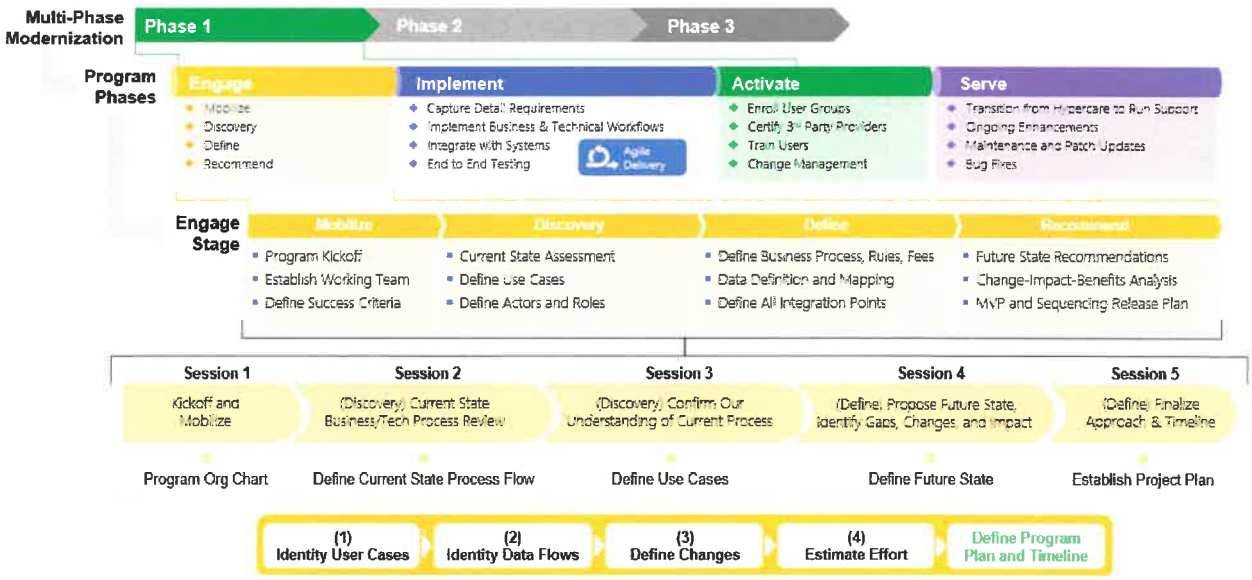


Figure 51: SMLC Multi-Phase Workflow Diagram

The SMLC consists of **Engage**, **Implement**, and **Activate** phases.

The Engage Phase of the SMLC framework covers the kickoff and mobilization of the program at initiation after contract execution and at the start of each modernization phase, establishes alignment on program objectives, scope, and success criteria, and creates the baseline planning artifacts that will drive execution. Additionally, the Engage Phase defines the program management cadence and deliverables. All project management processes and procedures shall be performed according to Project Management Institute (PMI) and industry best practices, led by a PMI-certified Project Management Professional (PMP).

Key responsibilities of the Project Manager in the Engage Phase include:

- Project Kickoff
  - Initial kickoff scheduled within 10 days of contract execution

  - Subsequent kickoffs scheduled within 10 days of NTP for each additional Phase
- Create a secure Project Collaboration environment accessible to all project participants
- Establish Baseline Scope, Schedule, and Budgets
- Establish Success Criteria
- Establish Baseline Project Work Plan
  - Delivered within 30 days of contract execution for Phase 1 and Phase 2
  - Delivered within 30 days of NTP for Phase 3 and Phase 4
- Establish Success Criteria
- Establish Program Governance
- Establish Program RAID (Risks, Assumptions, Issues, Decisions), RACI (Responsible, Accountable, Consulted, Informed), and Action Items tracking documents
- Present Quality Assurance (QA) Plan and obtain Agency approval within 45 days of contract execution
- Create a Risk Management plan and obtain Agency approval
- Create a Data Conversion plan
- Present a Security Plan and obtain Agency approval

The project management activities established in the overall project plan according to the requirements of this RFP and as communicated and agreed-to by the Agency continue to operate throughout the Implement and Activate phases of each modernization Phase. The Project Manager is responsible for the continuous operation of these processes and maintenance of the project plan and related project management artifacts and plans until the successful launch of the proposed solution is achieved.

- Key Program Management Activities
  - Weekly Executive Program Brief (see example dashboard and summary below), including:
    - Tasks worked/completed during the prior week
    - Deliverables produced
    - Milestones achieved
    - Planned tasks for next week
    - Upcoming Change Management activities
    - Risks, materialized risks, risk management activities, concerns, and problems
    - Requests to the Agency for support according to the project plan
  - Maintain RAID, RACI and Action Items Log
  - Maintain Change Order Tracking
- Key Program Management Cadence
  - Weekly Program Status Review Meetings with all stakeholders
  - Weekly/Bi-weekly Project Management Plan Reviews with all stakeholders
  - Monthly Executive Steering Meetings
  - Monthly Executive Steering Meetings with all stakeholders

Every Tyler/CHAMP CHAMPgov implementation has been successfully delivered on time and on budget. In alignment with our standard operating model, ongoing enhancements and change orders are included in our ongoing support and maintenance, a commitment we will also extend to the West Virginia DMV. For this reason, the Scope Change process proposed in this RFP will exist to ensure that changes are approved, scheduled, and prioritized according to the Agency's needs and with respect to impacts on time and resources.

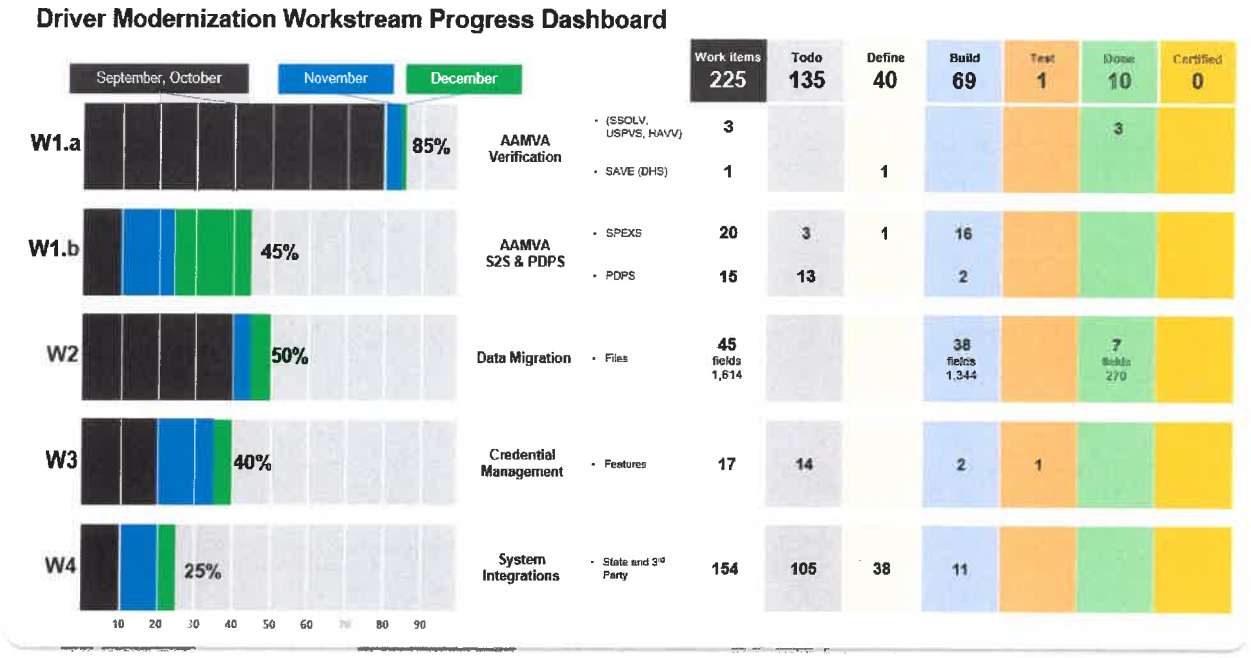


Figure 52: Project Progress Dashboard

Driver & Vehicle System Modernization I Part 1-Driver System Modernization
Program: **Week 0 I Phase 0 Mobilization**
Date: **07.11.2025** **Status:** Progressing

Executive Program Brief Summary

We are in week 0 of the driver modernization program. We expect CHAMP and OMV teams to quickly go through forming-storming-norming-performing stages, however, there is a sense of urgency and bias for action from both teams. From our experience there are a lot of activities in the initiation and deployment phases of the program, and to keep all stakeholders informed, we will send a weekly executive program brief that highlights key accomplishments, upcoming activities, and critical risks, issues, and or asks. Once the program moves into implementation phase, the executive program brief will move to a biweekly cadence.

Champ uses 4 levels to track overall health of the program:

- On Track –Planned milestones have been completed and expect on time delivery
- Progressing –No issues are reported, and work is progressing as planned
- Delayed –Issues and or blockers in scheduling that will impact on time delivery
- Critical –Major issues that impact scope and or on time delivery

The intent of the 4 levels is to accurately communicate the overall progress of the program and to avoid last minute surprises.

Accomplishments

1. Obtained AAMVA API Documents
2. Internally mobilized Champ delivery team
3. Onboarded Robert Franko as the Program Manager
4. Initial request for a meeting to AAMVA was sent to start the AAMVA driver integration workstream

Upcoming Key Activities

1. Champ: deploy development environment with the customer and credential databases
2. Champ & OTS: Receive OMV sample flat file to depersonalize the data and build out dev, test, certification, and training datasets
3. Morgan Windam: Schedule AAMVA meeting with Champ and OMV to book certification dates and assign AAMVA technical point of contact
4. Robert Franko: Schedule Phase 1 kickoff and JAD sessions within 30 Days of contract signing- current proposed kickoff date- August 11th- 14th

Critical Risks, Issues, and or Asks

N/A

CHAMP champ.gov Executive Program Brief 1

Figure 53: Example of a Project Executive Summary

4.2.2.9

Our team fully complies with all testing requirements outlined in this RFP for structured testing during each project phase. Tyler and CHAMP bring experience in implementing our driver and vehicle modernization solutions across multiple jurisdictions. This proven track record demonstrates our ability to deliver complex systems that meet the unique needs of each client. Our rigorous Quality Assurance (QA) process is designed to ensure high quality code, minimize the risk of defects, and enhance user satisfaction. A key component of this process is the implementation of quality checks throughout the software development lifecycle. Quality checks serve as critical checkpoints that help verify the software's alignment with user requirements, coding standards, and project timelines. By enforcing these checks, our development teams can improve overall efficiency, detect and address issues early, and ensure timely, budget-conscious delivery of a reliable and robust solution.

The QA/Testing Plan will be defined in conjunction with the State during the Master Test Planning and Preparation phase. This plan will specify testing scope, requirements, timelines, procedures, and resources (human, physical, and system modules) throughout the delivery lifecycle through go-live and including all test phases. The QA plan will be executed under a CHAMP QA Lead. This QA Lead will coordinate with State resources to ensure test requirements, status, and joint agreement and approval of the plan. In addition to all planning requirements, the master test plan shall specify the format and content of test reports, the process for prioritization and remediation of issues and anomalies, and the expected timelines for fixes based on the priority of each issue. Testing phases are continuously aligned with the State and other impacted parties throughout the delivery process.

Key aspects of our process include:

- Quality assurance checkpoints include design reviews, test case validation, and formal User Acceptance Test (UAT) signoffs.
- We employ a "test early and often" philosophy, integrating automated and targeted manual testing throughout development.
- Each release undergoes cross-functional review to ensure functionality, usability, and compliance with state and federal standards.
- Lessons learned are incorporated iteratively to promote continuous improvement throughout delivery

Tyler/CHAMP includes the following quality checks as an essential part of our QA strategy to ensure the highest standards of software quality and performance:

- Test Coverage: Ensuring comprehensive test coverage for all relevant functional and non-functional requirements. This will be achieved through a combination of testing techniques, including functional testing, regression testing, and performance testing.
- Test Automation: Automated testing will be employed to execute repeatable and time-consuming tests, allowing the testing team to focus on more complex and critical areas. Automated tests provide consistent results by eliminating human error and improving testing efficiency.
- Test Environment: Proper set up and maintenance of the test environment ensuring it is in a known and stable state prior to each test execution to avoid environment-related inconsistencies.
- Defect Management: Utilizing incident tracking tools such as Jira to log defects, prioritize them, and communicate with the development team to resolve issues promptly.
- Test Data Management: Creating and managing test data that closely reflects real-world scenarios to ensure that testing conditions are realistic and relevant to end users.
- Test Metrics: Defining key test metrics, such as test case pass/fail rate and defect density, to assess the effectiveness of the testing process. Tracking and analyzing these metrics enables continuous improvement in the testing approach.

- Continuous Improvement: Identifying areas for enhancement within the testing process and implementing changes to improve overall efficiency and effectiveness.

Together, these quality checks form a comprehensive and consistent QA framework that ensures the CHAMPgov system is thoroughly tested, with reliable and predictable results.

The table below details the testing that will be performed throughout the project.

Testing Type	Testing Phase	Activity	Goals/Outcome
Unit Testing	Development	Unit Testing of the OOTB functionality, which has been customized or configured, and new functionality or Interfaces developed to fit State requirements.	Unit Testing will ensure the newly developed code is tested properly before the start of System Testing. This helps to identify issues early in the SDLC cycle. Any defects found will be logged and worked through the defect resolution process.
Initial User Testing	Development	This testing provides Agency users the ability to verify as early as possible in the development process that the individual functions (including FRICEW elements) meet all applicable requirements.	This process gathers user feedback to address any discrepancies early in the development cycle. Any defects found will be logged and worked through the defect resolution process.
System Testing	System	Validates that the major business functions of the solution perform as designed and according to requirements, and that all integration points within the solution function as designed.	System Testing ensures that system functionality is working as per State Requirements. Any defects found will be logged and worked through the defect resolution process.
Integration Testing	System	Validates that the system components work end-to-end, including all external interface and integration points, and that the system is ready for the commencement of training and cutover activities. Required test data and data converted through a mock conversion process will be loaded. This phase includes the execution of business process test scripts using the loaded test and converted data.	Integration Testing results in a test report that details the conditions and results of the test. Any non-conformance is identified and a plan for remediation is created.
Security Testing	System	Verifies that the solution meets all applicable security requirements.	Security Testing results in a test report that details the conditions and results of the test. Any non-conformance is identified and a plan for remediation is created.
Performance Testing	System	Verifies that the solution meets or exceeds all applicable performance requirements.	Performance Testing results in a test report that details the conditions and results of the test. Any non-conformance is identified and a plan for remediation is created.
User Acceptance Testing (UAT)	User Acceptance	User Acceptance is a joint testing phase where State users experience the system as it will be in production, but using test data.	Final validation that required user workflows are supported, and system is ready to be used in production.

Regression Testing	Regression	Risk-based approach will be used for Regression Testing. Critical scenarios that cannot be automated will be tested manually.	Regression Testing will validate that there is no code breakage done during the defect fixing process before the start of UAT or production release. Any defects found will be logged and worked through the defect resolution process.
Cross Browser Testing	Testing	When applicable, a selected subset of functional test cases will be executed in different browsers as part of functional testing. This testing will be performed for the most commercially used browsers.	Cross-browser testing will ensure that functionality is working in all browsers as required.
Migrated Data Verification	Data Migration	Automated and manual (sampled) data validation will be performed. When applicable, migrated data verification testing will occur.	Data Verification Testing will ensure data integrity, quality, and completeness.

We maintain a complete test log across all phases capturing procedures performed, test start/stop dates, results, re-test requirements, and re-test dates and outcomes. Each phase will end with a test report provided to WVDMV for approval, including anomalies identified with severity, corrective action, and re-tests conducted to complete the test. We will prepare and manage test data in collaboration with WVDMV to ensure it represents a broad range of business scenarios and includes valid, invalid/illegal, boundary, and load/stress conditions sufficient to execute all approved test procedures and demonstrate compliance with RFP requirements. We will bear the costs to correct defects, re-test following fixes, and perform any additional testing required due to identified defects. It is agreed that Agency approval of any test does not affect our responsibility to meet all requirements in the scope of work.

We will operate a defect logging and tracking system (Jira) from development through completion of all testing regimens, with regular online access for WVDMV. Defects will be reported with detailed descriptions and tracked with prioritization as determined by WVDMV. Testing will continue if Priority 3 defects are identified as specified, and Priority 1 and 2 defects will be corrected before testing proceeds. The defect log will cover defects across software, hardware, and integrations, including responsibility assignment (Vendor, WVDMV, or third party), remediation approach, corrective action taken, timestamps, and the patch/release/version containing the fix and its deployment status across environments.

4.2.2.10

Our solution is designed with strong interoperability features to seamlessly integrate with a wide range of external systems, applications, and services. CHAMPgov has the capability and experience to implement all interfaces and integrations as described in Attachment B: System Integrations by Phase. CHAMPgov supports industry-standard protocols such as REST, SOAP/WSDL, AMQP, JMS, SAML v2, OAuth/OIDC, and LDAP operating over secure transports. This enables efficient and secure data exchange and ensures compatibility for both inbound and outbound integrations. CHAMPgov exposes its capabilities to collaborating services through a robust set of secure APIs. We have included in our cost proposal, using Attachment A: Cost Sheet, five (5) additional medium complex interfaces for Phases 2, 3, and 4.

Through our extensive experience in state modernization projects, we have achieved consistent success by systematically evaluating system integrations and categorizing them into three (3) strategic tiers: upgrading legacy integrations to modern transport protocols for enhanced efficiency and security; modifying existing data formats to incorporate previously unaddressed business requirements that were

constrained by outdated systems; and retaining the current format and transport mechanisms where they remain viable and compliant. This proven, structured approach precisely outlines project scope, aligns with the state's modernization objectives, and proactively identifies integrations requiring rigorous additional testing, thereby minimizing risks and ensuring seamless interoperability.

- Pub-Sub Messaging Architecture that ensures fault tolerant and resilient integrations that guarantee delivery
- Provide Data Mapping and Translation of Existing State System of Record to Data Service Providers
- AAMVA Integration, Testing, and Certification Support
- Connectivity Testing, Scenario Readiness Testing, Structured Testing, Informal Testing, and Performance Testing

4.2.2.11

Tyler and CHAMP have configured and provided WVDMV access to all reports created for the Vehicle Services system and will continue to do so with the addition of the Driver Licensing system. Any required reports are designed, developed, tested, and deployed by Tyler and CHAMP. Tyler/CHAMP also provide support for managing these reports. As required in the RFP, we have included in our effort and cost the design, development, test, and deployment of a minimum of ten (10) medium-complexity reports for Phase 1 and thirty (30) medium-complexity reports for Phases 2, 3, and 4. In addition, in the future, if additional reports are requested, or changes to existing reports needed or desired, Tyler and CHAMP will enable those for the DMV.

4.2.2.12

Tyler and CHAMP will develop a comprehensive Data Migration Plan for the project. In collaboration with WVDMV the Data Migration Plan will fully plan out and track the execution of all aspects of the data conversion/data migration effort for each phase of project. The plan will lay out the roles for Tyler/CHAMP and WVDMV and will be based on best practices from other CHAMPgov implementations that include similar data migrations.

The Platform offers flexible SOR (System of Record) data options. Below diagram depicts the four (4) options:

- **Option A**: leverage existing data source by deploying data mappers and business rules to support new digital capabilities while leveraging the existing database.
- **Option B**: augment existing data source by adding lookup tables and attributes to support new digital capabilities
- **Option C**: replace existing data source by incremental data migration based on business events, i.e. renewals, title transfers, violations, etc.
- **Option D**: complete data conversion and migration from the existing database to the CHAMPgov UADM databases.

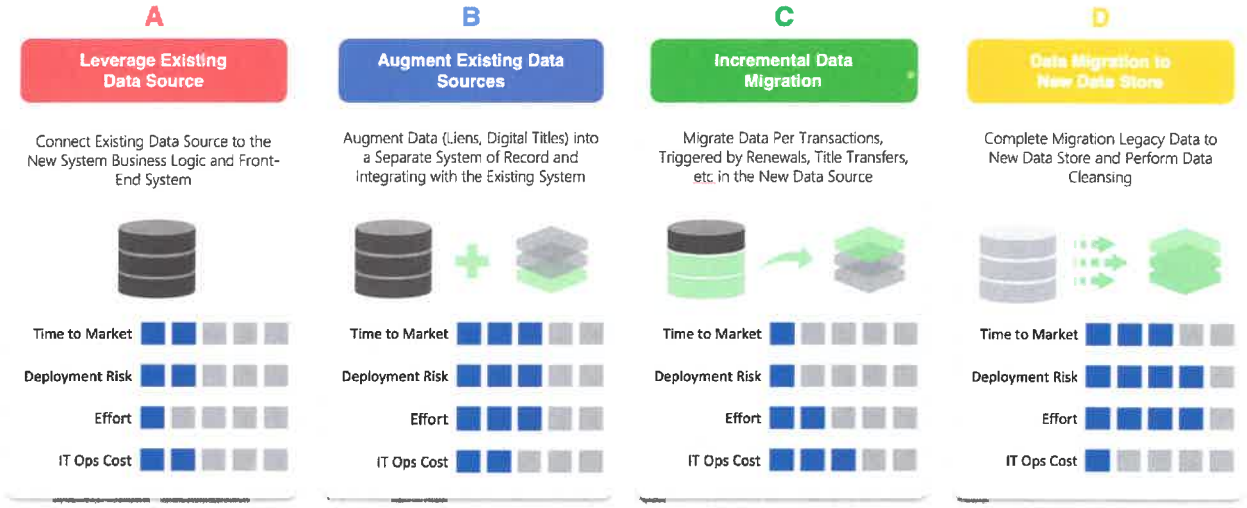


Figure 54: CHAMPgov Data Source Options

For this proposal, Data Migration (Option D) from the current data source to the new CHAMPgov UADM databases will follow three (3) data conversion phases:

- **Phase 1**: Capture- source data records are extracted into csv or pipe delimited files. The extracted files are typically transmitted via secure FTP and then loaded into a staging database.
- **Phase 2**: Organize-source data records go through three (3) data organizing stages:
  - Stage 1: Scrub - scripts are configured to ingest source records from the staging database by converting and mapping to the UADM customer and credential data schemas.
  - Stage 2: Correct - scripts correct malformed and duplicate data records. Records that cannot be correct are posted to an exception table that is further manually worked and dispositioned.
  - Stage 3: Certify - data comparison is performed to ensure core customer, credential, and violation records match source systems. Certified datasets are then anonymized and deployed to development, testing, and training environments.
- **Phase 3**: Consume - converted datasets are used by IDLS credential management and Clerk 360 web portal.

Migration scripts following the three (3) data conversion phases are executed throughout the project; simulating go live to ensure the datasets are accurate at the time of the system launch. Our data migration approaches for other projects have yielded excellent results in very short periods of time. Our use of advanced technologies help both the speed and accuracy of the effort, and we are very confident that we can achieve similar results for this project, limiting the risk of the data migration and accelerating the retirement of the mainframe.

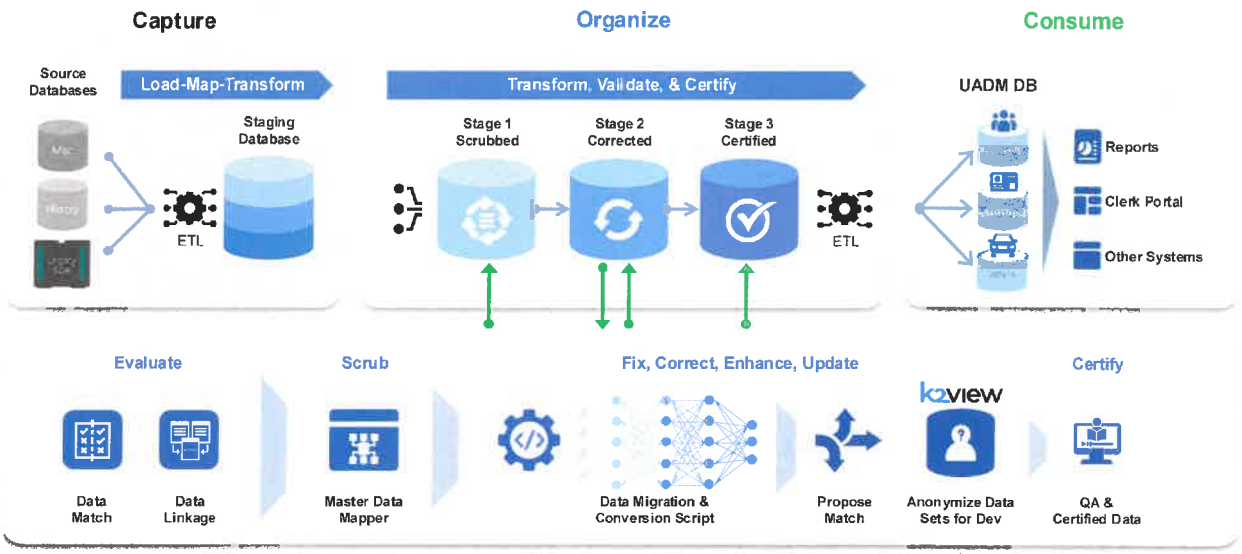


Figure 55: CHAMPgov Data Conversion Phases

The above migration process will be controlled by the Data Migration Plan created for each Phase and informed by joint data migration discovery, strategy/planning, and design phases prior to execution. This plan shall define the mutually agreed to roles, responsibilities, and timing for the conversion effort across all participants. The overall success of Data Migration is a shared and joint responsibility. Tyler/CHAMP will be responsible for the development, testing, and execution of the conversion process. In addition to data quality tests provided by Tyler/CHAMP, WVDMV will be responsible for verifying the accuracy of the converted data with support from Tyler/CHAMP. Data will be converted into the CHAMPgov UADM schema, which provides a modern, AAMVA-aligned, best-practice, and compliant customer-centric data model.

In the discovery phase, the Tyler/CHAMP and the Agency will discover and document the current state for all data to be migrated in the Phase, initially at a high-level to determine overall scope, including data sources, tables, and data volumes, to be converted. Initial assessments will be made of the processes that must be applied to the data, including data cleansing, de-duplication, reconciliation, and data mapping.

During the strategy/planning phase, the identified detailed discovery, design, and execution activities will be delegated and scheduled per the overall project plan. This is a joint activity and will create the detailed project plan for Data Migration. This plan shall account for developing data conversion mapping specifications, data correction and cleansing in the existing data sources, design and implementation of the required data conversion programs, unit and system test cycles during implementation, checkpoints and validations with WVDMV, at least two (2) full mock data conversions prior to solution integration and user acceptance testing, and the plan to execute the conversion in production. This detailed plan will also account for a rollback contingency.

The design phase is tasked with defining the detailed requirements and specifications for the conversion that Tyler/CHAMP will implement. We will be relying heavily on the knowledge and expertise of WVDMV in understanding the existing systems and data. Through automated tooling, manual investigation, WVDMV documentation, and joint migration design sessions with WVDMV the meaning and data mapping rules for each element to be migrated will be determined. In addition, data quality metrics will be developed and implemented to support testing verification and verification of the production data migration when executed.

4.2.2.13

We have thoroughly reviewed these requirements and comply with everything listed above as well as all state and federal regulations, policies, and requirements.

The CHAMPgov Platform stays a secure system through a holistic and robust cybersecurity program that has operated and been continuously expanded and improved since the company was founded in 2018.

- Dedicated Infosec team employing a defense in depth cybersecurity process
- Required extensive Security and Privacy training at onboarding with annual refreshers. Any State-specific training required can be incorporated.
- All employees complete a background check and a drug test before onboarding, and a Non-Disclosure Agreement is included in their employee agreement.
- Annual independent SOC II Type II Audit and Report of Compliance (ROC) from a certified Third-Party Assessor. This report details our foundational controls across the SOC II Trust Principles that ensure all facilities are secure, State applications and data stores are protected through the full lifecycle, and all applications, systems, and platforms have appropriate authentication and access controls.
- Annual penetration testing
- Annual external Third-Party vulnerability assessment
- Annual external ethical hacker engagement
- Continuous monitoring and remediation of vulnerabilities
- Progressing toward StateRAMP/GovRAMP Authorized status (Target 2027)
  - Completed 3rd Party GovRAMP Consultant Readiness Assessment, resulting in recommendations and preparatory actions (2025)
  - Implementing recommendations and preparatory actions to achieve GovRAMP *Ready* status (2025-2026)
  - Begin GovRAMP *Authorized* Certification (2027)

CHAMP delivers State-aligned solutions built with secure-by-design principles from the ground up, starting with its FedRAMP and GovRAMP authorized hosting platform. The CHAMPgov platform is engineered to be implemented and operated in continuous compliance to all State and Federal security and privacy regulations, policies and requirements at the time of delivery and continuously thereafter through included system upgrades. These include WV Code §SA-6B, State of West Virginia Office of Technology Information Security Policy, the WV Cloud addendum, WV Privacy Policies, PII policies, FTI guidance, SSOLV requirements as documented, and all other security and/or privacy requirements as documented in any section of this RFP and that may arise during the life of the CHAMPgov WV implementation.

CHAMPgov provides modern and secure identity, access, and session controls by integrating to the State's Active Directory for SSO for State users, as is currently in-place for CHAMP's WV DTRS system. Role-Based Access Control is used to constrain user access to application components/widgets, functions, forms, fields, and transactions as determined by granular privileges stored in the State's Active Directory and according to the State's business rules configured in CHAMPgov. Public users are supported by self-registration and self-service account recovery capabilities, and multi-factor authentication requirements as determined by the State. All required session management capabilities are supported, including automatic logout with variable timeouts based on user type.

CHAMPgov protects State data by the implementation of strong authentication and authorization as described and backed by strong encryption and auditing at every layer. Encryption is driven by State requirements and NIST standards across the portfolio of the platform. Encryption methods include TLS 1.2+ for data-in-transit, AES-256 for data at rest, and FIPS 140-2/140-3 where required. FIPS 140-2 or

higher certified cryptographic key generation is used for storage and management for all mobile license and ID credentials. Auditing is designed to capture all events, including attempted unauthorized access, supports automated evaluation of anomalies, non-repudiation and forensic evaluation if necessary.

Additionally, the Tyler and CHAMP security program is not static. We continue to enhance our security program so that we evolve over time, keeping us steps ahead of threats as they evolve.

4.2.2.14

The proposed CHAMPgov platform is architected for high performance from its cloud-native foundations to its application architecture and design, meeting all requirements of this RFP. It is architected and implemented to support up to and exceeding 500 concurrent Agency users and 800 concurrent public users through its SaaS model and hosting that includes multi-instance redundancy, load balancing, and auto-scaling provided by distributed data centers for resiliency. CHAMPgov uses AWS best-practice load balancing, with multiple instances of a given function at all layers of the operating environment, from network ingress to application servers, across internal messaging platforms, and through to all datastores. This approach establishes a high-performance baseline capability, with auto-scaling handling peak loads without manual intervention. The performance of the system is verified through automated performance tests. The solution will be tuned so that it meets the required concurrency levels of ≥75% of transactions complete within one (1) second of receipt, and 100% complete within five (5) seconds.

Batch processing workloads are isolated from on-line transaction processing workloads to ensure consistent performance for interactive users. Batch processing is typically scheduled during periods of lower interactive usage to further reduce the potential for impact, and leverages computing resources independent of those supporting interactive users. Separation of workloads, controlled scheduling, resource controls, and independent scaling ensure that batch processes do not impact online performance and availability.

CHAMPgov Dashboard Analytics and Reporting (DAR) service uses a data warehouse independent of the online systems to provide access to data for the purposes of analytics, pre-defined reports, ad-hoc queries, and business intelligence. The DAR solution is populated from transactional data sources via ETL (Extract/Transfer/Load) replication and is an isolated and independently scalable solution that is separated from online and batch transaction processing. This ensures that reporting will not degrade transaction latency or throughput.

Additionally, Tyler's Data & Insights solution will be provided to provide WVDMV staff access to a single source of trusted data in a cloud-based, self-service environment. Multiple data sources across WVDMV's operations can be aggregated and transformed into valuable insights in the platform.

4.2.2.15

The CHAMPgov Cloud Operating Environment, including the 99.9% 24x7 uptime SLA specification, meets the requirements of this section. CHAMPgov ensures business continuity and data integrity during outages and cyber incidents. CHAMPgov systems run in a FedRAMP/GovRAMP (StateRAMP) moderate authorized cloud with geographically redundant data centers and automated failover. All State requirements are met by CHAMPgov's recovery capabilities. Disaster recovery is executed through our Infrastructure-as-Code (IaC) automation pipeline, which can fully rebuild/restore environments identical to production. Configurations are continuously verified against our live production environment for parity, elevating DR to a routine, tested operation rather than a rare emergency. Backups are encrypted (AES-256), continuous via transaction logs, and provide a 24-hour RTO (Recovery Time Objective) and 5-minute RPO (Recovery Point Objective). Redundant infrastructure, offsite replication, and standardized automation ensure rapid recovery aligned with NIST and SOC 2 continuity controls. Monthly standard

maintenance windows will be coordinated with the Agency and at least one (1) week advance notice will be provided when the window will be used. For more details on any of these topics, please see our complete narratives on all such topics in our response to RFP Section 4.2.2.19 below.

4.2.2.16

Tyler/CHAMP confirms the proposed solution meets all applicable architecture standards for usability through a consistent and intuitive user interface. All public-facing components will conform to Section 508 requirements under the Rehabilitation Act and applicable ADA accessibility standards and are designed for WCAG 2.1 Level AA compliance. All public-facing components will be certified WCAG 2.1 Level AA compliant prior to the start of user acceptance testing. The solution will be compatible with industry-leading assistive technologies, including screen readers such as JAWS.

The solution provides user-controlled configuration and maintenance of system values and business rules via administrative tables and configuration interfaces without programmer intervention to the extent practicable, and supports consistent, centrally managed field labels across all screens and functions. Transactions are processed in real-time such that users always see the most current data values throughout the application. All system inputs are validated and edited using user-defined business rules at the time of entry for both online and batch transactions.

The solution supports encryption and/or masking for restricted fields, enforcing access controls by department/business unit and by role and responsibilities as defined in the State's identity provider. The solution includes a centrally stored and maintained system-wide help capability and provides context-sensitive, field-level online help for screen elements, errors, and error codes. Comprehensive user documentation will be provided, written for usability and rapid reference, and will include clear instructions for navigation, pre-defined reports, ad-hoc queries, and detailed descriptions of all online and batch functions, screen data elements, programs, reports, and processing parameters. In addition, we will continue to evaluate our procedures and make changes in the future to further enhance the CHAMPgov Platform.

4.2.2.17

CHAMPgov's tightly-integrated documentation management system reduces redundancies and cost compared with a separate document management system for motor vehicle administrators (MVA). We have built an optimized system wherein document files are related to people, credentials, and assets specific to MVA's, such as citizens, titles, registrations, liens, and licenses. MVA's supporting over 35 million people have found our document management system to be effective and efficient in the daily workflow of title clerks. In the WVDMV where the CHAMP/Tyler solution was delivered for the vehicle side of the MVA, there was a 500% improvement in clerk efficiency due in part to digital document management features. CHAMPgov includes its own secure document storage capability that is accessed and managed through the CHAMPgov applications, with appropriate view, create, change, and delete permissions associated to each user role and with regards to their respective ownership of the documents. As requested, CHAMPgov will create an integration to the WVDMV document management system (OpenText AppEnhancer) to support document linking and document viewing capability in OpenText AppEnhancer.

4.2.2.18

The CHAMPgov solution provides the required audit trail capabilities. The solution maintains an audit trail of all user actions that access or update the database, including actions performed through online processing, batch jobs, web services, and self-service functions, capturing at minimum the user ID, action performed, datetime of the action, and the data changed. The system records the user ID and timestamp associated with record creation and last modification for all tables.

For data changes, the solution captures the program identifier responsible for inserts, updates, and deletes, and records the old and new values for modified fields. The solution supports configurable email notifications to designated users for specified auditable events based on DMV-defined business rules. Through the use of our patented technology the solution maintains an audit trail of report execution, including the report requested, the requesting user, and the datetime of the request. Audit trail retention and archiving are managed in accordance with user-defined business rules, including configurable retention periods and controlled archival and retrieval.

CHAMPgov includes patent protected intellectual property that achieves the highest commercially available level today of cryptographically secure, immutable, and highly auditable records. This award-winning system provides users with an easy and trustworthy path to have a consistent and disciplined process to audit all records.

4.2.2.19

To avoid duplication, we are providing our response to this section under RFP Section 5.3.6.2.4 below.

4.2.3 Desired Project Requirements

The following desired requirements relate to the goals and objectives and should be met by the Vendor as a part of its submitted proposal. Vendor should describe how it will support these desired project requirements or proposed alternative approaches that allow the Agency to achieve the intended outcomes. The desired project requirements are listed below.

4.2.3.1

We agree to complete the implementation of all phases within the agreed to timelines and to the requirements set forth in RFP Section 4.2.3.1. Tyler and CHAMP understand the importance of timely delivery to the WVDMV.

4.2.3.2

We agree to deploy implementation of Phase 1 and Phase 2 to production status on an expedited timeline.

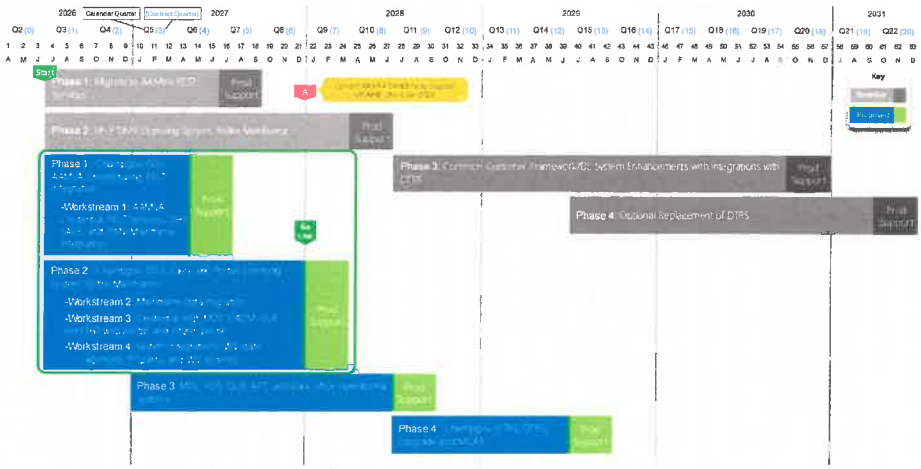


Figure 56: Proposed Modernization Timeline

Phase 1, AAMVA's UNI upgrade to REST Service and Phase 2, deploying the new CHAMPgov IDLS solution will be implemented concurrently, with Phase 1 going live in just 10 months and Phase 2 going live 18 months after contract execution and notice to proceed (NTP). WVDMV will be off the mainframe 18 months after contract execution and NTP.

Phase 1 & 2 will be broken into four (4) workstreams:

- Phase 1-Workstream 1: AAMVA REST Service Integration
- Phase 2-Workstream 2: Mainframe data migration into the new CHAMPgov UADM Customer and Credential database.
- Phase 2-Workstream 3: Credential management, MDL, UADM, GLR, Clerk360 web portal, and a new citizen portal.
- Phase 2-Workstream 4: System integrations with West Virginia's law enforcement, all other West Virginia state systems, and 3rd party systems. System integrations will also include Idemia card production and integrating with the current mDL solution (if decision is made by WVDMV to keep the current MDL vendor).

4.2.3.3

Incident Acknowledgement and Resolution

We agree to the requirements set forth in RFP Section 4.2.3.3 regarding incident acknowledgement and resolution. Tyler and Champ understand the importance of timely issue acknowledgement and resolution to the WVDMV and this project. As explained in our Exceptions section below, we would seek a discussion clarifying further the definitions of issue and defect severity levels. Our agreement reflects our commitment to a transparent and effective process.

Service Credits and System Availability

We agree to the requirements set forth in RFP Section 4.2.3.3 regarding service credits and system availability. Tyler and Champ understand the importance of system availability to WVDMV operations. As explained in our Exceptions section below, we would seek a discussion clarifying further the definition of system availability. Our agreement reflects our commitment to a transparent and effective framework that accomplishes the WVDMV's goals.

4.2.3.4

Should any staff changes become necessary during the contract period, we guarantee that any replacement personnel will meet or exceed the experience and qualifications of the individual being replaced. This ensures continuity of service, minimizes disruption, and maintains the high standards expected by WVDMV. Our internal processes include rigorous vetting and onboarding procedures to confirm that replacement staff possess equal or greater experience, certifications, and domain knowledge.

By adhering to these standards, we ensure that WVDMV receives consistent, high-quality support from a team of professionals who are fully equipped to meet project objectives and deliver outstanding outcomes. Our approach reflects a commitment to reliability, accountability, and excellence throughout the contract term.

4.2.3.5

Tyler is subcontracting with Champ Titles to provide the proposed solution. Champ Titles, Inc. ("CHAMP"), founded in 2018, is a software as a service ("SaaS") product company that has developed CHAMPgov -- a cloud-native, modular, full-service modernization platform designed specifically for motor vehicle agencies.

Tyler and CHAMP have worked together to deliver modernized DMV solutions of similar scale for West Virginia, New Jersey, Kentucky, Rhode Island, Kansas, and Louisiana. These successes have made CHAMP one of the fastest growing software vendors in the GovTech industry. Today, CHAMP services reach over 35 million Americans. CHAMP has earned its reputation as the industry leader in DMV modernization, delivering cloud-native core system replacements.

Tyler has served as the prime entity for the implementation of CHAMP's solution(s) in West Virginia, Kentucky, New Jersey, and Rhode Island. Tyler played a nearly identical role in each implementation, resulting in a tempered and mature approach that has been finely tuned through five (5) years of partnership.

Tyler will leverage the CHAMP platform and key CHAMP personnel with the necessary product and installation expertise to deliver a solution that meets and exceeds the WVDMV's requirements. Specifically, CHAMP will contribute the following to the project as a subcontractor to Tyler:

- CHAMPgov Platform (Product)
- Product and implementation expertise
- Project/Program Management
- Integration Services
- Quality Assurance (QA) Services

Tyler is dedicated to transparency and as such, will readily agree to all requirements set forth in RFP Section 4.2.3.5. Tyler will obtain DMV approval prior to onboarding any additional subcontractors and agrees to share a copy of subcontracts upon the DMV's request.

4.3 Qualifications and Experience

4.3.1 Qualifications and Experience Information

4.3.1.1

Having been contracted with the State of Louisiana in August of 2025, we have been in the process of implementing their Driver Licensing System modernization since that time. As the implementation of the cloud native CHAMPgov Driver Licensing capability has been going exceptionally well, we are currently on schedule to launch the first deployment of our CHAMPgov Driver Licensing solution in Louisiana in August 2026. Tyler and CHAMP have deployed the CHAMPgov Platform in five (5) states for vehicle titling and registration beginning with West Virginia (referred to internally as the DTRS solution) with full implementation in June 2023, followed by New Jersey, Illinois, Kentucky, and Rhode Island. We are in the process of launching the Platform in two (2) additional states, Louisiana, as mentioned, and Kansas. The deployment in Louisiana is the most similar scope to what is being envisioned and procured in West Virginia, a state-of-the-art system, bringing together the best platform for Driver Licensing Services, and the best platform for Vehicle services, and combining the two in a customer centric, "single pane of glass" solution.

As mentioned previously in our response, CHAMP's agency modernization platform began with a focus on revolutionizing how motor vehicle agencies engage with their customers for vehicle services transactions. Though our team had architected our solution prior to our engagement, the first actual deployment of CHAMP's vehicle services platform was in West Virginia, and the results have been a resounding success. The implementation of DTRS in West Virginia significantly improved customer experiences, both for commercial users of DMV services like dealers, lenders, fleets, etc., and for West Virginia's citizens. Turnaround time for transactions and wait times in DMV offices fell precipitously as the new system replaced the old for all Vehicle Services operations. These accomplishments have been recognized by the West Virginia DMV's peers, as the DMV and DTRS were awarded AAMVA's Improvement Through Efficiency award in 2023, and DMV and the Vehicle Services Director, John Springer, were given the Progress and Partnership award by the eStart Coalition in 2025. In addition to the improvement in agency services and operational efficiency, the deployment of DTRS was a groundbreaking in the implementation timing (6 months from program kick-off to the launch of the new System of Record, coupled the launch of

the Electronic Registration and Title system), eliminating the agency's dependency on their aged and failing mainframe in a fraction of the time that any other vendor has ever deployed a similar system. Our ability to do so was based on the ingenuity and forward-thinking mindset embodied by the Tyler and CHAMP teams, and because we have technical advantages due to our cloud native architecture. The combination of the two gives us the ability to deliver on the requirements of this RFP, in less time, with ongoing enhancements, relieving our customers from ever needing to replace their DMV platform again.

This highlights Tyler and CHAMP's ability to build something better from the beginning, and to continue to innovate from there. When West Virginia DMV previously issued an RFP for the replacement of their Driver Licensing system, we did not respond, because at the time, we had not finalized the architecture of our Driver's system and married that vision with the operation or our Vehicle Services platform. However, with our successful implementations in New Jersey, Kentucky and Illinois, our customers started asking us to accelerate our plans to launch a Driver Licensing system, leading to the finalization of our complete DMV modernization offering, the cloud native CHAMPgov Platform.

As an example, when Louisiana was facing a crisis due to OMV system failure, Governor Jeff Landry of Louisiana issued an Emergency Order to fast track the hiring of a vendor to help them replace the OMV's core system for both the Driver's and Vehicle Services. All of the known vendors competed for the opportunity, and the contract was awarded to us, based on several factors, including time to implement, system capabilities, price, stakeholder benefits, and flexibility of deployment, amongst others.

We are now well into the implementation of the Driver's Licensing system in Louisiana – Phase 1 of our overall engagement and we are on track to deliver the most advanced Driver Licensing system ever developed, in half the time that our competitors have ever accomplished it before, just 12 months. Though the solution has not been fully moved to production many of the key capabilities have been completed, and we expect full completion this summer. Additionally, Louisiana has been impressed, already approving major milestones for the project as a result of the project's successes, and the state is willing to be a reference. The requirements of that effort and this RFP are similar, so we will be able to carry forward the lessons learned.

4.3.1.2

Tyler and CHAMP have successfully implemented our vehicle registration solution and are currently in production status in West Virginia, New Jersey, Kentucky, Illinois, and most recently in Rhode Island. Additionally, we have been contracted to provide vehicle titling, registration and lien management services in Kansas, and to do a full Vehicle Services modernization, as part of our full cloud native CHAMPgov Platform implementation. It is expected that our Vehicle Services implementation in Kansas should go live in the 3rd Quarter of 2026, and the Vehicle Services core system replacement, along with the launch of our electronic registration and title service, and eLien system, is scheduled to go live in mid-2027.

Our first instance of our vehicle registration solution (inclusive of a core system replacement, the launch of electronic registration and title service, an eLien system, and the nation's first instance of a fully transactable Digital Vehicle Title) went into Phase 1 production status in late 2020. Adding six (6) additional states to our list of customers for the CHAMPgov Platform in five (5) years is a level of growth that has not been matched by any other GovTech provider. Our growth story has been recognized by CHAMP's inclusion in the 2025 Inc. 5000 list of America's fastest growing companies, and the Deloitte Technology Fast 500 2025.

Our focus on innovation coupled with our cloud native architecture has led to such advancements like the standardization or connectivity for our ETRS and ELTS modules, drastically lessening the technical work

needed for dealers, lenders, and all of their service providers to integrate with our services in new states. Additionally, we have standardized how organizations are identified using our Global Registry, vastly simplifying the process of identifying the correct stakeholder when executing title, registration, and lien transactions. We are the first company in our industry to use AI to make the Clerk's experience far more efficient, root out errors, and to identify and eliminate instances of fraud. We are the first company to incorporate AI into our data migration process, reducing the risk and shortening the time to accomplish full scale data migration into a new core system of record. We are also the first to launch the Digital Vehicle Title. That program is still in its infancy in West Virginia but is demonstrative of our ability to solve complex issues, and to keep our customers well ahead of other states in terms of innovation, efficiency, and system resilience.

4.3.1.3

As previously mentioned above in our response to RFP Section 4.3.1.1, the CHAMPgov Driver's License solution is in the process of being implemented in Louisiana and is expected to launch on time and on budget in fall of 2026. In Louisiana, CHAMP is the system developer and prime system integrator. In fact, we have never partnered with any other system integrator to deploy CHAMPgov. Our team is responsible for all aspects of product development, implementation, configuration, activation, and change management, aligning our efforts with our customers' desired outcomes. Tyler and CHAMP are partnering to provide the deep expertise of the entire Tyler/Champ team.

4.3.1.4

As referenced in Section 4.3.1.1, Tyler and CHAMP have implemented and launched in production the cloud native CHAMPgov Platform in five (5) states to date (West Virginia, New Jersey, Illinois, Kentucky, and Rhode Island), with two (2) additional states in process (Louisiana and Kansas), with the vehicle registration system as a part of all those engagements. As referenced in Section 4.3.1.3, we have acted and are acting as the prime system integrator in all seven (7) of our partner states, as well as the system developer. In addition, we deploy teams who are focused on the activation of the key stakeholders and their representatives, and change management experts to work with staff within the DMV and at with customer of the DMV to ensure that they understand the benefits of the changes we are enabling, and how to efficiently use these new capabilities. Adding activation and change management resources has accelerated adoption of the capabilities we have deployed on our state parters' behalf, allowing for the full impact of modernization to be realized soon after our systems move to production status.

4.3.2 Mandatory Qualification/Experience Requirements

Tyler-CHAMP brings an experienced, knowledgeable, and skilled team, with years to decades of experience in their specific roles, in working with the State of WV, and in supporting the citizens and businesses within the state. The implementation team comprises approximately 40 seasoned professionals, backed by organizations dedicated to smooth and fast implementations followed by years of reliable and friendly support. Both Tyler and CHAMP, and the Tyler-CHAMP combination, have a proven track record of delivering complex software solutions for public sector clients.

4.3.2.1

Norma (Angie) Lincoln is a Senior Project Management leader certified through the Project Management Institute (certificate can be viewed in Tyler Attachment 4 – PMP Certification) with over 15 years of experience with DMV and DOT operations and processes. Ms. Lincoln has extensive experience working with third party vendors, State agencies, governance bodies, and other state partners ensuring the successful completion and on-time delivery of vital digital government services. She has led large motor vehicle system projects in both Arizona and New Mexico and spent six (6) years directly supporting the NM MVD during her tenure as the General Manager of Tyler's contract with the NM MVD. Ms. Lincoln is currently managing the PSP project for the Federal Motor Carrier Safety Administration (FMCSA). This

includes managing project timelines, maintaining project plans and key documentation including user stories, design specifications, project plans, burn-down charts, and status reports for the last four (4) years.

4.3.2.2

Tyler's proposed Functional Lead and Technical Architect both far exceed the more than two (2) years of experience working in similar implementations of the proposed solution, CHAMPgov.

Technical Architect

Bo Shim will serve as the Technical Architect for this project. As Chief Technology and Product Officer, Bo has led CHAMP Titles technical and product efforts for over 7.5 years, starting as the company's first non-founder employee and maintaining his leadership role to the present where CHAMP is now the 2nd largest supplier of systems of record to motor vehicle agencies in the United States. Bo created a patented Proof of Claim, Proof of Validation, and Proof of Attestation consensus algorithms that eliminates the need for paper, wet signatures, and notary for titled asset transfers and has led CHAMP to develop additional products & solutions.

CHAMP has contracts in Illinois, Kentucky, Louisiana, New Jersey, Rhode Island and West Virginia, all projects that Bo Shim has overseen and deployed the proposed CHAMPgov platform successfully over the past seven (7) years, which significantly exceeds the requirement. Prior to CHAMP Titles, Bo has more than 20 years' experience in various technical leadership roles in both Technology Start-ups and Fortune 500 organizations.

Functional Lead

Will Smith will serve as the Functional Lead for this project. As Director of Operations and previous Director of Development for Tyler Technologies West Virginia, Will has engineered over 50 solutions for the WVDMV that cover a vast majority of DMV public operations over the last 18 years. Will Smith architected online solutions for both Driver License Renewals and Vehicle Renewals. With Vehicle Renewals, the solutions currently manage over 70% of all renewals with automation significantly reducing DMV workload. Additionally, Will was instrumental in the successful roll out of the new Vehicle System of Record and migration away from the mainframe. Over a six-month period, Mr. Smith designed a plan to transparently migrate vehicles out of the mainframe through services available online, in regional offices, and county tax offices. This plan required 20 different systems to be modified, and all systems be deployed concurrently in a single day. Will and his team accomplished this successfully with zero downtime to DMV or the public. Additionally, Will Smith has managed DMV's largest public facing application, Vehicle Registration System (VRS) which manages all temporary tags and 95% of Dealer titling applications in WV. Will Smith has led both the internal development and public training, ensuring this system supports both DMV's and Dealership's needs.

Over the last five (5) years, Mr. Smith has focused on working in a similar role on implementation of the proposed CHAMPgov platform for the West Virginia DMV. He has also provided technical leadership to the other Tyler/CHAMP implementations of CHAMPgov in Kentucky, New Jersey, and Rhode Island over those five (5) years. Being West Virginia born and raised, Will has strived and will continue to work to set new standards for West Virginia's DMV in improving ease of use and services offered. Will's experience exceeds the requirements.

5.3.6.2.4 Proposed Cloud Operating Environment

4.2.2.19

The CHAMPgov platform is designed to provide the premier modernization solution for DMV agencies, citizens, and commercial entities through a resilient, performant, and operationally efficient delivery of services. Our commitment to West Virginia to provide, maintain, manage, support, and continuously enhance the complete solution begins at contract signing, and continues through deployment, go-live, hypercare (post go-live support), and the complete lifecycle of our partnership.

The solution can be provided as a scalable, fully SaaS model in our FedRAMP/GovRAMP authorized cloud with limited technical responsibility for the State, or as a solution deployed to a State-owned cloud environment.

CHAMPgov supports deployment to State-owned cloud platforms that are compatible with the architecture, technical, and operational requirements for the platform. Amazon Web Services (AWS) meets these requirements, and if the State elects to proceed with a private cloud or other public cloud provider, we will provide detailed hosting specifications. CHAMP's provided cloud environment is described in this section and shown in the diagram. It is important to note that AWS Cloud's identity environment has been developed in compliance with the FBI's strict security rules to properly manage information from their Criminal Justice Information Services ("CJIS"). To be in compliance with their CJIS rules, you must be able to meet their specialized requirements for:

- Identity and Authentication – mandates multi-factor authentication for privileged and non-privileged users accessing CJI, using strong factors (e.g., biometrics, hardware tokens).
- Encryption – requires strong encryption for data at rest and in transit, with complex keys.
- Physical Security – demands secure facilities with restricted access, surveillance and physical barriers for servers and data storage.
- Security Awareness Training – Requires ongoing, role-based training for all personnel on handling CJI phishing, and insider threats.
- Access Control – implements least privilege, ensuring users only access data they need.
- Incident Response – protocols for handling security incidents and reporting violations are crucial.
- Data Handling – governs creation, modification, storage, destruction of CJI, including location (must be in US).
- It is necessary for the vendor selected through this RFP to meet the above requirements, and those architected on non-AWS platforms may not meet the requirements or adhere to the CJIS rules to the same extent.

CHAMPgov's cloud native architecture is designed to have zero unplanned maintenance down time to ensure mission critical services are always available to the state 24x7 with targeted SLA of 99.9% uptime, and we have achieved a measured uptime of 99.9% for the existing WVDMV DTRS system in 2025.

Software Licensing List

CHAMPgov is licensed at the platform level so there is no separate software licensing list beyond CHAMPgov. This solution will also include licenses and external hosting for Tyler software and technologies including Tyler Appointment Scheduling, Tyler Cashiering, Tyler Data and Insights, Tyler Insurance Verification System, Tyler Engagement Builder, and Tyler MyCivic. Additionally, CHAMPgov utilizes integration into Waitwhile queuing system. Please reference Tyler's completed Attachment A Cost Workbook included in the Tyler Cost Proposal for full pricing details.

Cloud Architecture Design Plan

We are proposing the cloud native CHAMPgov platform which leverages Amazon's AWS Cloud and uses a resilient and high-availability multi-zone and multi-datacenter deployment architecture. CHAMPgov operates in AWS US East/West regions that are FedRAMP and StateRAMP/GovRAMP Authorized. A typical deployment pattern for CHAMPgov is a service deployed to three (3) geographically dispersed availability zones, each of which has one (1) or more completely independent (power, cooling, networking) data centers. Each zone is separated by enough distance to be isolated from natural disasters, but close enough for synchronous replication supporting resiliency and immediate failover in the event of a disaster.

The CHAMPgov platform Infrastructure as Code (IaC) approach uses Terraform to define and control all cloud deployments. IaC is a key component for supporting different deployment scenarios, including a State-owned cloud platform. All services are configured to provide elasticity based on workload demands and throughput. The platform automatically provisions additional cloud resources to scale up or scale down based on workloads to ensure quality of service and response times are maintained.

- Each State is provisioned their own VPC (Virtual Private Cloud) in a multi-Instance deployment. This ensures isolation of State data and services.
- Each State has access to additional non-production environments as need to support concurrent activities, such as Development, Integration Testing, Training, Performance Testing and others, and to ensure controlled migration to production
- Ingress and egress firewalls with Virtual IP addresses
- All data at rest, including backups are encrypted using AES-256
- All data in transition uses TLS 1.2+ encryption
- All production data access is limited to our production support team following ITIL/ITSM process with clear separation and segregation of duties
- All data used for development, testing, and training are anonymized using a K2view Test Data Masking and Management solution
- Leverage CI/CD Continuous Integration/Continuous Delivery with automated DevOps and QA automation.
- All deployments go through automated code and security code review with full automated regression and vulnerability scanning at multiple levels of the code build.

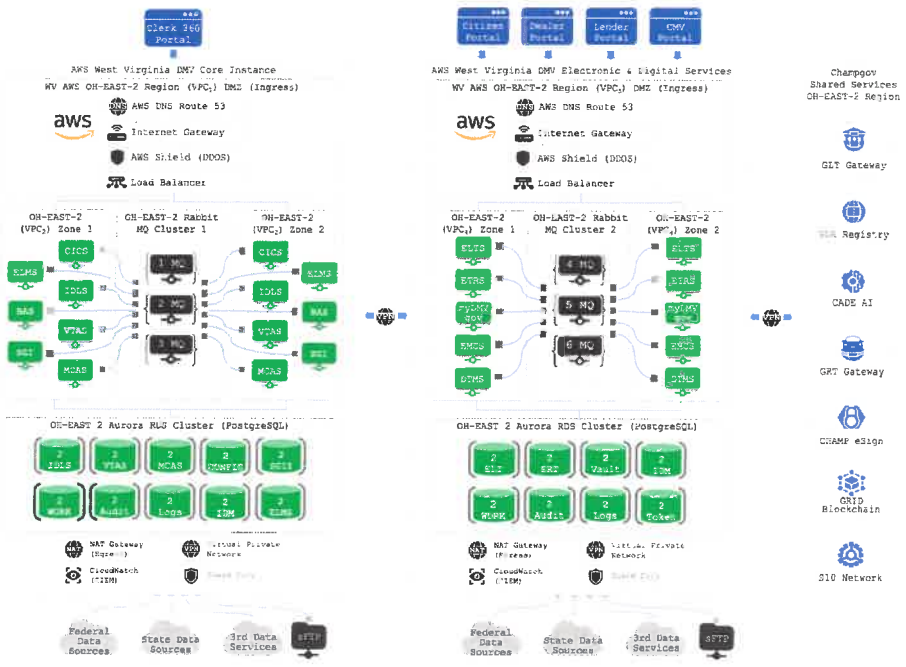


Figure 57: Proposed Cloud Architecture

RACI Model

The following high-level RACI (including "S" to denote Supporting role) shows Organizational responsibilities for the CHAMPgov platform with Tyler/CHAMP-provided hosting and with State-owned hosting. With State-owned hosting, there is greater responsibility on the State for the foundational cloud and operational aspects of the system compared to CHAMP-provided hosting. This is our standard RACI and can be modified to meet specific State needs and requirements.

Responsible (R) for successfully completing a task Accountable (A) for making sure the task is completed Support (S) for completing the task Consulted (C) for opinions, expertise, and feedback Informed (I) about progress and decisions						
	Tyler/CHAMP Hosting			State-Owned Hosting		
Tasks	**CHAMP/ Tyler**	**State**	**Cloud Provider**	**CHAMP/ Tyler**	**State**	**Cloud Provider**
Ensure the Physical Security and Availability of all Hosting Infrastructure	A		R/A		A	R/A
Manage and Operate Production Hosting Environment	R/A				R/A	
Manage and Operate Non-Production Hosting Environments	R/A			R/A		
Manage and Perform Application Support	R/A	I		R/A	I	
Conduct ITIL Processes (Incident/Problem Management)	R/A	C/I/S		C/I/S	R/A	
Provide Tier 1 Help Desk	S	R/A		S	R/A	
Provide Tier 2/3 Support	R/A	I		R/A	I	
Provide Tier 2/3 Support for State systems outside of CHAMPgov	I	R/A		I	R/A	
Manage Tier 4 (3rd Party) Escalations for CHAMPgov Components	R/A	I		R/A	I	
Manage 3rd Party Providers of CHAMPgov Components	R/A			R/A		
Perform System and Regression Testing	R/A	R/A		R/A	R/A	
Perform Integration Testing	R/A	R/A		R/A	R/A	
Determine User Training Requirements	C/I/S	R/A		C/I/S	R/A	
Conduct User Training Sessions	S	R/A		S	R/A	
Continuously monitor (APM) Production Environment	R/A	I (Critical Issues)		I	R/A	
Remediate Vulnerabilities/Patch Management in Production	R/A	I (Critical Issues)		S	R/A	
Continuously improve CHAMPgov platform	R/A	C/I		R/A	C/I	
Release CHAMPgov Product Upgrades	R/A	C/I/S		R/A	C/I/S	
Fix CHAMPgov Defects	R/A	I		R/A	I	
Apply Configuration Changes	R/A	C/I/S		C/I/S	R/A	
CHAMPgov Change Management and Release Scheduling	R/A	C/I/S		C/I/S	R/A	
Execute Secure CHAMPgov SDLC, including multiple Testing Levels (FRICEW, Enhancements, all other)	R/A			R/A		
Conduct Security and Audit Reviews for CHAMPgov platform	R/A	I		R/A	I	
Conduct Required User Acceptance Testing	R/A	R/A		R/A	R/A	

Create and Maintain User Documentation and Training Materials	R/A	R/C/I/S		R/A	R/C/I/S	
Create and Maintain Required Technical Documentation	R/A	C/I/S		R/A	R/A	
Configuration Management across all Environments	R/A			R/A (Non-Prod)	R/A (Prod)	
Perform Identity and Security Administration for State Users		R/A			R/A	
Execute SDLC for State-provided Systems and Interfaces	I	R/A		I	R/A	
Manage State Organizational Change Management		R/A			R/A	
Default CHAMPgov platform Non-Production task responsibility, if not specifically listed	R/A	C/I/S (As Needed)		R/A	C/I/S (As Needed)	
Default CHAMPgov platform Production task responsibility, if not specifically listed	R/A	C/I/S (As Needed)		C/I/S (As Needed)	R/A	

Operation and maintenance of the solution are high-value components of CHAMPgov. The solution is supported by included managed application services for each phase from its go-live through the duration of the contract. Managed application services include incident management and remediation, functional, technical, or security defect resolution, preventative maintenance and continuous improvement of the platform, change management planning and test planning and execution. In addition, 2,000 hours per year for enhancements, such as configuration changes, reporting, and software enhancements, are included to further enhance and enable the effective use of the solution, subject to the Agency's prioritization. If the Agency elects to take responsibility for application managed services at any time, CHAMP will create and provide the knowledge transfer and technical training necessary for WVDOT IT staff to assume that responsibility.

Tyler/CHAMP will assist WVDMV to staff the Tier 1 help desk by providing experienced representative support coverage for the first 60 days of production operations for each phase according to the required schedule. Tyler/CHAMP will manage and perform Tier 2 and Tier 3 support for the provided application software components throughout the term of the contract as required. Multiple contact methods will be provided, including telephone number, email address, and an online support portal. Tier 2/3 help desk will be available according to the required schedule, including additional hours for special events such as the State Fair. Tyler/CHAMP agrees and supports the Incident Classification description, requirements, and process specified in this RFP section.

5.3.6.2.5 Proposed Approach for Executing Phase 1

5.3.6.2.5 Describe the Vendor's proposed approach for executing Phase 1 of 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 for Phase 1.

The WVDMV modernization proposal is structured into four (4) discrete phases with a go live target date of January 2028.

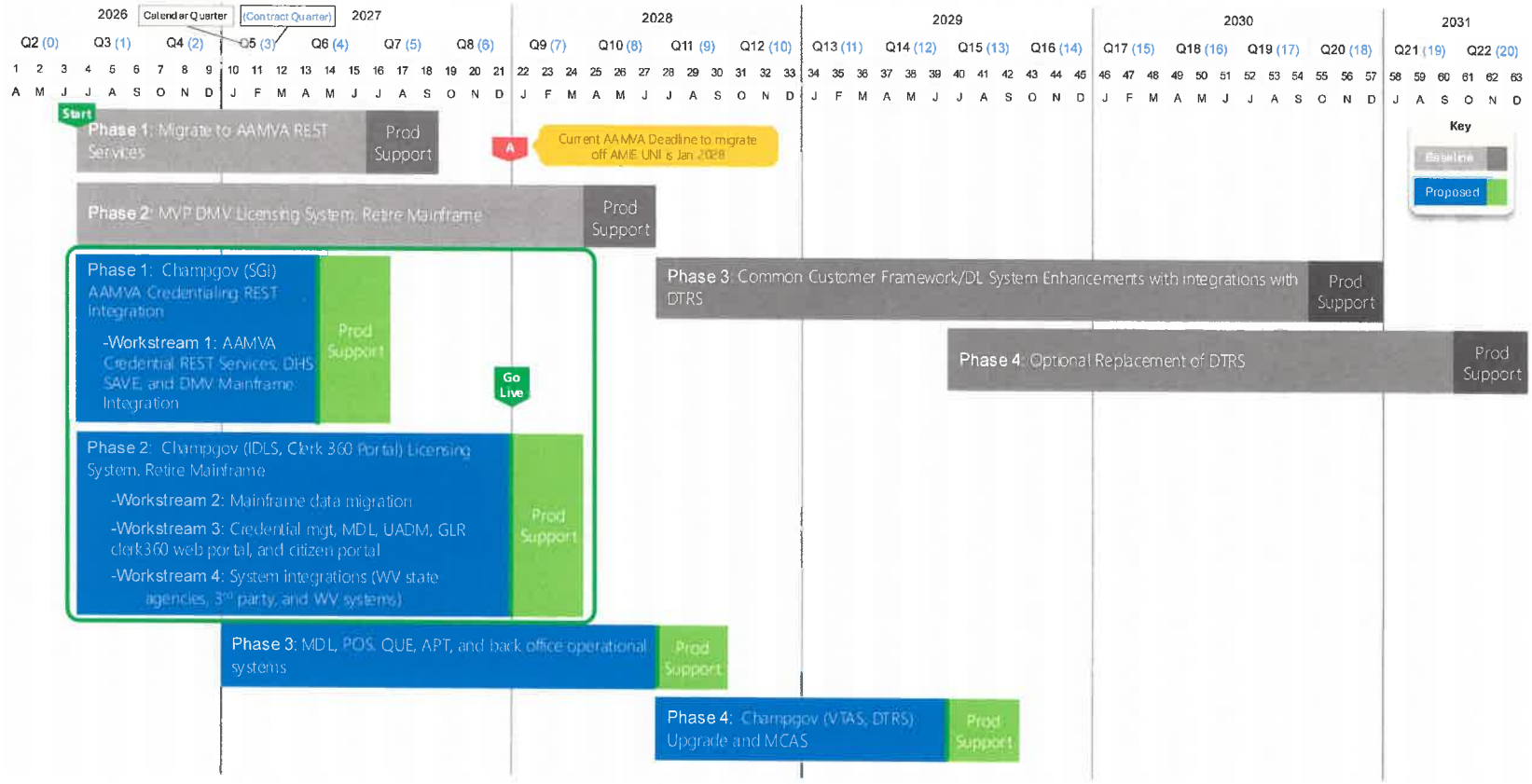


Figure 58: Proposed Modernization Timeline

Phase 1, AAMVA's UNI upgrade to REST Service will be implemented in 10 months after contract execution and notice to proceed (NTP).

Phase 1-Workstream 1: Identity Verification Services

- Implement AAMVA REST services-USPVS, SSOLV, HAVV, SPEXS (S2S, CDLIS, DHR, DACH, NRII), PDPS (DIAE, DLDV), and CSTIMS via CHAMPgov SGI service.
- Implement Department of Homeland Security's SAVE (Systematic Alien Verification for Entitlements) service to verify immigration and citizenship status via CHAMPgov SGI service.
- We will integrate CHAMPgov SGI identity verification services to the current WVDMV Mainframe via ODBC Connection, web services, and or through a mainframe middleware service such as IBM CICS.

We have provided the proposed high level Phase 1 work plan in Tyler Attachment 1 – Phase 1 Project Work Plan below, in compliance with this requirement.

5.3.6.2.6 Proposed Approach for Executing Phase 2 and 3

5.3.6.2.6 Describe the Vendor's proposed approach for executing Phase 2 and 3 of 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 for Phase 2 and Phase 3.

As mentioned in our response to RFP, Phase 2 will implement CHAMPgov credential and customer management solution and will be deployed 18 months after contract execution and NTP, which exceeds the Phase 2 required go live. WVDMV will be off the mainframe at the end of Phase 2. Phase 2 will also implement CHAMPgov GLR registry a common customer framework across all systems including the current vehicle titling system bringing in the phase 3 requirements of providing a common customer framework and integration into the current DTRS system.

- Phase 2-Workstream 2: Mainframe data migration into the new CHAMPgov UADM Customer and Credential database.
- Phase 2-Workstream 3: Credential management, MDL, UADM, GLR, Clerk360 web portal, and a new citizen portal.
- Phase 2-Workstream 4: System integrations with West Virginia's law enforcement, all other West Virginia state systems, and 3rd party systems. System integrations will also include Idemia card production and our integrating with the current mDL solution (if decision is made by WVDMV to keep the current MDL vendor).

For a detailed timeline of Phase 2 and 3, please refer to the timeline above provided in our response to RFP Section 5.3.6.2.5.

Phase 3 will be primarily focused on deploying new and/or upgraded point of sales, appointment scheduling, and line queuing systems. Phase 3 will additionally deploy a new mDL solution that will support iOS, google android, and Samsung android devices. The CHAMPgov Clerk360 web portal will provide a single portal to view of customer, credential, and vehicle titles & registration.

We have provided the proposed high level Phase 2 & 3 work plan in Tyler Attachment 2 – Phase 2 & 3 Project Work Plan below, in compliance with this requirement.

5.3.6.2.7 Proposed Project Organization

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

The implementation team that will deliver this solution to WVDMV includes seasoned professionals, including a technical architect, account executive, delivery executive, product manager, program manager, technical lead, and supporting specialists as depicted in the image on the following page. Each team member brings an average of 17 years of experience in their respective domains, with a proven track record of delivering complex software solutions for public sector clients. Collectively, the group has over a hundred years of combined technical experience spanning platform modernization, state-level SaaS deployments, and cross-agency integrations, and more than 80% of the team has at least 10 years of experience, bringing senior-level judgment to every implementation.

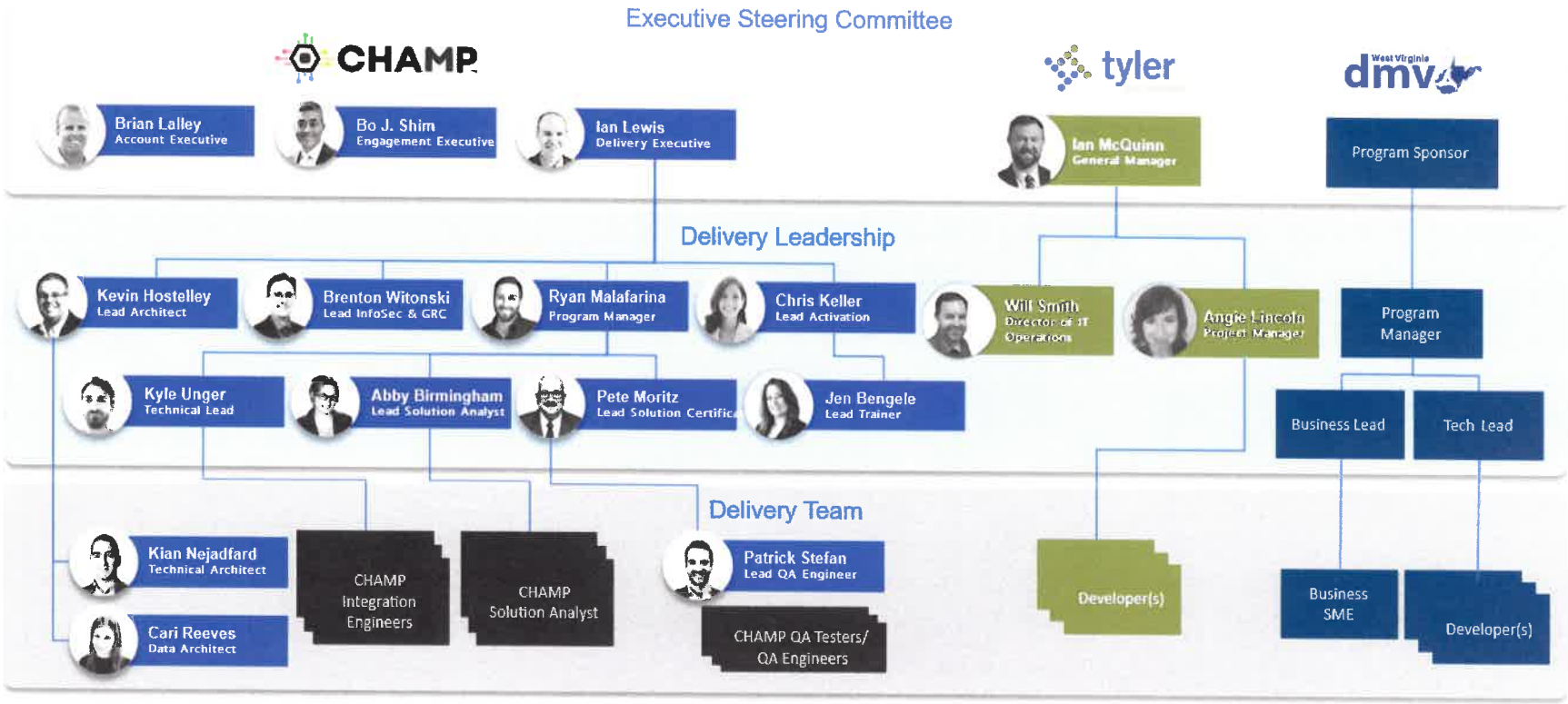
The team offers deep expertise in:

- **Solution Architecture & Design** – Led by a technical architect with extensive experience in scalable, secure systems.
- **Program & Project Management** – Senior managers skilled in coordinating large, multi-stakeholder initiatives on time and within budget.
- **Product & Delivery Leadership** – Experts in aligning solution capabilities with client objectives and ensuring successful adoption.
- **Technical Implementation** – Highly qualified technical leads and engineers proficient in modern technologies and integration strategies.

This team combines strategic insight, technical proficiency, and hands-on delivery experience to ensure a smooth, efficient, and compliant implementation tailored to public sector requirements.

Tyler and CHAMP deploy a 3-tier program management structure, with the Executive Steering Committee maintaining overall control of the program and serving as the escalation point for key decisioning. The Executive Steering Committee receives monthly executive updates and reviews the program RAID register. Delivery leadership tier represents the cross functional and cross group team that is involved in the day-to-day program execution. The Delivery Leadership tier is responsible for the end-to-end delivery, test, training, and activation of the program.

The delivery team represents individual functional team that are working on differing aspects of the program, from design, requirements gathering, development, testing, and training.


Executive Steering Committee
CHAMP
tyler
dmv
Brian Lalley
Account Executive
Bo J. Shim
Engagement Executive
Ian Lewis
Delivery Executive
Ian McQuinn
General Manager
Program Sponsor
Delivery Leadership
Kevin Hostelley
Lead Architect
Brenton Witonski
Lead InfoSec & GRC
Ryan Malafarina
Program Manager
Chris Keller
Lead Activation
Will Smith
Director of IT Operations
Angie Lincoln
Project Manager
Program Manager
Kyle Unger
Technical Lead
Abby Birmingham
Lead Solution Analyst
Pete Moritz
Lead Solution Certific
Jen Bengele
Lead Trainer
Business Lead
Tech Lead
Delivery Team
Kian Nejadfard
Technical Architect
Cari Reeves
Data Architect
CHAMP Integration Engineers
CHAMP Solution Analyst
Patrick Stefan
Lead QA Engineer
CHAMP QA Testers/ QA Engineers
Developer(s)
Business SME
Developer(s)

5.3.6.2.8 Proposed Project Management Methodology

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

Tyler/CHAMP employs a System Modernization Lifecycle (SMLC), a hybrid waterfall-agile methodology to ensure predictable & successful delivery of the program. This process is customizable according to the needs and desires of the Agency, and to meet the requirements of this proposal. The SMLC as executed for this program will conform to all requirements in this RFP. The SMLC is led by a certified Project Manager to ensure that standard and best-practice project management processes are executed and the appropriate project management artifacts are created and maintained throughout the program. For further information on project management activities, please see our response to RFP Section 4.2.2.8.

4.2.2.7

The SMLC project management oversight activities are:

- Program Management Activities
  - Weekly Executive Program Brief
  - Establishing and maintaining RACI and RAID log
- Program Management Cadence
  - Weekly Program Status Review Meetings
  - Weekly/Bi-weekly Project Management Plan Reviews
  - Monthly Executive Steering Meetings
- Understand current state business rules, process flows, fees, and tax calculations.
- Identify current integrations, systems, user roles, user groups, and associated permissions.
- Propose future-state logical architecture and business processes
- Capture gap-change-impact assessment to establish the change management

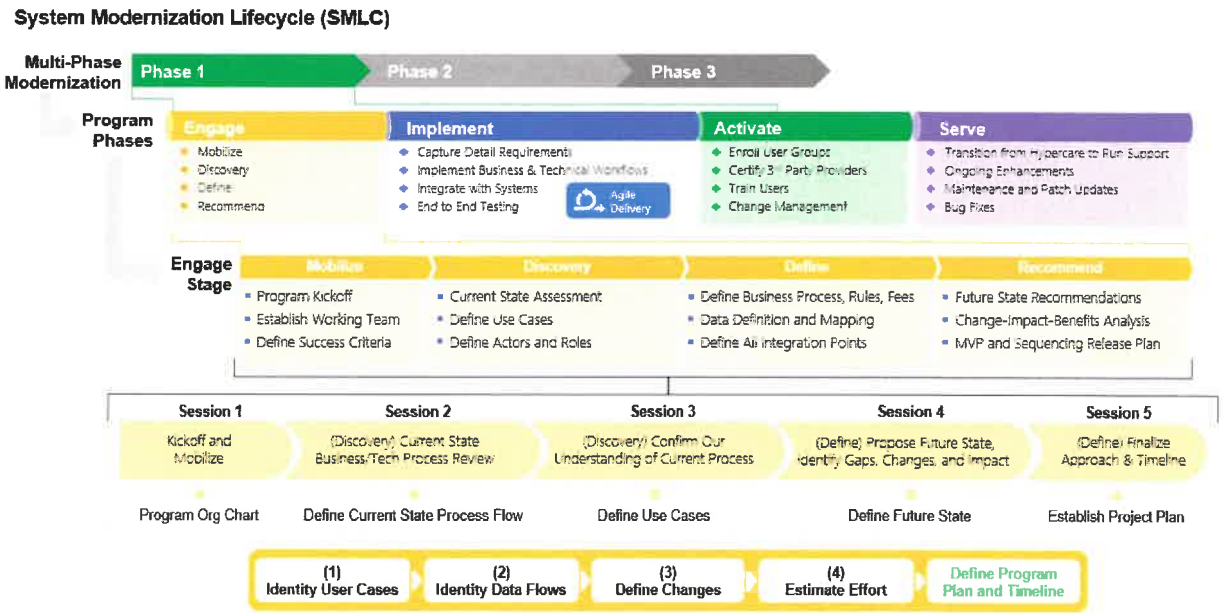


Figure 59: System Modernization Lifecycle (SMLC)

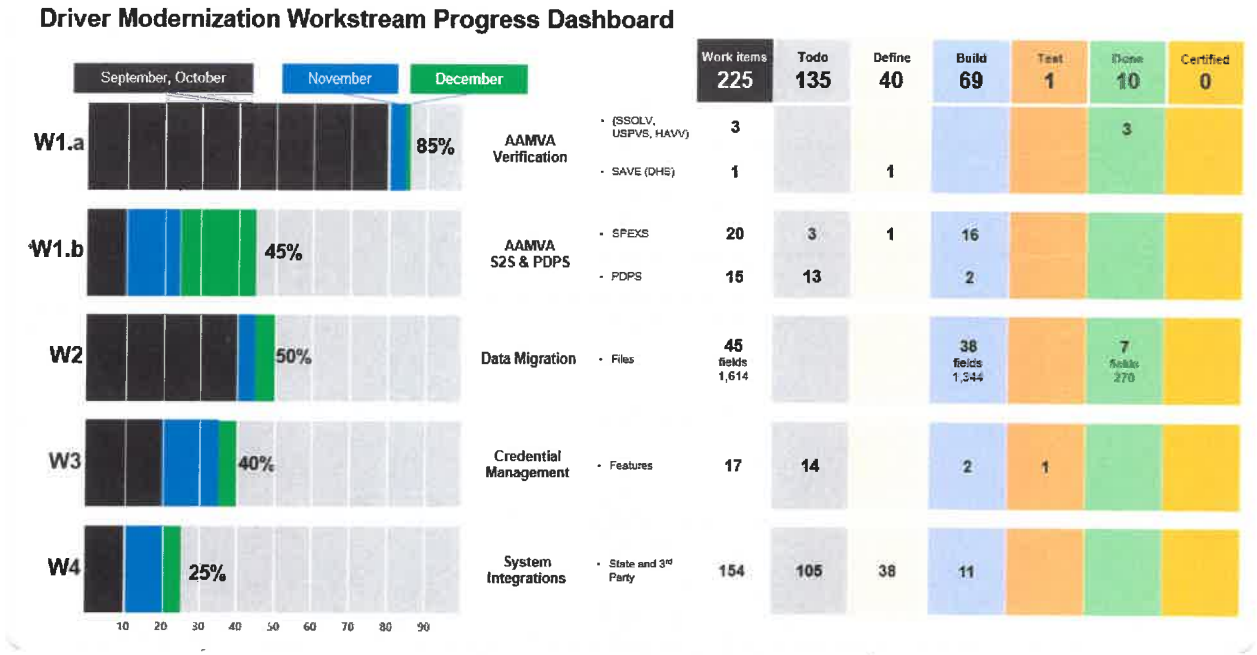


Figure 60: Example of Program Dashboard

All development, testing, and training will use anonymized datasets to ensure compliance with PII and DPPA requirements. The SMLC consists of ***Engage, Implement, and Activate*** phases.

The **SMLC Engage phase** covers the kickoff and mobilization of the program, and establishes alignment on program objectives, scope, and success criteria. Additionally, the Engage Phase defines the program management cadence and deliverables. Engage phase deliverables and key activities:

- Program kickoff
- Establishes scope and Success Criteria
- Establishes program governance
- Establishes program RAID and RACID

The **SMLC Implement phase** covers detail design, business process mapping, configuration, integration, build, and test of the engagement. The implementation phase is broken into discrete workstreams, with each workstreams using Jira as the work tracking system. Each workstream uses agile development methodology in a 2-week sprint cycle. All workstream tasks go through a prioritized kanban workflow that consists of to- do, in progress, test, certify, and done stages. Completed tasks are then integrated and deployed into a development and SIT (system integration testing) environments. Implement phase deliverables and key activities:

- RICEF document (Reports, Interfaces, Conversion, Enhancements, and Forms)
- Detail requirements document
- Logical architecture
- Data definitions and mapping
- List of integrations and interfaces
- Solution design document
- User manual
- Training document in state's LMS (learning management system)
- User acceptance testing
- End-to-end testing
- Tabletop exercises

The **SMLC Activate phase** covers the change management of the engagement. The SMLC Activate phase occurs concurrently with the SMLC Implement phase with the focus on ensuring stakeholders and users are ready for the new system by deploying the change management framework. The change management framework focuses on people-first lifecycle aligned to the successful adoption of the new system.

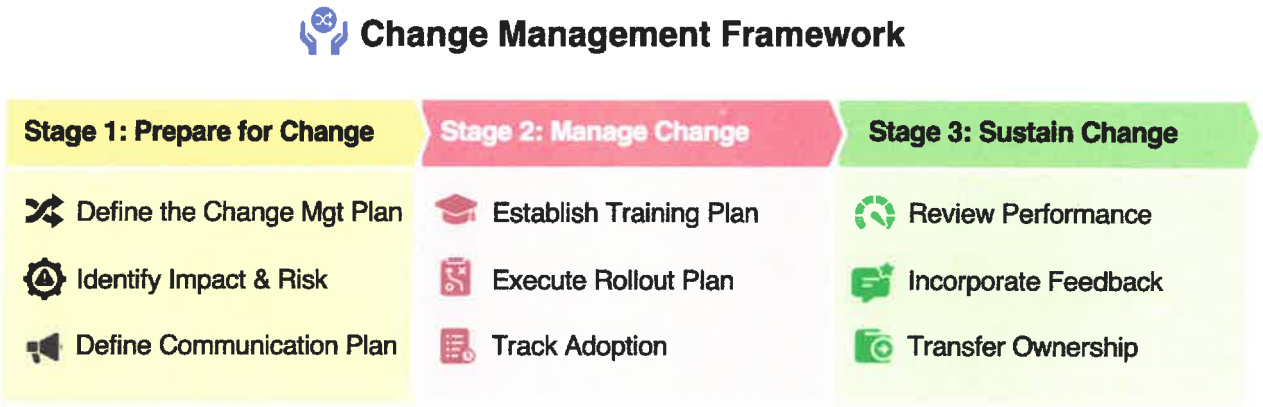


Figure 61: Change Management Framework

Change management framework is broken into three (3) stages:

Stage 1: prepare for change

- Assess readiness and obtain alignment.
- Establish a change management team with the West Virginia DMV team.
- Establish a clear understanding of current operations, stakeholder needs, and readiness for change.
- Ensure stakeholder alignment, identify risks, and establish trust.
- Establish communication plan and cadence.

Stage 2: manage change

- Establish an education and training plan
- Dedicate a training environment for WVDMV
- Build out and deploy training sessions on LMS system
- Execute hands-on training with the WVDMV change management team.
- Host webinars and in-person events.
- Perform tabletop exercises to simulate cutover and go-live.
- Incorporate stakeholder feedback

State 3: sustain change

- Establish a war room for go-live to support the cutover to the new system.
- Establish a tiger team to rapidly triage and fix issues during the first 30 days of the new system.
- Transition to a dedicated hyper-care team for 90 days post launch to ensure the new system is operating properly and to address any issues quickly.
- Continue to provide ongoing learning and training sessions.
- Incorporate feedback and address requests for changes to the new system.
- Transition ownership to WVDMV training team by train-the-trainer.
- Transition to normal support post 90 days of go live.

5.3.6.2.9 Proposed Knowledge Transfer and Technical Training Plan

5.3.6.2.9 Describe the Vendor's proposed knowledge transfer and technical training plan during the first year of production operations of each phase to prepare WVDOT IT staff to take over application managed services support for the new system.

As part of the CHAMPgov SMLC methodology, change management covers knowledge transfer of business and technical staffing. For WVDOT IT technical staff, CHAMP technical team will onboard, train, and provision access to monitoring and logging tools as well as provide technical documentation, logical architecture, and system schematics.

CHAMPgov platform is a SaaS platform and leverages automated deployments, we will adjust the deployment scripts to incorporate WVDOT IT workflow requirements, and the define specifics roles and permissions during the engagement of the program under the ITSM function.

5.3.6.2.10 Client References

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

Tyler is providing the following references to demonstrate our experience with driver license systems and vehicle registration systems.

Reference #1: Louisiana Office of Motor Vehicles – Driver Licensing & Vehicle Services System Modernization

Brief Description of Client Project:

Louisiana Office of Motor Vehicles (OMV) selected CHAMP to deliver a full modernization of its motor vehicle systems using the entire CHAMPgov platform, which includes all four (4) solution suites, as described above: CAS (Core Agency Services), EAS (Electronic Agency Services), DAS (Digital Agency Services), and BAS (Business Agency Services). Tyler supported the project through our domain knowledge of OMV as the current provider of digital government services for the agency and other Louisiana agencies, as well as the modernized customer portal that integrates with the CHAMPgov platform. This engagement includes deployment of CHAMP's most advanced capabilities, such as ETRS (Dealer Electronic Titling and Registration Service), ELTS (Electronic Lien & Title Service), Digital Titles and CADE AI, our proprietary AI-powered validation engine. We employ agile development methodologies and enterprise project management practices to iteratively deliver the required capabilities on a modular architecture composed and configured to implement state-required workflows and to ensure scalability and compliance with jurisdictional requirements.

The Louisiana OMV modernization project is currently underway, with contract signing in July 2025 and implementation officially launched in August 2025. The scope of the engagement includes the entire CHAMPgov platform and the project is structured in two (2) major phases:

- **LA OMV Phase 1**: Delivery of a new core credentialing/driver's licensing system, scheduled to go live in August 2026.
- **LA OMV Phase 2**: Full modernization of the core vehicle services system launches in August 2027. This 24-month engagement will result in a complete transformation of Louisiana's motor vehicle systems, including the deployment of advanced digital services such as ETRS (Dealer Electronic Titling and Registration Service), ELTS (Electronic Lien Management Service), Digital Titles and CADE AI, our proprietary AI-powered decisioning engine.

CHAMP's proven ability to execute large-scale modernization projects on time and on budget—without change orders—was a key factor in Louisiana's decision to partner with us during a Governor-declared State of Emergency. Our agile, cloud-native approach ensures that Louisiana OMV will not only meet its immediate modernization goals but will be positioned for long-term success with a future-proof platform.

CHAMP is providing the software solution and all necessary support, outreach, education, and training needed to ensure success.

Client Contact Information:

Client Contact Name: Keith Neal, Louisiana OMV Commissioner
Client Contact Email: Keith.Neal@la.gov
Client Contact Phone Number: (225) 512-2025 (cell)

Reference #2: West Virginia DMV Modernization – Digital Titling and Registration

Brief Description of Client Project:

Tyler and CHAMP designed, architected, built, and launched a new Digital Title & Registration Suite (DTRS) SaaS product to digitalize vehicle title, registration, and electronic liens for West Virginia's Vehicle Titling Administrators, Dealers, Lenders, and all service providers. The solution was launched in December 2021. All modules of the DTRS suite were included, that encompasses ETRS (e-titling), ELTS (ELT), VTAS (cockpit for vehicle administrators), and DTMS (digital titles). The backend system of record was also fully and seamlessly replaced – resulting in material savings to mainframe costs for the state. Additionally, the solution included the National Digital Titling Clearinghouse (NDTC) which is currently delivering over $1.5 million of revenue to the state that comes from non-WV taxpayers. This solution is expected to grow many times over this current revenue amount and is a resounding success for returning capital to the citizens of West Virginia. The solution was launched in December 2021.

- Develop and execute the technology and product strategy for the WVDMV modernization
- Establish the technology and product roadmap aligning to the business objectives
- Oversee the development and management of product design, product pricing, and go-to market strategies.
- Lead a team of engineers, designers, and product managers to ensure that the DTRS product meets WVDMV needs and delivers value
- Manage the technology budget to ensure that the company is making cost-effective decisions
- Assess emerging technologies and industry trends
- Build partnerships and collaborations with external partners and vendors of the WVDMV

Tyler provided the software solution and all necessary support, outreach, education, and training needed to ensure success.

Client Contact Information:

Client Contact Name: Everett Frazier, WVDMV Commissioner
Client Contact Email: Everett.j.Frazier@wv.gov
Client Contact Phone Number: 304 558-3900

Reference #3: Kentucky KYTC DMV Modernization – Digital Titling and Registration

Brief Description of Client Project:

Tyler and CHAMP designed, architected, built, and launched a new Digital Title & Registration Suite (DTRS) SaaS product to digitize vehicle title, registration, and electronic liens for Kentucky's Vehicle Titling Administrators, Dealers, and Lenders, including the ETRS (e-titling), ELTS (ELT), and VTAS (vehicle administrator cockpit) modules of the DTRS solution. The solution was launched in April 2024.

- Develop and execute the technology and product strategy for the KYTC DMV modernization
- Establish the technology and product roadmap aligning to the business objectives
- Oversee the development and management of product design, product pricing, and go to market strategies.
- Lead a team of engineers, designers, and product managers to ensure that the DTRS product meets KYTC needs and delivers value
- Manage the technology budget to ensure that the company is making cost-effective decisions
- Assess emerging technologies and industry trends
- Build partnerships and collaborations with external partners and vendors of the KYTC

Tyler provided the software solution and all necessary support, outreach, education, and training needed to ensure success for Kentucky.

Client Contact Information:

Client Contact Name: Heather Stout
Client Contact Email: Heather.Stout@ky.gov
Client Contact Phone Number: (502) 564-1257

Exceptions

Tyler's Proposal is based on the delivery of the requested software and services according to Tyler's standard implementation methodology and Tyler's standard contract. That methodology, and that contract, have been refined and enhanced over Tyler's many years of operation in the public sector information technology market. ***Tyler's submission of its Proposal does not waive Tyler's right to negotiate any and all terms to the mutual satisfaction of the parties***. Tyler will be obligated to provide products and services only upon execution, and under the terms and conditions, of the mutually negotiated contract between Tyler and the Client.

Tyler considers its implementation methodology and its contract to be the starting point for those negotiations. If you ask to incorporate your procurement documents and our Proposal documents into the contract package, we will agree to do so as long as the order of priority is: (a) the final, negotiated contract; (b) our Proposal documentation; and (c) your procurement documentation.

Tyler is providing representative exceptions to standard procurement terms and conditions for your review. This list may not include all RFP terms and conditions Tyler may wish to negotiate if selected, and it does not negate any of the expectations Tyler has stated above.

- Insurance: Tyler has provided its evidence of insurance certificate. Tyler's insurance program is established at a corporate level and is not subject to change for individual customers. While performing services under an agreement with the Client, we will agree to maintain the following levels of insurance: (a) Commercial General Liability (CGL) of $1,000,000 per occurrence and $2,000,000 in the aggregate; (b) Automobile Liability of $1,000,000; (c) Professional Liability (including Cyber Liability) of $10,000,000; (d) Workers' Compensation complying with applicable statutory requirements; and (e) Excess/Umbrella Liability of $5,000,000 per occurrence and in the aggregate. The Client can be listed as an additional insured on Tyler's Commercial General Liability policy and Auto Liability policy, which automatically adds Client as an additional insured on Tyler's Excess/Umbrella Liability policy.
- System Availability: Tyler reserves the right to discuss the definition of system availability to clarify what constitutes the system being "available."
- Issue and Defect Severity Levels: Based on the broad descriptions associated with severity levels 1 – 3, Tyler reserves the right to clarify such descriptions with WV DMV.
- Ownership: The Client may use the Tyler Proposal for its internal reference in evaluating proposals. Tyler shall retain ownership of all (i) software products licensed to the Client; and (ii) proprietary information contained in all deliverables. Tyler reserves the right to protest the public disclosure of its confidential and proprietary information, consistent with applicable public records laws. Tyler does not agree to work for hire provisions. Tyler retains all intellectual property and confidentiality rights in and to our proprietary and/or confidential information and deliverables.
- Compliance with Laws and Regulations: We will comply with all applicable state and federal laws, ordinances, orders, decrees, and regulations. Tyler reserves the right to review and discuss with the Client specific laws and regulations that the Client wishes to incorporate into the final contract.
- In the event of a contract termination, the Client will make payment to Tyler for all products, services and expenses delivered or incurred through the effective date of termination that were not previously disputed under the contract. Payment for disputed products, services and expenses, and the Client's remedies, will be determined through the mutually agreed dispute resolution process.
- Warranties: Tyler provides a comprehensive, objective software warranty tied to functional descriptions of the Tyler software. Tyler does not provide implied warranties, including the implied warranties of merchantability and fitness for a particular purpose, as they are subjective. For as long as the Client is current on paying its fees, Tyler warrants that the Tyler software will substantially conform to the functional descriptions of the Tyler software contained in Tyler's Proposal, or their functional equivalent. Future functionality may be updated, modified, or otherwise enhanced through our maintenance and support services, and the governing functional descriptions for such future functionality will be set forth in our then-

current documentation. Tyler warrants that it will perform services in a professional, workmanlike manner, consistent with industry standards. In the event Tyler provides services that do not conform to this warranty, Tyler will re-perform the services at no additional cost to the Client. Tyler passes through to its clients all warranties received on third party products. Tyler disclaims all other warranties.

- Limitation of Liability: Except as otherwise expressly set forth in the agreement, Tyler's liability for damages arising out of the contract, whether based on a theory of contract or tort, including negligence and strict liability, shall be limited to the lesser of (a) Client's actual direct damages or (b) the amounts paid by Client under the contract for the then-current term. To the maximum extent permitted by applicable law, in no event shall Tyler be liable for any special, incidental, punitive, indirect, or consequential damages whatsoever, even if Tyler has been advised of the possibility of such damages.
- Indemnification: Tyler shall defend, indemnify and hold harmless the Client from and against any and all direct claims, losses, liabilities, damages, costs and expenses (including reasonable attorney's fees and costs) from third parties for personal injury or property damage arising from Tyler's negligence or willful misconduct; or Tyler's violation of a law applicable to Tyler's performance under the contract. The Client must notify Tyler promptly in writing of the claim and give Tyler sole control over its defense or settlement. The Client agrees to provide Tyler with reasonable assistance, cooperation, and information in defending the claim at Tyler's expense.
- Exclusion of Damages: To the maximum extent permitted by applicable law, in no event shall Tyler be liable for any special, incidental, punitive, indirect, or consequential damages whatsoever, even if Tyler has been advised of the possibility of such damages. Tyler does not agree to Client's right to seek specific performance. Tyler does not agree to Client's right to hire outside sources at Tyler's expense.
- ADA Compliance: Tyler agrees to comply with the applicable disability laws, rules, and regulations as they relate to its employment practices and the services being proposed. Tyler reserves the right to discuss the applicability of digital accessibility laws, rules, and regulations, as well as non-binding industry guidance, to the software products being proposed.
- Client Assistance/Delay: Client acknowledges that the provision of services for the Tyler Software is a cooperative process that may require the time and resources of your personnel. Client agrees to use all reasonable efforts to cooperate with and assist Tyler as may be reasonably required. This cooperation includes at least working with us to schedule the services outlined in the contract. We will not be liable for failure to meet any deadlines and milestones when such failure is due to Force Majeure or to the failure by your personnel to provide such cooperation and assistance (either through action or omission).
- Data Breach: Tyler will report data breaches, as such breaches are defined by applicable law, and take all other required actions as required by, and in accordance with, all applicable state and federal data breach notification laws.
- Dispute Resolution/Remedies: Resolution of contract or payment disputes shall be in accordance with the invoice and dispute resolution procedures in the standard Tyler contract. Any additional remedies are in accordance with Tyler's standard contract. Tyler does not agree to liability for cover costs, substitute goods, substitute services, or the like.
- PCI Compliance: Tyler has company-wide payment processing policies and agreements in place, and these policies and agreements, and the third parties with whom we contract to provide payment processing services, are not subject to change on a client-by-client basis. By entering into an agreement with Tyler for the provision of credit card processing services, Client accepts and approves the firms with which Tyler contracts to provide these services.
- Policy Compliance: Tyler reserves the right to review and discuss with Client all applicable Client policies and procedures. Any changes made to Client's policies and procedures after the effective date of the agreement shall be mutually agreed to by the parties.
- Right to Audit/Records Retention: The Client may audit Tyler's books and records relating directly to the contract once per year on one week advance written notice, and at Client's expense. Tyler will retain records directly related to its contract obligations for the greater of (i) five years from creation or (ii) such time period as is required by applicable law.

Required Forms

Tyler is including the following required forms beginning on the following page:

- Addenda Acknowledgement Form
- Signed CRFP Form
- Terms and Conditions Certification
- RFP Review Certification

ADDENDUM ACKNOWLEDGEMENT FORM
SOLICITATION NO.: CRFQ DMV2600000001

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.

West Virginia Interactive, LLC dba Tyler Technologies West Virginia

Company

Authorized Signature

January 19, 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: 1840548	**Reason for Modification:**
Doc Description: RFP to Modernize the DMV Driver System	ADDENDUM NO_3 Attach Revised Cost Workbook
Proc Type: Central Master Agreement	

Date Issued	Solicitation Closes	Solicitation No	Version
2025-12-29	2026-01-22 13:30	CRFP 0802 DMV2600000001	4

BID RECEIVING LOCATION

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

VENDOR

Vendor Customer Code:
Vendor Name : West Virginia Interactive, LLC dba Tyler Technologies West Virginia
Address : 1614
Street : Kanawha Blvd E
City : Charleston
State : West Virginia **Country :** United States **Zip :** 25311
Principal Contact : Ian McQuinn
Vendor Contact Phone: (304) 206-9720 **Extension:**

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

Vendor Signature X **FEIN#** 26-0574888 **DATE** January 22, 2026

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

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

(Printed Name and Title) Ian McQuinn, General Manager

(Address) 1614 Kanawha Blvd E, Charleston, WV 25311

(Phone Number) / (Fax Number) (304) 206-9720 / Fax: (304) 414-0266

(email address) Ian.McQuinn@tylertech.com

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

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

West Virginia Interactive, LLC dba Tyler Technologies West Virginia
(Company)

(Signature of Authorized Representative)
Ian McQuinn, General Manager
(Printed Name and Title of Authorized Representative) (Date)
(304) 206-9720 / Fax: (304) 414-0266
(Phone Number) (Fax Number)
Ian.McQuinn@tylertech.com
(Email Address)

Example:

Proposal 1 Cost is $1,000,000
Proposal 2 Cost is $1,100,000
Points Allocated to Cost Proposal is 25

Proposal 1: Step 1 – $1,000,000 / $1,000,000 = Cost Score Percentage of 1 (100%)
Step 2 – 1 X 30 = Total Cost Score of 25

Proposal 2: Step 1– $1,000,000 / $1,100,000 = Cost Score Percentage of 0.909091 (90.9091%)
Step 2 – 0.909091 X 25 = Total Cost Score of 22.727275

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

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

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

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

West Virginia Interactive, LLC dba Tyler Technologies West Virginia

(Company)

Ian McQuinn, General Manager 

(Representative Name, Title)

(304) 206-9720 / Fax: (304) 414-0266

(Contact Phone/Fax Number)

January 22, 2026

(Date)

Tyler Attachments

- Tyler Attachment 1 – Phase 1 Project Work Plan
- Tyler Attachment 2 – Phase 2 & 3 Project Work Plan
- Tyler Attachment 3 - Resumes
- Tyler Attachment 4 – PMP Certification

Tyler Attachment 1 – Phase 1 Project Work Plan

Below is the Phase 1 Project Plan to Implement AAMVA REST Service and integrate with WVDMV Current Mainframe Credential Database:

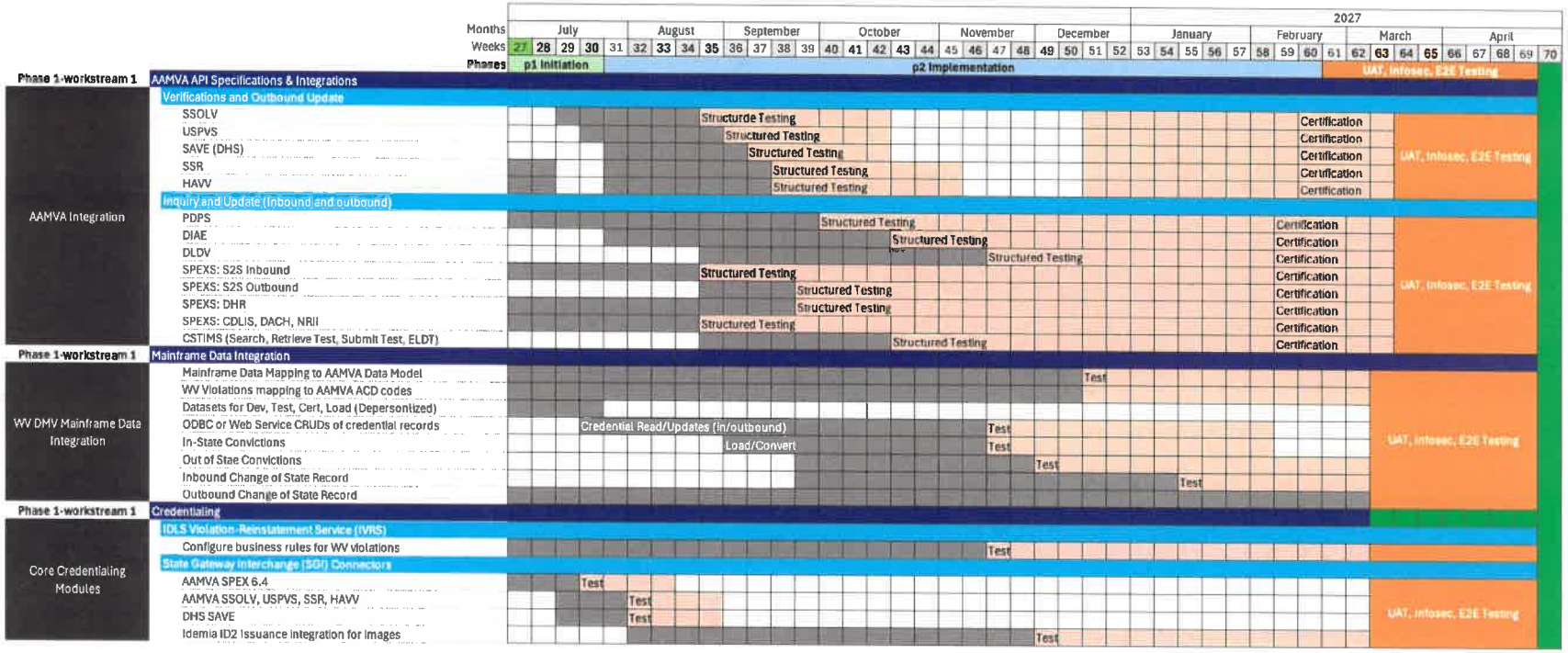


Figure 62: Phase 1 Project Work Plan

Tyler Attachment 2 – Phase 2 & 3 Project Work Plan

Below is the Phase 2 and 3 High level Project Plan of New Credentialing System and Retiring the Mainframe & Back Office Operational Services:

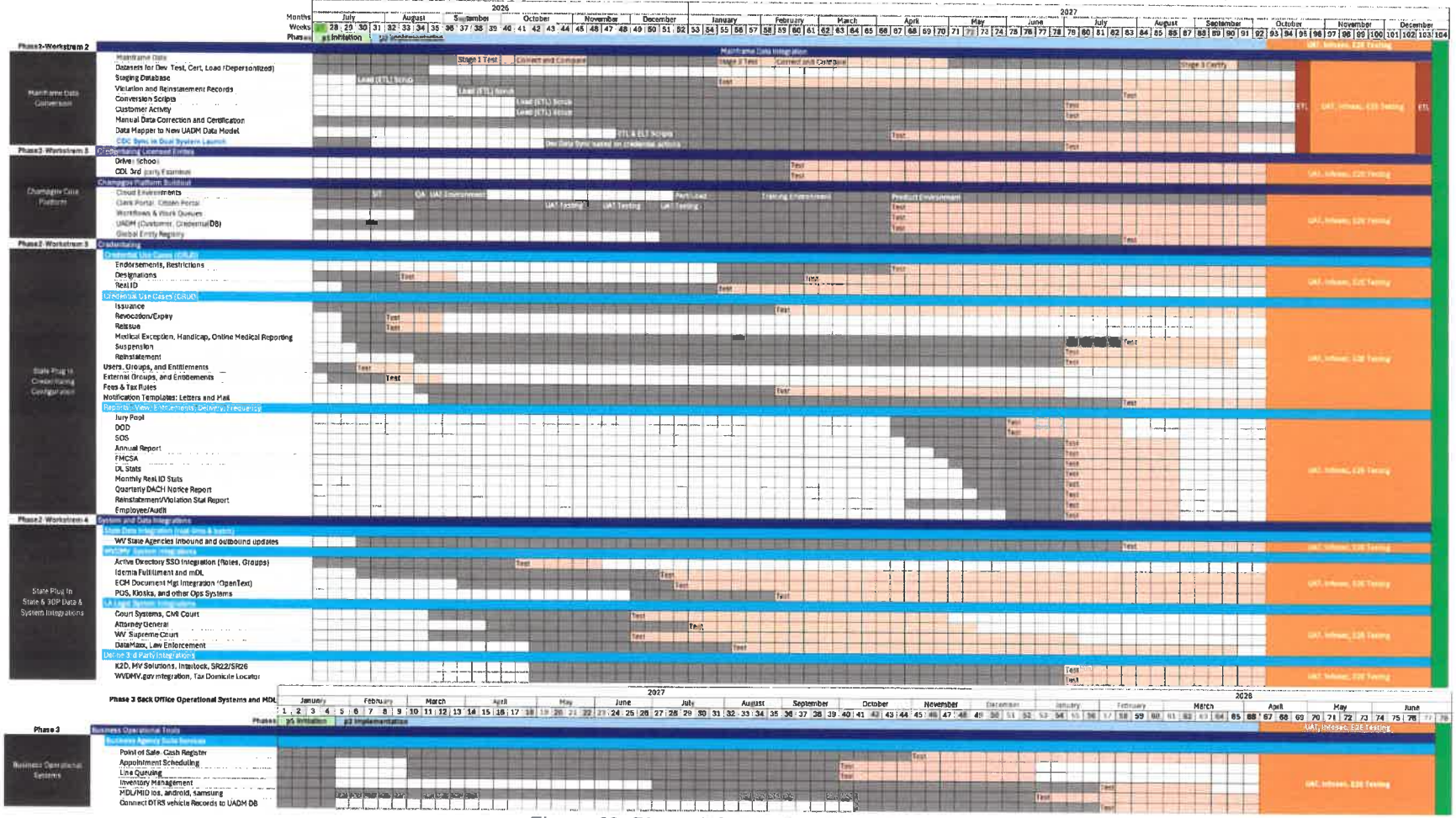
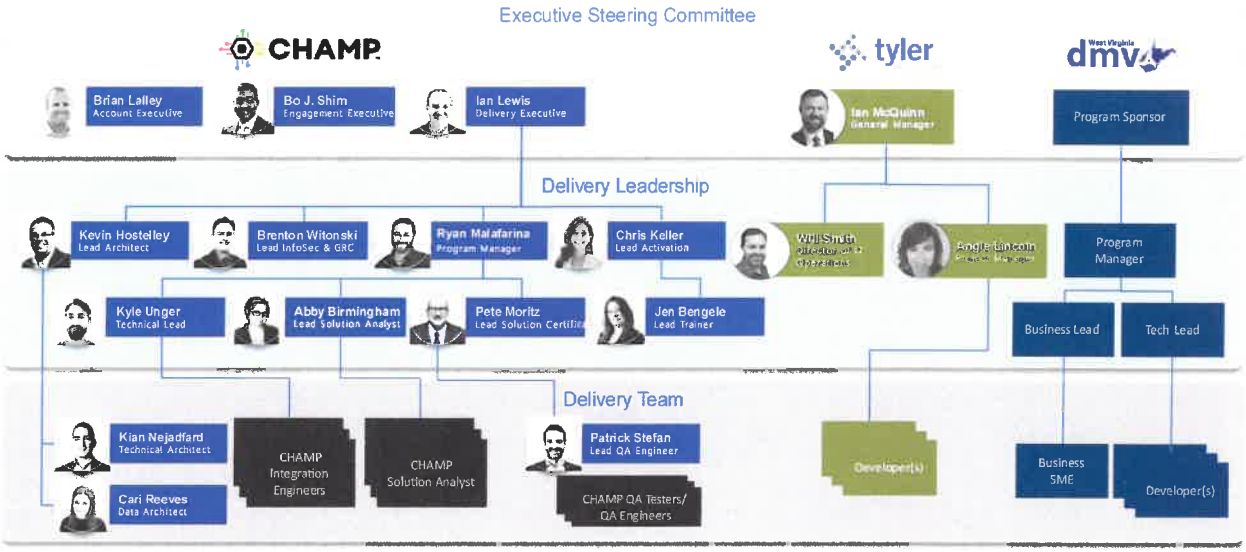


Figure 63: Phase 2 & 3 Project Work Plan

Tyler Attachment 3 – Resumes



Below are the resumes for all Tyler/CHAMP partnership team members:

IAN MCQUINN

Executive Director, DMV Services

EXPERIENCE SUMMARY

13 years of experience, 10 years of DMV services experience

WORK HISTORY

Executive Dir., DMV Services | TYLER TECHNOLOGIES | 2023-Present

- Developed strategic vision for DMV solutions across the organization
- Acted as American Association of Motor Vehicles (AAMVA) lead point of contact
- Consulted on digital titling & ELT implementations in multiple states
- Managed DMV-related strategic partnerships

General Manager, NIC West Virginia| TYLER TECHNOLOGIES | 2013-2023

- Utilized creative approaches and developed new partnerships to deliver high-impact, transformational services to West Virginia residents
- Led the delivery of more than forty-five state DMV services
- Developed and strengthened executive-level partner relationships
- Assisted sales and operational efforts in other NIC states

Dir. Of Marketing & Portal Ops| NIC WEST VIRGINIA | 2011-2013

- Successfully managed complex and high profile eGovernment projects
- Developed and implemented marketing plans and strategies to drive growth
- Established leadership role and mutually respectful relationship with team
- Developed and strengthened key partner relationships at high levels

RELEVANT PROJECT EXPERIENCE

PROJECT NAME	PROJECT TYPE	PROJECT ROLE	ASSIGNMENT DURATION
West Viriginia DMV Modernization	SaaS Implementation	DMV Executive Director/Consultant	3 Years (Entirety)
West Virginia DMV Citizen Services Digital Transformation	SaaS Implementation/Custom Software	General Manager/Business Analyst/Project Manager	10 Years (Ongoing)
West Virginia DMV Appointment System Implementation and Queueing Integration	SaaS Implementation	General Manager	3 Months (Entirety)

EDUCATIONAL BACKGROUND

Marshall University | MBA – Business Administration & Management

TECHNICAL SKILLS / CERTIFICATIONS / LANGUAGES

Strategic Partnerships

WILL SMITH

Operations Director, Tyler Technologies West Virginia

EXPERIENCE SUMMARY

25 years of experience, 18 years of DMV services experience

WORK HISTORY

Director - Operations & Marketing, Tyler West Virginia| TYLER TECHNOLOGIES | 2014-Present

- Lead Architect for the West Virginia Digital Titling System Rollout
- Lead Architect for over 50 online applications for WVDMV covering a majority of WVDMV services
- Directly managed a team of two (2) project managers, two (2) creative members, and two (2) different help desks responsible for implementation and support of on average 20 new applications a year and over 150 state websites.
- Responsible for overall project scheduling through implementation for over 20 new applications per year.
- Designed multiple new applications with over 4000 transactions per month
- Provided tier 2 technical support for all applications hosted by this office.
- Managed marketing and promotional activity to increase user adoption.
- Actively pursued business opportunities to create new customers

Dir. Of Development| NIC WEST VIRGINIA | 2008-2014

- Designed and Developed C# .NET infrastructure and development frameworks.
- Created development programming standards to ensure consistent development practices.
- Directly managed team of four (4) developers responsible for implementing an average 20 new applications a year.
- Developed web-based applications enabling online interactions and services between citizens and business with State of West Virginia.
- Developed mobile app designed to provide instant mobile conference app later patented and released nationally.
- Coordinated day to day operations of development activities including removal of project roadblocks ensuring on time project delivery.
- Provided tier 2 technical support for all applications hosted by this office.
- Managed internal office network and hardware along with data center patching.
- Developed disaster recovery procedures for this office.
- Responsible for PCI, SOX, and Cybertrust security compliance.

RELEVANT PROJECT EXPERIENCE

PROJECT NAME	PROJECT TYPE	PROJECT ROLE	ASSIGNMENT DURATION
Vehicle Registration System	Transaction	Lead Architect	17 Years
Driver Records Request System	Transaction	Lead Architect	18 Years (Entirety)
Insurance Verification System	SaaS	Lead Architect	8 Years (Entirety)
DMV Self Service - Driver License Renewal	Transaction	Lead Architect	9 Years (Entirety)
DMV Self Service - Driver License Duplicate	Transaction	Lead Architect	9 Years (Entirety)
DMV Self Service - Driver License Inquiry	Transaction	Lead Architect	12 Years (Entirety)
DMV Self Service - Driver Record	Transaction	Lead Architect	12 Years (Entirety)
DMV Self Service - Driver Reinstatement	Transaction	Lead Architect	12 Years (Entirety)

DMV Self Service - Duplicate Registration Cards	Transaction	Lead Architect	13 Years (Entirety)
DMV Self Service - IRP Duplicate Cab	Transaction	Lead Architect	9 Years (Entirety)
DMV Self Service - IRP Fuel Decals	Transaction	Lead Architect	9 Years (Entirety)
DMV Self Service - IRP IFTA Renewals	Transaction	Lead Architect	9 Years (Entirety)
DMV Self Service - IRP Invoice	Transaction	Lead Architect	9 Years (Entirety)
DMV Self Service - IRP Motor Carrier	Transaction	Lead Architect	9 Years (Entirety)
DMV Self Service - IRP Online Payments	Transaction	Lead Architect	9 Years (Entirety)
DMV Self Service - Personalized Plate	Transaction	Lead Architect	8 Years (Entirety)
DMV Self Service - State Bar	Transaction	Lead Architect	8 Years (Entirety)
DMV Self Service - Vehicle Registration Renewal	Transaction	Lead Architect	12 Years (Entirety)
DMV Kiosk Program	Transaction	Project Mgr	9 Years (Entirety)
DMV Self Service EB - Out of State SPV Temp Tag	Transaction	Lead Architect	3 Years (Entirety)
DMV Self Service EB - Real ID Headstart	Transaction	Developer	4 Years (Entirety)
DMV Individual Trip Permit	Transaction	Project Lead	13 Years (Entirety)
DMV Bulk Trip Permit	Transaction	Project Lead	13 Years (Entirety)
Driver Record Dashboard (DRD)	Saas	Lead Architect	6 Years (Entirety)
Conviction Monitoring Program	Transaction	Project Lead	12 Years (Entirety)
Vehicle - County Renewals	Transaction	Lead Architect	5 Years (Entirety)
Vehicle - Fleet Renewals	Transaction	Lead Architect	4 Years (Entirety)
Vehicle - State Renewals	Transaction	Lead Architect	5 Years (Entirety)
DMV Online Vehicle Information Service	Transaction	Lead Architect	3 Years (Entirety)
Undisclosed Driver Monitoring	Transaction	Project Lead	12 Years (Entirety)
DMV Mobile ID	SAAS	Project Consultant	2 Years (Entirety)

*Note: Smaller DMV services and projects removed to fit within page limitations.

EDUCATIONAL BACKGROUND

West Virginia University | MS – Electrical Engineering and BS – Computer Engineering

TECHNICAL SKILLS / CERTIFICATIONS / LANGUAGES

Strategic Partnerships (Groups I helped DMV develop solutions with)

- Champ Titles
- Celtic
- Idemia
- Neumo

NORMA (ANGIE) LINCOLN

Project Manager

EXPERIENCE SUMMARY

20 years of experience, 15 years of DMV services experience

WORK HISTORY

Sr. Project Manager & Program Manager | TYLER TECHNOLOGIES | 2022-Present

In collaboration with the Federal Motor Carrier Safety Administration (FMCSA) and dedicated NIC/Tyler Technologies Federal team, worked to develop, support/maintain, and enhance the Pre-Employment Screening Program leveraged by the motor carrier industry.

- Managed project timeline and help team members work productively by using effective, agile project management techniques.
- Facilitated project meetings internally and externally to disseminate project status and manage client expectations.
- Maintained project plans and key documentation following company guidelines and standards, such as user stories, design specifications, project plans, burn-down charts, status reports, meeting agendas, etc.
- Conducted interview sessions with clients, management, or team members to elicit and validate functional and technical requirements.
- Collaborated with clients and project teams to define requirements and acceptance criteria for implementation.

General Manager, NIC New Mexico| TYLER TECHNOLOGIES | 2016-2022

Senior most executive responsible for the overall success of the New Mexico Portal.

- Ensured adherence to contract provisions.
- Developed portal strategy in conjunction with overall agency strategy
- Served as liaison to project team, and NIC corporate office
- Oversaw project planning
- Approved and oversaw products and product portfolio
- Responsible for successful completion of all projects within the schedule

Sr. Project Manager| NIC TEXAS.GOV | 2014-2016

Worked with the Project Management Oversight (PMO) team managing special projects, including providing oversight and the delivery of a 2-year, multi-million project ahead of schedule:

- Lead the operations and network teams in a collaborative effort with the State partner and external vendor, to complete a technical hardware refresh, including the migration of 65+online applications. The upgrade increased efficiency and overall performance.
- Managed the implementation of a new infrastructure and migration all Texas.gov applications from the NIC managed Data Center to the Texas State managed Data Center in San Angelo. The effort finalized 13 days ahead of schedule and circumvented a contractually imposed $2k a day financial penalty.
- Directed the design, implementation, deployment, and migration to a new VPN tunnel for the Department of Public Safety that transmitted traffic for over 30 applications. This resulted in reducing network related issue tickets and improving the overall processing performance across associated applications.
- Managed the successful implementation of all SADC servers to a new network in SADC.
- Lead the conversion and migration effort of three (3) Texas.gov key websites from SharePoint to Word Press 22 days ahead of schedule. This included documenting all new processes, startup/shut down procedures, test cases for future upgrades, and architecture documents & diagrams.

- Work closely with multiple State agencies including the Texas: Department of Information Resources (DIR), Department of Public Safety, Office of the Governor, Office of the Attorney General, Veterans Commission
- Authored essential project plans, migration plan, closeout report, risk register, technical specification, reporting, and deliverable acceptance documents on managed projects.

Dir. Of Operations| NIC ARIZONA.GOV| 2012-2014

Provided firsthand support and guidance to project management, creative design, business development, and customer service staff to nourish working relationships within the team and State partner. Worked closely with agencies, governance bodies, and other state partners to ensure the successful planning, design, and maintenance of the portal applications. The role included the following:

- Provided oversight of development, design, documentation, reporting and delivery of projects.
- Maintained awareness of new and existing issues and collaborated with pertinent internal and external teams to identify and implement essential solutions.
- Oversaw contract compliance related to service level agreements.
- Conducted initial and ongoing meetings with agencies to discuss/finalize project requirements.

RELEVANT PROJECT EXPERIENCE

PROJECT NAME	PROJECT TYPE	PROJECT ROLE	ASSIGNMENT DURATION
FMCSA PSP Project	SaaS Implementation	Project Manager	4 Years (Ongoing)
Arizona Motor Vehicle Record Request System (MVRRS)	SaaS Implementation	Project Manager	4 Years

EDUCATIONAL BACKGROUND

University of Arizona | BS – Bachelor of Science

TECHNICAL SKILLS / CERTIFICATIONS / LANGUAGES

PMP Certification – presented on the page immediately following

BO SHIM

Chief Product & Technology Officer

EXPERIENCE SUMMARY

29 years of experience, 7 years of DMV services experience. Led the company from seed-round of three (3) employees, pre-revenue, to Series B with over 100 team members and revenue generating SaaS product company. Created a patented Proof of Claim, Proof of Validation, and Proof of Attestation consensus algorithms that eliminates the need for paper, wet signatures, and notary for titled asset transfers (US Patent# 11,223,474). Designed, architected, built, and launched a new Digital Title & Registration Suite (DTRS) and CHAMPgov SaaS products to digitizing vehicle title, registration, driver's license, and electronic liens for State's Vehicle Titling Administrators, Dealers, and Lenders.

WORK HISTORY

Chief Product & Technology Officer | CHAMP TITLES | 2018-Present

Responsible for:

- Developing and executing the company's technology and product strategy.
- Establishing the technology and product roadmap aligning to the business objectives.
- Overseeing the development and management of product design, product pricing, and go to market strategies.
- Leading a team of engineers, designers, and product managers to ensure that the DTRS product meets customer needs and delivering value to the business.
- Managing the technology budget to ensure that the company is making cost-effective decisions that drive margins and EBITDA.
- Assess emerging technologies and industry trends.
- Build partnerships and collaborations with external partners and vendors.

Chief Technology Officer | BRAND MUSCLE | 2016-2018

- Responsible for the overall product technology strategy and delivery. Leading a global technology workforce to drive technology innovation, continuous improvement, and improve speed-to-market velocity. Shifting the team to an agile and continuous integration methodology and drive automation to unlock time-to-value for our clients.
- Responsible for transforming, while support legacy systems, to deliver a market leading end-to-end Marketing SaaS platform backed by powerful analytic capability that helps our clients manage their marketing budgets, execute their marketing programs, and measure their marketing effectiveness.
- Responsible for building a marketing intelligence big data program to help our clients maximize their ROI on their marketing campaigns.
- Responsible for increasing company valuation by leveraging open-source frameworks to productize the SaaS platform that delivers value to both our clients and our shareholders.

VP of Digital, Store Technologies & Customer Analytics| SIGNET | 2013-2016

- Contributed to new projects in AML, Capital Markets, Finance, and Risk division
- Worked closely with project architect to implement solutions based on design

RELEVANT PROJECT EXPERIENCE

PROJECT NAME	PROJECT TYPE	PROJECT ROLE	ASSIGNMENT DURATION
Louisiana Office of Motor Vehicle Modernization	SaaS Implementation	Chief Technical Officer	1 Year (Ongoing)

Rhode Island Division of Motor Vehicles ELT Modernization	SaaS Implementation	Chief Technical Officer	1 Year (Ongoing)
Illinois Secretary of State ELT Modernization	SaaS Implementation	Chief Technical Officer	2 Years (Ongoing)
New Jersey Motor Vehicle Commission ELT Modernization	SaaS Implementation	Chief Technical Officer	3 Years (Ongoing)
West Virginia Division of Motor Vehicles Vehicle Titling & ELT	SaaS Implementation	Chief Technical Officer	4 Years (Ongoing)
Kentucky Transportation Cabinet DMV Modernization	SaaS Implementation	Chief Technical Officer	4 Years (Ongoing)

EDUCATIONAL BACKGROUND

Ohio University | BS – Bachelor of Science

TECHNICAL SKILLS / CERTIFICATIONS / LANGUAGES

- Blockchain
- AI Machine Learning
- Cloud Computing
- Executive Management

IAN LEWIS

Vice President of DMV SaaS Delivery

EXPERIENCE SUMMARY

Senior product technologist with 22 years of experience and six (6) years with DMV Services. He has served in numerous leadership roles, including critical roles in the development, continued enhancement, and implementation of the proposed solutions. Mr. Lewis has provided the following directly applicable roles to the proposed solution: principal engineer, director of product management and delivery, and now as the VP of product engineering.

WORK HISTORY

Vice President of DMV SaaS Delivery| CHAMP TITLES | 2018-Present

Responsible for:

- Build and delivery of our software. Establishing process and procedures for the full lifecycle of application development to ensure quality, on time deliveries.
- For the West Virginia Modernization project, leading the design and delivery of the DTRS solution. This delivery included defining third party and legacy API contracts, new paperless workflow, ERT & ELT API and training materials.
- Kentucky Transportation Cabinet DMV Modernization project, leading the definition and delivery of ERT and VTAS. I worked with Kentucky Transportation Cabinet, County Clerks, and ERT Vendors to develop a solution to facilitate the submission, review, and feedback of electronic title applications.
- New Jersey Motor Vehicle Commission Modernization project, responsible for the deployment of ELT. Including defining ELT transactions and workflows, source system integration, ELT service provider integration, system testing, and training.
- Illinois Secretary of State Modernization project was responsible for the deployment of ELT. My responsibilities included defining ELT transactions and workflows, source system integration, and ELT service provider integration.

Senior Consultant | BRAND MUSCLE | 2017

- Responsible for design, build, and test of a new suite of applications
- Software included Identity Provider configuration Camunda workflow engine, and Elastic Search

RELEVANT PROJECT EXPERIENCE

PROJECT NAME	PROJECT TYPE	PROJECT ROLE	ASSIGNMENT DURATION
Louisiana Office of Motor Vehicle Modernization	SaaS Implementation	Delivery Lead	1 Year (Ongoing)
Rhode Island Division of Motor Vehicles ELT Modernization	SaaS Implementation	Delivery Lead	1 Year (Ongoing)
Illinois Secretary of State ELT Modernization	SaaS Implementation	Delivery Lead	2 Years (Ongoing)
New Jersey Motor Vehicle Commission ELT Modernization	SaaS Implementation	Delivery Lead	3 Years (Ongoing)

Kentucky Transportation Cabinet DMV Modernization	SaaS Implementation	Delivery Lead	4 Years (Ongoing)
West Virginia Division of Motor Vehicles Vehicle Titling & ELT	SaaS Implementation	Delivery Lead	4 Years (Ongoing)

EDUCATIONAL BACKGROUND

John Carroll University | BS – Bachelor of Science

TECHNICAL SKILLS / CERTIFICATIONS / LANGUAGES

- Java
- SQL
- Agile Methodologies
- AWS
- Blockchain

BRIAN LALLEY

Government Partnership Manager - WV

EXPERIENCE SUMMARY

Results-driven professional with extensive experience in program management, marketing, and system implementation. Skilled in driving organizational growth, optimizing operational processes, and leading cross-functional teams to deliver high-impact solutions. Proven expertise in state-level project implementations, particularly within DMV and vehicle registration systems.

WORK HISTORY

Client Account Manager | CHAMP TITLES | 2025-Present

Responsible for:

- Leading all CHAMP Titles government partnerships in West Virginia, serving as the primary liaison with DMV, DOT, and state agencies.
- Owning end-to-end SaaS implementation and adoption across West Virginia through coordination with internal product teams, Tyler Technologies, and external partners.
- Managing the full lifecycle of state programs from planning through go-live and ongoing operations, ensuring regulatory and business alignment.
- Providing exclusive, continuous oversight of all West Virginia initiatives across implementation and steady-state operations.
-

Sales & Marketing Director | XCELERATE NIKE LACROSSE CAMPS | 2023-2025

- Developed and executed national marketing campaigns, leveraging CRM platforms, SEO, and digital media to drive engagement and growth.
- Recruited and managed teams to optimize content creation, communication, and operational workflows.

RELEVANT PROJECT EXPERIENCE

PROJECT NAME	PROJECT TYPE	PROJECT ROLE	ASSIGNMENT DURATION
West Virginia Division of Motor Vehicles Digital Title & Registration	SaaS Implementation	Account Manager	1 Year (Ongoing)

EDUCATIONAL BACKGROUND

Canisius College | M.Ed. – Physical Education
Canisius College| MS – Sports Administration
The Ohio State University | BS – Bachelor of Science

TECHNICAL SKILLS / CERTIFICATIONS / LANGUAGES

- Digital Marketing
- CRM Systems
- Project Management, System Integration (Notion)
- Team Leadership
- Process Optimization

- Stakeholder Collaboration
- Training & Development

KEVIN HOSTELLEY

Principal Architect

EXPERIENCE SUMMARY

Established leader with over 35 years of proven success developing and delivering scalable software.

WORK HISTORY

Principal Architect | CHAMP TITLES | 2021-Present

Responsible for:

- Creating the reference architecture that all systems at CHAMP are measured against
- Reviewing the designs of the Architects and Team Leads to ensure alignment with the reference architecture
- Manage and set direction for the Enterprise Architecture Team

Software Architect and Coach | GOODYEAR TIRE & RUBBER COMPANY | 2018-2019

- Modernized software development process to incorporate Continuous Integration and Infrastructure as Code.

Software Architect | BANK OF NEW YORK MELLON | 2016-2018

- Modernized software development process to incorporate Agile principles and modern branching strategies

RELEVANT PROJECT EXPERIENCE

PROJECT NAME	PROJECT TYPE	PROJECT ROLE	ASSIGNMENT DURATION
Rhode Island Division of Motor Vehicles ELT Modernization	SaaS Implementation	Lead Architect	1 Year (Ongoing)
Illinois Secretary of State ELT Modernization	SaaS Implementation	Project Architect	2 Years (Ongoing)

EDUCATIONAL BACKGROUND

Baldwin Wallace College | BS – Bachelor of Science

TECHNICAL SKILLS / CERTIFICATIONS / LANGUAGES

- C4 Architecture
- PlantUML Diagramming
- Java and Jakarta EE
- Spring Boot
- AWS Cloud Services
- Relational Database Modeling

BRENTON WITONSKI

Director of Security

EXPERIENCE SUMMARY

Driven, certified, security leader with over 24 years of experience focusing on building security teams, programs, and organizational maturity. Interested in opportunities to empower, improve, and lead executive level security programs.

WORK HISTORY

Director of Security | CHAMP TITLES | 2025-Present

Responsible for:

- Standardizing security operations across all operational states
- Reviewing and analyzing training requirements
- Improving robust security and training programs

Senior Principal Product Manager | OPENTEXT | 2021-2025

- Driving innovation and strategy for application security
- Integrated SAST, DAST, SCA, and more directly into the application process
- Drove single-tenant cloud deployment resulting in a single pipeline of $15M and actual revenue of $6 M in first eight (8) months
- Supported customer relationships through regular meetings with senior-level leaders to help implement security tools to build stronger security programs and reduce risk

Vice President – Cybersecurity | FACTSET RESEARCH SYSTEMS | 2019-2021

- Built a global team of cybersecurity engineers to meet application security business needs
- Wrote application security policies for the organization, including standards for multiple security controls
- Created strategic roadmaps and projects to mature security programs and ultimately reduce risk

Application Security Consultant | AXIOM CORPORATION | 2017-2019

- Created and executed an accelerated security roadmap for SAST program
- Designed automation to evaluate, scan and deliver actionable results to end users daily
- Automated risk scoring of applications and program metrics reporting for constant visibility

RELEVANT PROJECT EXPERIENCE

PROJECT NAME	PROJECT TYPE	PROJECT ROLE	ASSIGNMENT DURATION
Louisiana Office of Motor Vehicle Modernization	SaaS Implementation	Director of Security & Training	1 Year (Ongoing)

EDUCATIONAL BACKGROUND

University of Central Arkansas | BS – Bachelor of Science

TECHNICAL SKILLS / CERTIFICATIONS / LANGUAGES

- CISM
- CISSP
- Application Security

- Overall Security Direction
- Release Engineering
- Automation Scripting

RYAN MALAFARINA

Executive Program & Project Leader

EXPERIENCE SUMMARY

Strategic Program Management and Project Management leader with experience driving complex digital initiatives across e-commerce and enterprise technology platforms. Proven track record in leading cross-functional software development and delivery teams to deliver scalable solutions aligned with executive objectives. Expertise in Agile and Waterfall software and technology delivery methodologies, with a focus on enhancing customer experience and operational efficiency. Adept at managing multi-million-dollar programs, mentoring delivery teams, and aligning execution with business goals.

WORK HISTORY

Program Manager – Solution Delivery | CHAMP TITLES | 2025-Present

- Responsible for delivery management of state solution initiatives.
- Provided product, application, and project leadership.
- Oversaw successful implementation of projects across assigned markets.
- Serving as primary point of contact in state markets to coordinate internal and external efforts, ensuring project success through meticulous planning, communication, and quality control.

Director, Digital Technology | SIGNET JEWELERS| 2023-2025

- Oversaw delivery of digital and ecommerce transformation programs across nine (9) brands in North America and UK
- Managed program delivery and defined program strategy across several cross functional teams

Senior Manager, Digital Technology | SIGNET JEWELERS | 2018-2023

- Led cross-functional deployment of an order management system across eight (8) brands and e-commerce platforms
- Managed modernization of the company's mobile ecommerce experience by implementing front end solutions

RELEVANT PROJECT EXPERIENCE

PROJECT NAME	PROJECT TYPE	PROJECT ROLE	ASSIGNMENT DURATION
West Virginia Division of Motor Vehicles Vehicle Titling & ELT	SaaS Implementation	Chief Technical Officer	1 Year (Ongoing)

EDUCATIONAL BACKGROUND

University of Miami (OH) | BA – Bachelor of Administration

TECHNICAL SKILLS / CERTIFICATIONS / LANGUAGES

- Technical Program Management
- Technical Project Management
- Digital Transformation
- Process Improvement
- Stakeholder & Executive Communication

- Risk, Scope, Schedule, & Budget Control
- Cross-Functional Team Leadership
- Enterprise & Ecommerce Platforms
- Jira, Confluence, Microsoft Project, Smartsheet
- Software Development Life Cycle (SDLC)
- Agile, Waterfall, Hybrid Delivery Methods

CHRIS KELLER

Solution Activation Director

EXPERIENCE SUMMARY

Provide comprehensive leadership for the planning, governance, and execution of integrated Change Management, Communications, and Training strategies supporting statewide modernization initiatives. Ensure operational readiness, service continuity, and long-term adoption across diverse stakeholder ecosystems.

WORK HISTORY

Solution Activation Director | CHAMP TITLES | 2025-Present

Responsible for:

- End-to-end activation, adoption, and optimization of digital solutions for public and private sector clients.
- Change Management and solution deployment.
- Aligning technology, processes, and teams within regulated, fast-paced environments.

Senior Solution Activation Manager| CHAMP TITLES | 2023-2025

Responsible for:

- Overseeing multi-state rollout and activation of vehicle titling programs.
- Policy development, product configuration, and process optimization.
- Designing and implementing comprehensive change management frameworks.
- Utilizing data-driven performance analysis to identify opportunities for continuous improvement.

Change Management & Training Leadership

- Experienced change management and training leadership for statewide Driver & Vehicle Modernization initiatives.
- Delivered communication and training programs designed to driver operational readiness, reduce risk, and ensure seamless operations.
- Supported day-one readiness, and improved adoption outcomes across stakeholder groups.
- Implemented core program capabilities, embedded directly into system rollout.
- Translated complex system, policy, and regulatory changes into clear, role-based action items for executives, managers, frontline staff, and external partners.

RELEVANT PROJECT EXPERIENCE

PROJECT NAME	PROJECT TYPE	PROJECT ROLE	ASSIGNMENT DURATION
Louisiana Office of Motor Vehicle Modernization	SaaS Implementation	Activation Lead	1 Year (Ongoing)
Illinois Secretary of State ELT Modernization	SaaS Implementation	Activation Lead	2 Years (Ongoing)
New Jersey Motor Vehicle Commission ELT Modernization	SaaS Implementation	Activation Lead	3 Years (Ongoing)
Kentucky Transportation Cabinet DMV Modernization	SaaS Implementation	Activation Lead	4 Years (Ongoing)

EDUCATIONAL BACKGROUND

John Carroll University | BA – Bachelor of Arts

TECHNICAL SKILLS / CERTIFICATIONS / LANGUAGES

- Statewide Driver & Vehicle Modernization Programs
- Stakeholder-Driven Communication Strategy
- Learning Strategy & Curriculum Development
- Learning Management Systems
- Blended Training Delivery
- Go-Live Readiness, Hypercare & Optimization
- Applied State Experience
- Technology Change Management
- Strategic Planning & Solution Implementation

KYLE UNGER

Chief Product & Technology Officer

EXPERIENCE SUMMARY

Java Software Developer with ~14 years of experience developing enterprise web applications.

WORK HISTORY

Staff Software Engineer | CHAMP TITLES | 2024-Present

Responsible for:

- Design and development of application software to support digital vehicle title and lien management.
- Technical lead of LA OMV driver modernization project.
- Technical lead of electronic lien management system.
- Platform performance expertise; improved response time of critical application features.
- Support mission critical initiatives through technical direction.
- Managing development efforts and releases for a team of FTEs and contractors.

Staff Software Engineer | IBM | 2017-2020

- Developed software components in the Watson Health cloud.
- Led an international team converting our data model and APIs to use the FHIR specification.
- Implemented the first instance of a Spark computation cluster in our division.
- Built and maintained revenue-generating dataset workflows in the therapeutic healthcare management space.

Software Engineer | EXPLORYS, INC | 2012-2016

- Individual contributor building web apps and backend components in a Big Data ecosystem
- Became proficient with HBase, Hadoop, MapReduce, and working on an in-house data cluster.
- Created parallel processing jobs to investigate data issues, perform ETL, load caches, and generate datasets.

RELEVANT PROJECT EXPERIENCE

PROJECT NAME	PROJECT TYPE	PROJECT ROLE	ASSIGNMENT DURATION
Louisiana Office of Motor Vehicle Modernization	SaaS Implementation	Software Engineer	1 Year (Ongoing)
West Virginia Division of Motor Vehicles Vehicle Titling & ELT	SaaS Implementation	Software Engineer	4 Years (Ongoing)

EDUCATIONAL BACKGROUND

Baldwin-Wallace University | BS – Bachelor of Science
Case Western Reserve | Aerospace Engineering

TECHNICAL SKILLS / CERTIFICATIONS / LANGUAGES

- Java
- MySQL
- Apache Camel

- RabbitMQ
- Spring Boot
- Application Performance
- ASEL Private Pilot

ABIGAIL BIRMINGHAM

Lead UX/UI Designer

EXPERIENCE SUMMARY

Design leader with 15+ years of experience creating user-centric, outcome-driven products across government, construction, logistics, and education. Skilled in leading cross-functional design thinking workshops that align teams, spark collaboration, and drive innovative solutions

WORK HISTORY

Product & Design Director | CHAMP TITLES | 2025-Present

Responsible for: driving unified product and UX director across CHAMP's digital ecosystem

- Directed product design strategy across CHAMP's suite of user-facing applications, integrating research insights, stakeholder input, and business objectives into a cohesive roadmap
- Led cross-functional teams through discovery, prototyping, and testing to ensure new features, workflows, and product enhancements met user needs and delivered measurable outcomes

Product Management Lead | CHAMP TITLES | 2024-2025

Responsible for: leading and overseeing the usability of our suite of user-facing products.

- Lead user research and discovery initiatives to identify opportunities that improve user experience and drive meaningful outcomes.
- Facilitates usability testing and iterative feedback loops to ensure features align with user needs and perform as intended.
- Lead the design of CHAMP's mobile-first, citizen-facing application to support the adoption and management of digital vehicle titles.
- Partnered with West Virginia stakeholders to design a modern dealer licensing solution focused on process efficiency and centralized data access.

Product | WASTE DYNAMICS | 2020-2024

- Collaborated closely with executives and engineering leads to drive the strategic vision for our SaaS, fintech, CPQ, e-commerce, and other products.
- Incubated new product innovations such as a custom AI document processor to drive a 34% increase in accounts payable efficiencies.
- Created outcome-driven product roadmaps that aligned with business goals, prioritized customer needs, and delivered measurable results across KPIs

UX & Creative Director | FATHOM | 2012-2017

- Managed a team of 20 UX designers, graphic designers, and content designers, ensuring efficient processes and overseeing product development.
- Design strategy and execution for 30+ education, retail, and manufacturing clients.

RELEVANT PROJECT EXPERIENCE

PROJECT NAME	PROJECT TYPE	PROJECT ROLE	ASSIGNMENT DURATION
West Virginia Division of Motor Vehicles Vehicle Titling & ELT	SaaS Implementation	Product Designer	2 Years (Ongoing)

Louisiana Office of Motor Vehicle Modernization	SaaS Implementation	Product Designer	2 Years (Ongoing)
Rhode Island Division of Motor Vehicles ELT Modernization	SaaS Implementation	Product Designer	2 Years (Ongoing)
Illinois Secretary of State ELT Modernization	SaaS Implementation	Product Designer	2 Years (Ongoing)
New Jersey Motor Vehicle Commission ELT Modernization	SaaS Implementation	Product Designer	2 Years (Ongoing)
Kentucky Transportation Cabinet DMV Modernization	SaaS Implementation	Product Designer	2 Years (Ongoing)

EDUCATIONAL BACKGROUND

Kent State University | BA – Bachelor of Arts

TECHNICAL SKILLS / CERTIFICATIONS / LANGUAGES

- User Research
- Design Thinking Methodologies
- Rapid Prototyping
- Usability & A/B Testing

PETE MORITZ

Director of Product & Client Support

EXPERIENCE SUMMARY

Accomplished Information Technology Management Professional who champions customer focused solutions and continuous organizational improvements. I establish productive, transparent working relationships to achieve business objectives, facilitate organization & team growth and resolve issues. I am skilled in IT Operations & Security Management, Workflow Improvement, Staff Mentoring and Multi-Team Resource Management. I excel in matrix organizations with dynamic requirements and tight deadlines.

WORK HISTORY

Director of Product & Client Support| CHAMP TITLES | 2023-Present

Responsible for:

- Incident and Problem Management, Partner Certification.
- Ownership of work and productivity: Product Support Team and Client Support Team
- Product Support: Mitigation of production issues (Incident Management); proactive monitoring production environments (Problem Management).
- Client Support: External client and partner interfacing; handling requirements, requests, issue resolution.
- Ownership and Escalation point for all incident resolution, including high priority incidents.
- Facilitating engineering consensus and execution of mitigation.
- KPI and Operational Procedures.
- Ownership of API and interfacing certification: States, Service Partners, AAMVA, etc.

Technical Project Manager | MERATIVE | 2022-2023

- IT Operations and Project Management, Data Center Consolidation, Azure implementation, and HIPAA compliance for cloud-based offerings via infrastructure automation

Technical Project Manager | IBM WATSON HEALTH | 2019-2022

- Executed IT Operations & Project Management for on-prem & SaaS EHR Big Data solutions). Utilizing Management Consulting
- Ran infrastructure, development, security mitigation, procurement, production support, continuous delivery, and data center operations projects and programs
- Facilitated collaboration with multiple technical squads and business groups.

Manager Systems Engineering | VERIZON WIRELESS | 2009-2019

- Led and mentored development / support team addressing subscriber usage data processing. Executed IT Portfolio Management for multi-application Prepaid / Wholesale IT organization supporting a 5 million subscriber base.
- Managed high performing team supporting daily processing billion network usage records (prepaid & postpaid). 100% production availability maintained while addressing enterprise releases, financial month end processing, business growth enhancements, network upgrades, 24x7 prod support and hardware architecture upgrades.
- Championed key success factors of trust among teammates, positive attitude and assertive, transparent communication.

Programming Manager | ALLTEL WIRELESS | 1997-2019

- IT Developer Manager in Siebel services organization that implemented CRM Program and Project Management, Development Services, Upgrade Services, Technology Staffing, Vendor Management, and Quality Services.

RELEVANT PROJECT EXPERIENCE

PROJECT NAME	PROJECT TYPE	PROJECT ROLE	ASSIGNMENT DURATION
Louisiana Office of Motor Vehicle Modernization	SaaS Implementation	Product Certification	1 Year (Ongoing)
Illinois Secretary of State ELT Modernization	SaaS Implementation	Product Certification	2 Years (Ongoing)
New Jersey Motor Vehicle Commission ELT Modernization	SaaS Implementation	Product Certification	2 Years (Ongoing)
Kentucky Transportation Cabinet DMV Modernization	SaaS Implementation	Product Certification	2 Years (Ongoing)
West Virginia Division of Motor Vehicles Vehicle Titling & ELT	SaaS Implementation	Product Certification	2 Years (Ongoing)
Kentucky Transportation Cabinet DMV Modernization	SaaS Implementation	Product Certification	2 Years (Ongoing)

EDUCATIONAL BACKGROUND

Stevens Institute of Technology | MS – Master of Science, Network & Communication Management Services

Cleveland State University | MS – Master of Computer & Information Services

Case Western Reserve University | BS – Bachelor of Science

TECHNICAL SKILLS / CERTIFICATIONS / LANGUAGES

- ITIL Incident and Problem Management
- SDLC Management (Agile, Waterfall)
- AWS Cloudwatch, SQL, Java, Jira
- Infrastructure Engineering Management
- IT Portfolio Management
- Security Vulnerability Management
- DevOps Continuous Delivery
- Data Center consolidation

JENNIFER BENGELE

Learning Solutions Designer & Trainer

EXPERIENCE SUMMARY

Educational leader with over 20 years of experience in management and instructional design.

WORK HISTORY

Learning Solutions Designer & Trainer | CHAMP TITLES | 2025-Present
Responsible for: training during activation

- Designed on-point content for learning product use
- Customized courses, users, and data in the Absorb LMS
- Amplified the train-the-trainer model for large-scale learning
- Devised streamlined protocols for data tracking and accountability

High School Principal, Asst Principal, Tech Integration Specialist, Science | VERMILLION LOCAL SCHOOLS | 2001-2025

- Managed building budget, human resources, operations, public relations, instructional practices, and student data
- Increased student literacy by over 18% in four (4) years
- Initiated a career-tech program serving over 12% of the student population

RELEVANT PROJECT EXPERIENCE

PROJECT NAME	PROJECT TYPE	PROJECT ROLE	ASSIGNMENT DURATION
Louisiana Office of Motor Vehicle Modernization	SaaS Implementation	Activation Training	1 Year (Ongoing)

EDUCATIONAL BACKGROUND

Baldwin-Wallace University | MA – Master of Arts
Baldwin-Wallace University | BS – Bachelor of Science

TECHNICAL SKILLS / CERTIFICATIONS / LANGUAGES

- Communication
- Teamwork
- Content creation
- Instructional design
- LMS management

KIAN NEJADFARD

Software Architect

EXPERIENCE SUMMARY

10 years of experience developing, architecting, and delivering scalable software.

WORK HISTORY

Software Architect | CHAMP TITLES | 2024-Present
Responsible for:
- Contributing to reference architecture that all systems at CHAMP are measured against.
- Working with tech leads and developers to ensure implementations meet expectations.
- Design and implementation of reusable patterns and libraries for internal use at CHAMP.
- Design and guidance on core application design and messaging patterns.

Senior Software Engineer | CHAMP TITLES | 2021-2024
Responsible for:
- All stages of software development lifecycle.
- Mentoring junior developers to help with their career growth.
- Helping define patterns and standards for scalable implementations.

Senior Software Engineer | PNC | 2020-2021
Responsible for:
- Contributed to new projects in AML, Capital Markets, Finance, and Risk division
- Worked closely with project architect to implement solutions based on design

Software Engineer - Senior Software Engineer | URBANCODE PRODUCTS | 2016-2020
Responsible for:
- Contributed to maintenance and development of new features for products in the CI/CD space

RELEVANT PROJECT EXPERIENCE

PROJECT NAME	PROJECT TYPE	PROJECT ROLE	ASSIGNMENT DURATION
Louisiana Office of Motor Vehicle Modernization	SaaS Implementation	Senior Software Developer	1 Year (Ongoing)
Rhode Island Division of Motor Vehicles ELT Modernization	SaaS Implementation	Senior Software Developer	1 Year (Ongoing)
Illinois Secretary of State ELT Modernization	SaaS Implementation	Senior Software Developer	2 Years (Ongoing)
New Jersey Motor Vehicle Commission ELT Modernization	SaaS Implementation	Senior Software Developer	3 Years (Ongoing)
West Virginia Division of Motor Vehicles Vehicle Titling & ELT	SaaS Implementation	Senior Software Developer	4 Years (Ongoing)

EDUCATIONAL BACKGROUND

Cleveland State University | MS – Master of Science, Computer Science

TECHNICAL SKILLS / CERTIFICATIONS / LANGUAGES

- Java
- Spring Boot
- Apache Camel
- C++
- AWS
- Relational Data Modeling
- PlantUML
- C4 model for architecture design

CARI REAVES

Lead Data Analyst

EXPERIENCE SUMMARY

Proficient data architect with over 15 years of data analysis, engineering data pipelines, creating data quality and governance constructs, and designing end-to-end enterprise data systems.

WORK HISTORY

Data Architect | CHAMP TITLES | 2024-Present
Responsible for:
- Designing and deploying enterprise data solutions that service all CHAMP solutions and teams.
- Working with architecture and engineering leads to support long term data strategy, movement, and models.
- Providing access, enablement, and versatile solutions to cultivate company data maturity.

Senior Data Engineer | 360INSIGHTS | 2020-2024
Responsible for:
- Automated application database deployments for clients.
- Built pipelines for acquired platform integration in both Microsoft and AWS environments.
- Used domain-driven design to create intuitive data mapping models for the scope of data lifecycle (ingestion to reporting/analytics).

Assoc Director Infrastructure & Systems | UNIVERSITY OF ARKANSAS - LITTLE ROCK | 2018-2020

BI/Data Engineer | VESTCOM | 2013-2014

Sr Data Analyst | QUALCHOICE | 2012

BI Developer | ARKANSAS DEPARTMENT OF EDUCATION | 2009-2014

RELEVANT PROJECT EXPERIENCE

PROJECT NAME	PROJECT TYPE	PROJECT ROLE	ASSIGNMENT DURATION
Louisiana Office of Motor Vehicle Modernization	SaaS Implementation	Data Architect	1 Year (Ongoing)

EDUCATIONAL BACKGROUND

University of Arkansas – Little Rock | BS – Bachelor of Science, Information Technology

TECHNICAL SKILLS / CERTIFICATIONS / LANGUAGES

- Database Design & Management
- BI Analysis & Report Authoring
- DW Modeling & ETL/ELT
- Ingress & Pipeline Creation
- Architecture Design & Implementation

- Git
- AWS (S3, RDS, DMS, Glue)
- Microsoft Azure (IAM, Integration, DevOps, PowerBI)
- Microsoft SQL (SSMS, SSIS, SSAS, MDS)

PATRICK STEFAN

Software QA & Automation Manager

EXPERIENCE SUMMARY

Software Quality Assurance Manager and certified SCRUM Master with 9+ years of experience in the full stack of web application development. Leading a QA department of onshore and offshore engineers working within an agile environment. Providing quality with a left-shifting, automation-first, approach for continuous deployment.

WORK HISTORY

- Software QA Automation Manager 2024 -Present
- Sr. Software Dev Engineer in Test (SR. SDET)
- Software Dev Engineer in Test II (SDET II)

Software QA Engineer | WASTEBITS | 2020-2022

- Responsibilities: Test Plan Creation, Development of Automated UI and API Tests, Manual Exploratory Testing, Bug Tracking and Reporting, Customized QA Dashboard

Software Development Engineer in Test (SDET) | KEYBANK | 2017-2020

- Responsibilities: Test Plan Creation, Development of Automated UI and API Tests, Manual Exploratory Testing, Bug Tracking and Reporting, Customized QA Dashboard

RELEVANT PROJECT EXPERIENCE

PROJECT NAME	PROJECT TYPE	PROJECT ROLE	ASSIGNMENT DURATION
Louisiana Office of Motor Vehicle Modernization	SaaS Implementation	QA & Automation	1 Year (Ongoing)
Rhode Island Division of Motor Vehicles ELT Modernization	SaaS Implementation	QA & Automation	1 Year (Ongoing)
Illinois Secretary of State ELT Modernization	SaaS Implementation	QA & Automation	1 Year(Ongoing)
New Jersey Motor Vehicle Commission ELT Modernization	SaaS Implementation	QA & Automation	1 Year (Ongoing)
Kentucky Transportation Cabinet DMV Modernization	SaaS Implementation	QA & Automation	1 Year (Ongoing)
West Virginia Division of Motor Vehicles Vehicle Titling & ELT	SaaS Implementation	QA & Automation	1 Year (Ongoing)

EDUCATIONAL BACKGROUND

Capital University | BA – Bachelor of Arts

TECHNICAL SKILLS / CERTIFICATIONS / LANGUAGES

- Java Web Applications
- Certified Scrum Master (CSM)

Tyler Attachment 4 – PMP Certification

Norma (Angie) Lincoln's PMP Certification is being provided on the page immediately following.

Project Management Institute

THIS IS TO CERTIFY THAT

Norma Angelica Lincoln

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

Project Management Professional (PMP)®

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

Ike Nwankwo, PMP | Chair, Board of Directors

PROJECT MANAGEMENT INSTITUTE CORPORATE SEAL 19 69 PENNSYLVANIA

Pierre Le Manh | President & CEO

Certification Number: 4106765

Original Grant Date: 06 May 2025

Citizenship: United States

Expiration Date: 06 May 2028