

Staff Matrix

A matrix matching each team member to the staffing requirements in this RFP.

Role	Key Employee	Description	RFP Requirement - Area of Expertise	Minimum Requirement	Specific Training and Knowledge for Role
Contractor Account Representative	Yes	The Contractor Account Representative is a key position and the primary contact for the State of Indiana. They have authority to bind Tyler Indiana and will be accountable for all services performed under the contract. The Contractor Account Representative will have 4 functional managers reporting to them, each being identified as key positions. The Contractor Account Representative will be the primary contact for the following Tyler Technologies Corporate Functions – accounting, privacy, legal, human resources, and marketing.	Executive Leadership Application Infrastructure Application Architecture Development Web Design Project Management Systems Administration Organization Readiness Security Quality Assurance / Accessibility Customer Service Help Desk Support and Issue Resolution Accounting Privacy Legal Human Resources Marketing Customer Experience Team	Yes	The Contract Account Representing should be fully versed in all areas of the contract and be a source of knowledge for contract commitments and deliverables. They should have thorough experience in resource management, conflict management, communication, and reporting techniques. Additionally, they should have knowledge in all areas of expertise while relying on the team’s experience to provide information necessary to make informed decisions.
Operations Manager	Yes	The Operations Manager is a key position who is responsible for overall business operations and will be the secondary contact for the State of Indiana. This position will participate in all executive meetings with the state and be accountable for contract deliverables, report deliverables, and SLA management. The following departments fall under the Operations Manager – project management, organization readiness, customer service, helpdesk support and issue resolution, training and outreach.	Executive Leadership Organization Readiness Project Management Customer Service Help Desk Support and Issue Resolution Training & Outreach Customer Experience Team		The Operations Manager should have training in process optimization, resource management, and team leadership, along with knowledge of operational efficiency tools and performance metrics.

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Project Manager		The Project Manager oversees all formal engagements completed by Tyler Indiana. The Project Manager is the primary contact for agency partners and will manage agency relationships outside of project deliverables.	Project Management Help Desk Support and Issue Resolution Quality Assurance / Accessibility		The Project Manager should be trained in project management methodologies, stakeholder communication, and risk management, with a strong understanding of project scheduling and scoping techniques.
Business Analyst		The Business Analyst gathers business requirements for all formal engagements completed by Tyler Indiana. The Business Analyst assists the agency partner outline their business process, helps the Quality Assurance Analyst ensure all test cases are covered and acts as the liaison between the development team and the agency for requirement clarification.	Project Management Help Desk Support and Issue Resolution		The Business Analyst should possess training in requirements elicitation, data analysis, and process modeling, combined with knowledge of relevant industry regulations and familiarity with business analysis tools.
Contract Compliance Specialist		The Contract Compliance Specialist ensures Tyler Indiana is following the contract accurately and makes certain all deliverables are completed in a timely fashion.	Organization Readiness		The Contract Compliance Specialist requires training in extracting requirements from a contract and defining all outcomes required under the agreement. They should be able to formulate a plan to manage contract deliverables, track deadlines, and monitor trends over time to ensure proactive steps are taken in the event of a negative trend.
Reporting Specialist		The Reporting Specialist will work directly with the state partners to review the new reporting requests and works to implement each one.	Organization Readiness		The Reporting Specialist should be trained in data visualization tools, report generation techniques, and data interpretation methods, with knowledge of relevant industry-specific KPIs.
Customer Service Representative		Customer Service Representative provides resident customer support in relation to websites, applications, data sales, invoicing, and account receivables	Customer Service Help Desk Support and Issue Resolution Customer Experience Team		The Customer Service Representative needs training in communication skills, conflict resolution, and customer relationship management systems, along

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					with knowledge of the IN.gov products and services.
Project/Queue Manager		The Project/Queue Manager manages partner support tickets, triaging communications between partners and technical staff, and ensuring all ticket resolutions are within the SLA requirements of the contract.	Customer Service Help Desk Support and Issue Resolution Customer Experience Team		The Project/Queue Manager should have training in task prioritization, resource allocation, and time management, along with knowledge of project management software and team coordination techniques.
Training Analyst		The Training Analyst is responsible for developing a formal training program that will be executed by baseline staff, maintaining training records, managing a training schedule, and proactively communicating with partners on upcoming training opportunities.	Training & Outreach Customer Experience Team		The Training Analyst should possess training in instructional design, adult learning principles, and training evaluation methods, with knowledge of e-learning platforms and content development tools.
Sr. Creative Manager	Yes	The Sr. Creative Manager is a key position who is responsible for the Web Design & Customer Experience team. This position will oversee all projects completed by the Web Design & Customer Experience team, evaluate all Third-Party Portal Managed Applications, consult with the Training & Outreach team, identify and implement new website strategies to improve the customer experience, and other duties required under the contract.	Web Design & Customer Experience Training & Outreach Help Desk Support and Issue Resolution Quality Assurance / Accessibility Customer Experience Team	Yes	The Senior Creative Manager should be trained in creative direction, team leadership, and design trends, with knowledge of design software and a strong portfolio of creative work.
Sr Web Designer		Sr Web Designer completes all website engagements requested under baseline services, implements and maintains all Third-Party Portal Managed Applications, provides training sessions created by the Training & Outreach team, completes helpdesk support requests that are received, and provides design and website development tasks as assigned. Additionally, the Sr role requires oversight of team deliverables, complex	Web Design & Customer Experience Training & Outreach Help Desk Support and Issue Resolution Quality Assurance / Accessibility Customer Experience Team		The Senior Web Designer requires training in web design principles, user experience (UX) design, and responsive design techniques, with expertise in front-end technologies and design tools.

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		design and development services, and increased responsibilities contributing to the team roadmap.			
Web Designer		The Web Designer completes all website engagements requested under baseline services, implements and maintains all Third-Party Portal Managed Applications, provides training sessions created by the Training & Outreach team, completes helpdesk support requests that are received, and provides design and website development tasks as assigned.	Web Design & Customer Experience Training & Outreach Quality Assurance / Accessibility Help Desk Support and Issue Resolution		The Web Designer needs training in HTML, CSS, and graphic design fundamentals, along with knowledge of web design software and user-centered design principles.
Technology Manager	Yes	The Technology Manager is a key position who will be responsible for Application Infrastructure. Responsibilities include maintaining existing hardware and software configuration, managing change management responsibilities in relation to the data center, and identifying and evaluating the technology refresh plan, and assessing security compliance against applicable standards. The following teams fall under the authority of the Technology Manager – systems administration and security.	Security Application Infrastructure Systems Administration		The Technology Manager should be trained in IT management, strategic planning, and vendor relationship management, with knowledge of emerging technologies and industry best practices.
Systems Administrator		The Systems Administrator assists the Technology Manager in maintaining the data center infrastructure, provides technology assistance to employees and state partners, and maintains patching and upgrade schedules to ensure all updates are completed as required.	Systems Administration Application Infrastructure		The Systems Administrator requires training in network administration, server management, and cybersecurity, along with knowledge of operating systems and virtualization technologies.
Security Analyst		The Security Analyst completes security reviews and audits as required, works alongside the development team to identify and rectify any security findings, and acts as the liaison between Tyler Indiana and the corporate Tyler security team.	Security Application Infrastructure Application Architecture Development		The Security Analyst should possess training in cybersecurity protocols, threat detection, and incident response, combined with knowledge of compliance frameworks and security tools.
Development Manager		The Development Manager is responsible for overseeing the application development and team. As	Security Application Infrastructure		The Development Manager needs training in software development

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		a key position, the Development Manager establishes and oversees application standards, processes, and procedures. Assists development staff in completing required work and provides development services alongside their teams. The following teams fall under the authority of the Development Manager – development and quality assurance/accessibility.	Application Architecture Development Quality Assurance / Accessibility Help Desk Support and Issue Resolution Customer Experience Team		methodologies, team leadership, and agile practices, with knowledge of programming languages and version control systems.
Software Developer		The Software Developer provides development work in support of baseline projects and future work requested. The Software Developer utilizes the platforms provided under the contract to provide deliverables that require development, such as APIs and other integrations.	Application Architecture Development Application Infrastructure Help Desk Support and Issue Resolution		The Software Developer should be trained in programming languages, software architecture, and debugging techniques, with expertise in software development frameworks and tools.
Database Analyst		The Database Analyst collaborates with the teams to develop data models and provide support for database-related queries. The Database Analyst organizes and structures data, implements security measures, and troubleshoots any performance issues.	Application Architecture Development Application Infrastructure		The Database Analyst requires training in database management systems, data modeling, and SQL querying, with knowledge of data normalization and database administration.
Quality Assurance Analyst		The Quality Assurance Analyst develops and implements test plans for each of the applications developed under baseline and future work, implements automated testing in large scale projects, and designs testing regression suites to ensure future work is implemented successfully.	Quality Assurance / Accessibility Customer Experience Team	Yes	The Quality Assurance Analyst should possess training in software testing methodologies, test automation, and bug tracking systems, combined with knowledge of quality assurance standards.
Corporate Accounting		Corporate Accounting provides formal accounting functions on behalf of Tyler Indiana as required by law. Oversees and maintains all accounting records and billing activities for the business.	Accounting		The Corporate Accounting personnel need training in accounting principles, financial reporting, and taxation regulations, with expertise in financial software and spreadsheet analysis.
Corporate Privacy		The Corporate Privacy team provides guidance and support to Tyler Indiana and its partners as needed.	Privacy Security		The Corporate Privacy role requires training in data protection regulations, privacy policies, and risk assessment,

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					combined with knowledge of data privacy tools and compliance frameworks.
Corporate Legal		Corporate Legal provides legal services for Tyler Indiana including contract reviews, contract negotiations, non-disclosure agreements, and other legal services as required.	Legal		The Corporate Legal personnel should be trained in contract law, legal research, and dispute resolution, with expertise in drafting legal documents and navigating corporate regulations.
Corporate Human Resources		Corporate Human Resources (HR) provides HR functions for Tyler Indiana including recruiting services, compliance, payroll, onboarding and offboarding, training, and more.	Human Resources		The Corporate Human Resources roles require training in HR policies, talent acquisition, and employee relations, with knowledge of HR software and labor laws.
Corporate Marketing		Corporate Marketing provides enterprise marketing services for Tyler Indiana and its partners. This includes marketing campaigns, collateral creation, event management, customer outreach, and more.	Marketing Customer Experience Team		The Corporate Marketing personnel need training in marketing strategies, digital marketing tools, and brand management, with expertise in market analysis and campaign planning.

Add Staff – Contingency Plan

A contingency plan that shows the ability to add more staff if needed to ensure meeting the requirements due date(s).

In the event that one or more essential resources become unavailable, Tyler Indiana has access to a bench of top talent within Tyler to gain assistance if/when needed. Additionally, Tyler Indiana can call upon the expertise of Tyler's Human Resources Recruiter, who will aid in the identification and thorough evaluation of potential long-term resources as the situation demands. This approach ensures the flexibility and readiness to address resource gaps effectively.

Contingency Plan: Scaling Staff to Meet Requirements Due Date(s)

Objective: To ensure the timely achievement of project requirements and due dates by efficiently scaling the team's workforce when needed.

- Project Meetings: Tyler Indiana will meet with the project team to regularly assess the project's progress and workload to identify any potential resource shortages well in advance of due dates. This proactive approach will allow for sufficient time to implement the contingency plan.

- **Resource Allocation:** Tyler Indiana will review current staff and project needs to determine if there is an opportunity to allocate tasks and responsibilities among existing and newly added team members based on their strengths and expertise. Tyler Indiana and the project team will ensure that roles and expectations are well-defined to prevent redundancy and maximize efficiency.
- **Resource Pool Identification:** Tyler Indiana will work to identify internal professionals, contractors, or temporary staff who can be quickly onboarded to contribute to the project. These resources will possess the required skills and expertise to seamlessly integrate into the team.
- **Onboarding Process:** Tyler Indiana will maintain an efficient onboarding process that streamlines the integration of additional staff members. This process includes necessary training, access to project documentation, and clear communication channels.
- **Continue Monitoring and Adjustments:** Tyler Indiana will continue to monitor the progress of the project after adding new staff members. Through daily project scrums, Tyler Indiana regularly evaluates the full team's contributions, team dynamics, and overall progress toward meeting due dates. When needed, Tyler Indiana will adjust roles and responsibilities to maintain efficiency.
- **Regular Review:** Tyler Indiana, along with the project team, will conduct periodic reviews of the contingency plan's effectiveness and the necessity of maintaining additional staff members. If the workload decreases or stabilizes, adjust the team size accordingly.
- **Documentation:** Tyler Indiana will maintain comprehensive documentation of the contingency plan, including the list of potential resources, onboarding procedures, and communication protocols. This documentation will serve as a reference for future projects.

By implementing this contingency plan, we ensure that our team has the capability to scale up its workforce efficiently when required, allowing us to meet project requirements and due dates without compromising quality or efficiency.

Backup Resource – Contingency Plan

A contingency plan that shows the ability to employ a backup resource if one or more key resources are unavailable.

To ensure the timely fulfillment of requirements and deadlines, Tyler Indiana has developed a contingency plan that involves access to a bench of top talent within Tyler to gain assistance if/when needed.

Contingency Plan: Backup Resource Deployment

Objective: To ensure the continuity and success of the project in the event that one or more key resources become unavailable by seamlessly deploying backup resources.

- **Project Meetings:** Tyler Indiana will meet with the project team to regularly assess the project's progress and workload to identify any potential resource shortages well in advance of due dates. This proactive approach will allow for sufficient time to implement the contingency plan.
- **Internal Project Scrums:** Through daily project scrums, Tyler Indiana regularly discusses project work and upcoming unavailability which includes dates and duration.
- **Communication Protocol:** Tyler Indiana has an established clear communication protocol for identifying unavailability among key resources. Project Managers report upcoming absences to the management team so resources can be allocated accordingly.
- **Resource Allocation:** Tyler Indiana will review current staff and project needs to determine if there is an opportunity to allocate tasks and responsibilities among existing and newly added team members based on their strengths and expertise. Tyler Indiana and the project team will ensure that roles and expectations are well-defined to prevent redundancy and maximize efficiency.
- **Resource Pool Identification:** Tyler Indiana will work to identify internal professionals, contractors, or temporary staff who can be quickly onboarded to contribute to the project. These resources will possess the required skills and expertise to seamlessly integrate into the team.

- Onboarding Process: Tyler Indiana will maintain an efficient onboarding process that streamlines the integration of additional staff members. This process includes necessary training, access to project documentation, and clear communication channels.
- Continue Monitoring and Adjustments: Tyler Indiana will continue to monitor the progress of the project after adding new staff members. Through daily project scrums, Tyler Indiana regularly evaluates the full team’s contributions, team dynamics, and overall progress toward meeting due dates. When needed, Tyler Indiana will adjust roles and responsibilities to maintain efficiency.
- Regular Review: Tyler Indiana along with the project team will conduct periodic reviews of the contingency plan's effectiveness and the necessity of maintaining additional staff members. If the workload decreases or stabilizes, adjust the team size accordingly.
- Documentation: Tyler Indiana will maintain comprehensive documentation of the contingency plan, including the list of potential resources, onboarding procedures, and communication protocols. This documentation will serve as a reference for future projects.

By implementing this contingency plan, we establish the capability to deploy backup resources seamlessly, mitigating the impact of unavailability among key resources and maintaining the project's progress and success.

Staff Commitment Chart

A statement and a chart that clearly indicate the minimum time commitment of the proposed team members during each phase of the Contractor’s proposed work plan.

The team will be divided amongst the many different aspects of the contract including project management, requirements and process mapping, design, application configuration, application development, testing, knowledge transfer and training, reporting, data conversion and management, interfaces, change management and communication, go-live preparation and execution, and production stabilization. To see the full breakdown of these roles and the associated time commitments please refer to 23-74658_Att_N_-_Resource_Usage_Matrix_Tyler.

Key Personnel Commitment Chart

It also must include a statement indicating to what extent, if any, Key Personnel may work on other projects during the term of the Contract. The State may reject any Proposal that commits the proposed Key Personnel to other projects during the term of the contract, if the State believes that any such commitment may be detrimental to the Contractor’s performance.

EMPLOYEE JOB TITLE	Possible % of Time On other Projects
Contractor Account Representative	10%
Operations Manager	10%
Sr. Creative Manager	0%
Technology Manager	10%

Subcontractors – Roles

Please indicate which roles will be fulfilled by subcontractors and all duties that subcontractors will be responsible for.

Subcontractor Company Name	Job Title	Number of Employees	Duration (In Months)	Time Spent (Percentage)
Roeing IT Solutions	Database Engineer	1	48	100%
DSN	Software Developer	1	48	100%
Engaging Solutions	Contract Compliance Specialist	1	48	100%
Engaging Solutions	Report Specialist	1	48	100%
Engaging Solutions	Training Specialist	1	48	100%
Bravia Services	Contract Procurement Specialist	1	48	5%
Netlogx	Project Manager	2	48	100%