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| **Vendor Name:** \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |
| **IT Service Category** | **Title of Positions** | **Hourly Rate** |
|  |  | **On-Site** | **Remote** |
| 1. Business Analyst & Project Management Services

Contractor shall provide business analysis and project management services necessary to ensure technical projects successfully meet the objectives for which they were undertaken. Following are characteristics of this Service: |  |  |  |
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| 1. Business Analysis: Contractor shall evaluate, document and recommend changes to business processes and the development, implementation and support of process improvements to eliminate redundancy and increase productivity and reduce cost; interview subject matter experts and others to develop requirements for engineered or commercial off the shelf software and systems.
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| 1. Project Management: Project Management Institute (PMI) certified project manager executing any or all of the following:
* Development of Project Charter
* Development of project plan and schedule
* Coordination and scheduling of project activities across customer and functional areas
* Consultation on operational and infrastructure requirements, standards and configurations
* Facilitate project status meetings
* Timely project status reporting
* Address project issues with functional areas and management
* Escalation of significant issues to customers and executive management
* Manage project scope and deliverable requirements
* Document changes to project scope and schedule
* Facilitate and document project closeout
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| 1. Infrastructure (Physical/Virtual) Support Services

Contractor shall provide expert technical services in all aspects of infrastructure design, setup, installation, diagnosis, repair and maintenance. Contractor may be required to support enterprise class storage, blade and server technologies; and perform inter connectivity, performance, failover, deployment and/or administration of VMware product suite.  Services range from advance system administrative functions in a VMware environment to various complex blade and storage (SAN/ISCSI/etc.) to ongoing support of Citrix and Windows Server environments.  Following are Requirements and Capabilities for this Service:* Installation, procurement and maintenance of storage sub systems and processing capacity (blade and standard servers)
* Technical support of associated infrastructure necessary for the quality, security, performance, availability, recoverability, and reliability of the system
* Ensure scheduled preventive maintenance for equipment is properly and promptly performed
* Maintain the maintenance records on the equipment
* Develop operations, administrative, and quality assurance back-up plans and procedural documentation.
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| 1. Online Collaboration Support Services

Contractor shall provide a range of SharePoint support and/or development services. This could be anything from building custom sites using out-of-the-box features to full System Development Life Cycle (SDLC) of custom SharePoint business applications that will be installed in the State of Vermont SharePoint environment. This will also include assisting ADS with maintaining, supporting, enhancing and/or modifying the Enterprise SharePoint Environment. Agencies may need assistance with building an Agency-wide intranet portal site or any subset thereof. Agencies may also need assistance with process definition; requirements management (project planning, quality assurance, project tracking and oversight, organizational process focus). Agencies will also need advice and guidance on SharePoint best practices, along with how to leverage and configure SharePoint technology to meet their specific business requirements.Following are Requirements and Capabilities for this Service:* Develop, support and maintain large farm SharePoint deployments in an enterprise environment
* Support SharePoint in a large multi-forest Active Directory environment
* SharePoint
* Successful Microsoft Office SharePoint Online site development, application development or custom configurations
* Successful SharePoint site development, application development or custom configurations, Enterprise Content Management (ECM) and using SharePoint as a component of an enterprise ECM framework
* Web Content Management (WCM) and using SharePoint as a WCM platform
* Develop information architectures and utilizing metadata and content types in an enterprise environment
* Solid understanding of SharePoint tools and best practices for records and information management in the context of enterprise records management
* Implement Best Practices for WCM
* Develop and deliver custom or standard SharePoint training to technical staff and/or to end users who publish departmental Web content
* Migrate data from a wide variety of legacy data sources into SharePoint
* Relocate thousands of pages of Web Content
* Perform SharePoint upgrades in an enterprise environment
* Information Technology Infrastructure
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| 1. Network Consulting LAN/WAN Support Services
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| Contractor shall provide consulting services for LAN/WLAN network Services; functional specifications, network design, network management, data conversion, interfaces, integration, network testing/QA, implementation, training, documentation, and maintenance including version control, support, and issue tracking.Following are Requirements and Capabilities for this Service:* Provide ongoing system, network maintenance and troubleshooting;
* Analyze and document complex network requirements;
* Interpret network requirements, design specifications, manage network development and, integrate and test network components;
* Estimate network development costs and schedules;
* Network integration of multiple complex systems;
* Review existing networks and assist in making refinements, performance improvements, and improving current techniques.
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| 1. Enterprise GIS Services

Contractor shall provide services to integrate, store, edit, analyze, and display geographically-referenced information in a client/server or web-based environment.Following are Requirements and Capabilities for this Service: * Implement and support Enterprise GIS services as part of an enterprise IT environment;
* Identify, design, and implement mechanisms for acquiring, developing, implementing, and managing services as enterprise activities;
* Cost-benefit analysis of migrating/integrating exiting databases with GIS;
* Systems analysis, design and spatial database development;
* Spatial referencing of spatial and non-spatial data;
* Integrate spatially referenced data with other functional areas in an organization;
* GIS system and data maintenance;
* Data quality assurance (e.g. data accuracy, precision, consistency, completeness) according to data quality standards/guidelines of the State;
* Collect, create or acquire digital spatial data such as orthophotography, elevation date, transportation features, streams, or parcel maps;
* Create maps using spatial data for Web content, publication or other uses;
* Link data with maps using geocoding;
* Define, develop, configure, implement and maintain GIS solutions, including COTS packages;
* Manipulate geographical data;
* Perform queries, analysis and visualization;
* Leverage existing data sets and data assets of the State, as necessary;
* Interface disparate GIS data sets to GIS solution;
* Develop Custom GIS application to present data in standalone and web based environments.
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| 1. Hardware/Software/Application Security Support

Contractor shall provide strategies and solutions to defend hardware and software IT and telecommunications resources against adversaries such as viruses, worms and hackers for operating systems and applications, penetration testing and related IT security activities.Following are Requirements and Capabilities for this Service * Provide operational and analytical support related to security for computing platforms (e.g. PC, servers, mainframe) and networks;
* Analyze and evaluate new and emerging security technologies as well as vendor security products for their applicability and feasibility of use in securing hardware/software IT and telecommunications resources;
* Support Agency security operations, including assisting Agencies with analyzing, developing and implementing security methodologies and safeguards to protect their IT and telecommunications assets;
* Provide technical training for all aspects of information security relative to personal computers, file servers, and networks;
* Perform security audits and/or penetration testing of IT systems and applications.
* Provide Security as a Service supporting the State with vendor management. Examples of work include 24/7 incident response assistance, vulnerability management or policy/procedure development;
* Provide technical or compliance training for all aspects of information security. Examples of work include security awareness training, secure programming best practices or threat analysis;
* Analyze and evaluate new and emerging security technologies as well as vendor security products for their applicability and feasibility of use in securing hardware/software IT and telecommunications resources;
* Perform security audits and/or penetration testing of IT systems and applications in the context of security standards such as NIST, IRS 1075, CJIS and HIPAA;
* Provide operational and analytical support related to security for computing platforms (e.g. PC, servers, and mainframe) and networks.
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| 1. Strategic Planning Assistance

Contractor shall provide assistance in developing long-range information technology plans, IT-enabled business plans, and program effectiveness measures related to proposed IT investments. Assistance with agency-level strategic planning for IT to ensure consistency with State-level (i.e., enterprise) plans and initiatives.Following are Requirements and Capabilities for this Service:* Analyze customer and citizen demand for IT-enabled services;
* Evaluate current and emerging technologies and assist agencies with planning the tactical and strategic migration of business services to these technologies in accordance with enterprise strategy;
* Analyze existing and planned systems and platforms at the Agency and Department level and develop enterprise architectures aligned with applicable strategic goals and policies.
* Develop IT strategic plans that align agency business and technology plans with State business technology and goals and objectives; and,
* Perform strengths, weaknesses, opportunities, and threats (SWOT) analyses, critical success factor analyses, strategic business planning, strategic information systems planning, electronic government assessments, and other techniques used to establish strategic information technology plans.
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| 1. Independent Review

Contractor shall provide the Secretary of ADS/CIO an independent expert review of any Agency recommendation for any information technology activity when its total cost is $1,000,000.00 or greater or when CIO requires one. The State has identified two sub-categories for Independent Reviews, Standard and Complex. The State will identify in the SOW RFP the sub-category they are seeking. State shall not consider bids greater than the maximum value indicated below for this category.Standard Independent Review $25,000 MaximumComplex Independent Review $50,000 MaximumPer Vermont statute 3 V.S.A. 2222, The Secretary of Administration shall obtain independent expert review of any recommendation for any information technology initiated after July 1, 1996, as information technology activity is defined by subdivision (a) (10), when its total cost is $1,000,000 or greater or when required by the State Chief Information Officer. Documentation of this independent review shall be included when plans are submitted for review pursuant to subdivisions (a)(9) and (10) of this section. The independent review shall include:* An acquisition cost assessment
* A technology architecture review
* An implementation plan assessment
* A cost analysis and model for benefit analysis
* A procurement negotiation advisory services contract
* An impact analysis on net operating costs for the agency carrying out the activity

In addition, from time to time special reviews of the advisability and feasibility of certain types of IT strategies may be required.Following are Requirements and Capabilities for this Service:* Identify acquisition and lifecycle costs;
* Assess wide area network (WAN) and/or local area network (LAN) impact;
* Assess risks and/or review technical risk assessments of an IT project including security, data classification(s), subsystem designs, architectures, and computer systems in terms of their impact on costs, benefits, schedule and technical performance;
* Assess, evaluate and critically review implementation plans, e.g.:
* Adequacy of support for conversion and implementation activities
* Adequacy of department and partner staff to provide Project Management
* Adequacy of planned testing procedures
* Acceptance/readiness of staff
* Schedule soundness
* Adequacy of training pre and post project
* Assess proposed technical architecture to validate conformance to the State’s “strategic direction.”
* Insure system use toolsets and strategies are consistent with State Chief Information Officer (CIO) policies, including security and digital records management;
* Assess the architecture of the proposed hardware and software with regard to security and systems integration with other applications within the Department, and within the Agency, and existing or planned Enterprise Applications;
* Perform cost and schedule risk assessments to support various alternatives to meet mission need, recommend alternative courses of action when one or more interdependent segment(s) or phase(s) experience a delay, and recommend opportunities for new technology insertions;
* Assess the architecture of the proposed hardware and software with regard to the state of the art in this technology.
* Assess a project’s backup/recovery strategy and the project’s disaster recovery plans for adequacy and conformance to State policy.
* Evaluate the ability of a proposed solution to meet the needs for which the solution has been proposed, define the ability of the operational and user staff to integrate this solution into their work.
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| 1. Enterprise Content Management

Contractor shall provide services to establish or maintain electronic document imaging, document management, document workflow, and associated technologies in the context of enterprise strategy, records management policies, and existing assets. The Association for Information and Image Management (AIIM) defines ECM as the technologies used to capture, manage, store, preserve, and deliver content and documents related to organizational processes. Following are Requirements and Capabilities for this Service:* Accomplish workflow analysis;
* Develop/implement document indexing schemes and workload management;
* Provide implementation and support services;
* Develop system interfaces;
* Develop/implement system migration strategies;
* Provide document conversion services (hardcopy to electronic or electronic to electronic);
* Provide performance monitoring/measurement;
* Accomplish system stress testing/benchmarking; and,
* Implement document and records retention/archiving strategies/plans.
* Provide software maintenance and support activities, including staff training

Digital Document Management Response Requirements:* Migrating data from network shares and/or other document repositories to repositories including SharePoint, Documentum or OnBase.
* Optical Character Recognition (OCR)
* Zonal OCR
* Batch processing
* Multiple formats
* Large format Engineering documents in color
* Microfilm
* Record/archival
* Presentation
* Certified mail receipts – postcards
* Medical records
* Other non-standard sizes
* Resolution options/standards
* Integrating document intake with workflow
* Indexing
* Developing taxonomies and metadata
* Working with existing taxonomy and metadata standards
* Interface to applications such as SharePoint, Documentum, OnBase.
* De-speckling - Example. The "Despeckle" filter is used to smoothen an image which has been scanned in from a magazine, newspaper, etc.; reduce the image resolution and contrast, thereby reducing the di- agnostic value of this imaging modality.
* Method of transmittal/transmittal issues
* Chain of custody
* Turn-around time
* Location requirements – Where the imaging is being accomplished
* Offsite or on site for records that cannot leave government control
* Document preparation requirements, i.e. what do you need the State to do for preparation of documents, and/or what can vendor do?
* Ask vendor to provide analysis/consulting on requirements for H/W & S/W
* Vendor should provide QA/QC practices and processes, e.g. 100% inspection or statistical QC/error sampling rates; independent QC services
* Estimates for storage requirements
* Lifecycle costs
* Scale preservation (1:1)
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| 1. DBA/SQLDBA/Relational Database Support

Contractor shall provide services to support the function of database administration.Following are Requirements and Capabilities for this Service:* Support of Oracle Software
* Upgrades
* Complex Query
* Understanding Database Rules
* Metadata
* Online Transactional (OLATP)
* Online Analytical (OLAP)
* Database Administration
* Data Warehousing
* Master Data Management
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| 1. Enterprise Resource Planning Support Services

Contractor shall provide services to support PeopleSoft ERP platforms:  HR and Financials.  Following are Requirements and Capabilities for this Service:* PeopleSoft HR (HCM, North American Payroll, Benefits Admin, Time and Labor, Talent Acquisition, Candidate Gateway), Financials (GL, AR, AM, AP, Billing, Inventory, Purchasing)
* System Support
* Developer support
* Application support
* Peoplecode, SQR, Integration Broker, Applications Designer, App Engine
* PeopleSoft on Linux
* PeopleSoft 8.8, 9.1, 9.2
* Upgrades
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| 1. Agile Coaching Services

Contractor shall provide Agile development services, using such methodologies as Scrum.Contractor will help State project teams properly use an Agile project management framework such as Scrum or Kanban, increasing the likelihood of a project's overall success. When providing Scrum-specific services, Contractor shall use Certified Scrum Masters (CSMs) who will have an understanding of Scrum values, practices, and applications and provide a level of knowledge and expertise above and beyond that of typical project managers. CSMs will act as "servant leaders," helping the rest of the Scrum team work together and learn the Scrum framework. When asked to perform Scrum Training, only a licensed Certified Scrum Trainer (CST), will teach Certified Scrum Master and Certified Scrum Product Owner curriculum to individuals and groups of State employees. Contractor’s CST will help State employees understand the principles and values that form the foundation of Scrum. The CST will find creative ways to help State Contracting Agencies adopt this Agile framework and capitalize on its benefits.The intent is to establish three (3) contract categories that support the Agile process. Vendors may choose to submit a bid for any, or all of the three categories. All three (3) categories are intended to build the state’s capacity to think and perform in an Agile way. All categories include a component of coaching, mentoring, and training state employees to become internal Agile practitioners. |  | $ | $ |
| * **Category 1:** **Leadership and Cultural Change**: This category includes services related to coaching, mentoring, and training leaders to help organizations change their culture to become an Agile organization. This category includes a planning component.
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| * **Category 2:** **Training:** This category includes services related to training state employees to understand and apply Agile concepts and tools.
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| * **Category 3:** **Facilitating Agile Process Improvement**: This category includes the implementation, deployment, measurement, and follow up to Agile process improvement efforts and events as well as project management and facilitation experience and approach.
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| 1. Mobile App Development Services

Contractor shall provide services in accordance with the following requirements and capabilities:Provide a seamless omni-channel experience on any device.Front end development* A sharp UI matched to design mockups with pixel-perfect accuracy
* A consistent UX across the entire application
* Animations and effects that don’t compromise performance
* Cross platform support

Back end development* A solid architecture to accommodate future growth at scale
* Flexibility to integrate with other systems and third-party services
* Advanced data structures to provide actionable insights
* Cutting-edge security features to protect your users, processes, and data
* Analytics & Reporting
* Q & C testing
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| 1. Analytics, SEO, SEM, Business Intelligence

Contractor shall provide services in accordance with the following requirements and capabilities:* IBM Coremetrics
* Google Analytics Implementation
* Search Engine Marketing
* Search Engine Optimization
* Web Optimization
* Microsoft PowerBI Analytics
* Socrata OpenData analytics and visualizations
* Machine Learning Frameworks (TensorFlow, Synaptic, Keras)
* Analytics/Statistical programming languages: Python, R
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| 1. Delivery Manager Services

Contractor shall provide services in accordance with the following requirements and capabilities:Experience setting up teams for successful delivery by removing obstacles (or blockers to progress), constantly helping the team to become more self-organizing, and enabling the work the team does rather than impose how it’s done.Manages one or more agile projects, typically to deliver a specific product or transformation via a multi-disciplinary, high-skilled digital team. Adept at delivering complex digital projects, breaking down barriers to the team, and both planning at a higher level and getting into the detail to make things happen when needed.Defines project needs and feeds these into the portfolio/program process to enable resources to be appropriately allocated.Primarily responsible for:* Delivering projects and products using the appropriate agile project management methodology, learning & iterating frequently
* Working with the Product Manager to define the roadmap for any given product and translating this into user stories
* Leading the collaborative, dynamic planning process – prioritizing the work that needs to be done against the capacity and capability of the team
* Matrix-managing a multi-disciplinary team
* Ensuring all products are built to an appropriate level of quality for the stage (alpha/beta/production)
* Actively and openly sharing knowledge of best practices.
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| 1. DevOps Engineer Services

Contractor shall provide services in accordance with the following requirements and capabilities:Experience serving as the engineer of complex technology implementations in a product-centric environment. Comfortable with bridging the gap between legacy development or operations teams and working toward a shared culture and vision. Works tirelessly to arm developers with the best tools and ensuring system uptime and performance.Primarily responsible for:* Deploying and configuring services using infrastructure as a service providers (e.g., Amazon Web Services, Microsoft Azure, Google Compute Engine, RackSpace/OpenStack)
* Configuring and managing Linux-based servers to serve a dynamic website
* Debugging cluster-based computing architectures
* Using scripting or basic programming skills to solve problems
* Installation and management of open source monitoring tools
* Configuration management tools (e.g., Puppet, Chef, Ansible, Salt)
* Architecture for continuous integration and deployment, and continuous monitoring
* Containerization technologies (e.g., LXC, Docker, Rocket).
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| 1. Digital Performance Analyst Services

Contractor shall provide services in accordance with the following requirements and capabilities:Experience specifying, collecting, and presenting key performance data and analysis for a given digital service. Supports Product Managers by generating new and useful information and translating it into actions that will allow them to iteratively improve their service for users. Possesses analytical and problem-solving skills necessary for quickly developing recommendations based on the quantitative and qualitative evidence gathered via web analytics, financial data, and user feedback. Confident in explaining technical concepts to senior officials with limited technological background. And comfortable working with data, from gathering and analysis through to design and presentation.Primarily responsible for:* Support the Product Manager to make sure their service meets performance requirements
* Communicate service performance against key indicators to internal and external stakeholders
* Ensure high-quality analysis of agency transaction data
* Support the procurement of the necessary digital platforms to support automated and real-time collection and presentation of data
* Share examples of best practice in digital performance management across government
* Identify delivery obstacles to improving transactional performance in agencies and working with teams to overcome those obstacles.
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| 1. Interaction Designer Services

Contractor shall provide services in accordance with the following requirements and capabilities:The Interaction Designer is part of a highly collaborative, multi-disciplinary team focused on improving usability, user experience, and driving user adoption and engagement. They are responsible for conducting user research, analysis & synthesis, interaction design, and usability testing to create products that delight our customers.Primarily responsible for:* Conduct stakeholder interviews, user requirements analysis, task analysis, conceptual modeling, information architecture, interaction design, and usability testing
* Design and specify user interfaces and information architecture
* Lead participatory and iterative design activities, including observational studies, customer interviews, usability testing, and other forms of requirements discovery
* Produce user requirements specifications & experience goals, personas, storyboards, scenarios, flowcharts, design prototypes, and design specifications
* Effectively communicate research findings, conceptual ideas, detailed design, and design rationale and goals both verbally and visually
* Plan and facilitate collaborative critiques and analysis & synthesis working sessions
* Work closely with other designers and development teams to ensure that customer goals are met and design specifications are delivered upon
* Designs and develops primarily internet/web pages and applications
* Develops proof-of-concepts and prototypes of easy-to-navigate user interfaces (UIs) that consists of web pages with graphics, icons, and color schemes that are visually appealing
* Researches user needs as well as potential system enhancements
* Has familiarity to, or may actually: code, test, debug documents, and implement web applications using a variety of platforms
* Planning, recruiting, and facilitating the usability testing of a system
* Analyzing and synthesizing the results of usability testing in order to provide recommendations for change to a system.
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| 1. Product Manager Services

Contractor shall provide services in accordance with the following requirements and capabilities:Experience managing the delivery, ongoing success, and continuous improvement of one or more digital products and/or platforms.Primarily responsible for:* Lead one or more multi-disciplinary agile delivery teams to deliver excellent new products and/or iterations to existing products to meet user needs
* Gather user requirements based on a communicable understanding of diverse audience groups
* Define and get stakeholder buy-in for product definition and delivery approach
* Create effective, prioritized product descriptions, and delivery plans to meet user needs in a cost-effective way
* Interpret user research in order to make the correct product decisions, noting that users do not always know what they want
* Continually keep abreast of changes to user habits, preferences, and behaviors across various digital platforms and their implications for successful delivery of government digital services
* Underpin the delivery and iteration of digital services through effective analysis of qualitative and quantitative user data
* Communicate credibly with a wide range of digital delivery disciplines and talent.
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| 1. Security Engineer Services

Contractor shall provide services in accordance with the following requirements and capabilities:Experience serving as the security engineer of complex technology implementations in a product-centric environment. Comfortable with bridging the gap between legacy development or operations teams and working toward a shared culture and vision. Works tirelessly to ensure help developers create the most secure systems in the world while enhancing the privacy of all system users. Experience with white-hat hacking and fundamental computer science concepts strongly desired.Primarily responsible for:* Performing security audits, risk analysis, application-level vulnerability testing, and security code reviews
* Develop and implement technical solutions to help mitigate security vulnerabilities
* Conduct research to identify new attack vectors.
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| 1. Technical Architect Services

Contractor shall provide services in accordance with the following requirements and capabilities:Experience serving as the manager of complex technology implementations, with an eye toward constant reengineering and refactoring to ensure the simplest and most elegant system possible to accomplish the desired need.Understands how to maximally leverage the open source community to deploy systems on infrastructure as a service providers. Comfortable with liberally sharing knowledge across a multi-disciplinary team and working within agile methodologies. A full partner in the determination of vision, objectives, and success criteria.Primarily responsible for Architecting the overall system, by using prototyping and proof of concepts, which may include:* modern programming languages (e.g., Ruby, Python, Node.js) and web frameworks (e.g., Django, Rails)
* modern front-end web programming techniques (e.g., HTML5, CSS3, RESTful APIs) and frameworks (e.g., Twitter Bootstrap, jQuery)
* relational databases (e.g., PostgreSQL), and “NoSQL” databases (e.g., Cassandra, MongoDB)
* automated configuration management (e.g., Chef, Puppet, Ansible, Salt), continuous integration/deployment, and continuous monitoring solutions
* Use of version control systems, specifically Git and GitHub
* Ensuring strategic alignment of technical design and architecture to meet business growth and direction, and stay on top of emerging technologies
* Decomposing business and system architecture to support clean-interface multi-team development
* Developing product roadmaps, backlogs, and measurable success criteria, and writing user stories (i.e., can establish a path to delivery for breaking down stories)
* Clearly communicates and works with stakeholders at every level.
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| 1. Visual Designer Services

Contractor shall provide services in accordance with the following requirements and capabilities:The Visual Designer starts with a deep understanding of the goals of customers and the business so that they can create experiences that delight. Visual Designers will be well-versed in all aspects of current visual design standards and trends and will be responsible for managing project design reviews, resource planning, and execution for all project work related to visual design.Primarily responsible for:* Oversees all visual design efforts
* Guides, mentors, and coaches team members while leading projects to successful completion
* Develops and maintains relationships with key peers in Marketing, Branding, UX leaders, IT leaders, and others to identify and plan creative solutions
* Manages external service resources and budgets for visual design
* Ensures successful completion of all work executed by the team (on time, on budget, and ensuring quality)
* Ensures compliance with the project management methodologies and the Project Management Office processes and standards
* Develops, maintains, and ensures compliance of application release management, outage management and change control processes and standards
* Defines, creates, communicates, and manages resource plans and other required project documentation such as style guides and provides updates as necessary.
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| 1. Writer/Content Designer/Content Strategist Services

Contractor shall provide services in accordance with the following requirements and capabilities:Experience developing the strategy and execution of content across digital channels.Primarily responsible for:* Improves content creation efforts by helping to lead the research & development of interactive and experiential storytelling for projects
* Advise how to improve the ongoing iteration of content models
* Collaborate with designers and other content strategists to improve how the effectiveness of digital, print, and other content is measured
* Develop and maintain appropriate voice for produced content
* Advise how to streamline content production and management solutions and processes, based on user research
* Assign, edit, and produce content for products, services, and various projects
* Plan and facilitate content strategy workshops and brainstorming sessions on developing content and content services (including API development)
* Collaborate closely with developers and designers to create, test, and deploy effective content marketing experiences using the Agile method of software development
* Offer educated recommendations on how to deliver a consistent, sustainable and standards-driven execution of content strategy across products, services, and projects
* Collaborate with content managers, writers, information architects, interaction designers, developers, and content creators of all types
* Participate, as needed, on an Agile software development scrum teams.
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| 1. User Researcher Services

Contractor shall provide services in accordance with the following requirements and capabilities:The User Researcher is part of a highly collaborative, multi-disciplinary team focused on improving usability and user experience, and informing work around user adoption and engagement. They are responsible for conducting user research, analysis & synthesis, and usability testing to guide products that delight our customers.Primarily responsible for:* Plan and lead quantitative and qualitative human subjects research studies to inform prioritization, specifications, and solution designs
* Conduct stakeholder interviews, user requirements analysis, task analysis, conceptual modeling, information architecture, heuristic analysis, and usability testing
* Lead participatory and iterative design activities, including observational studies, customer interviews, usability testing, and other forms of requirements discovery
* Use quantitative and qualitative evidence to inform user requirements specifications & experience goals, scenarios, design prototypes, and design specifications
* Effectively communicate research findings, research limitations, and generalizability both verbally and visually
* Plan and facilitate analysis & synthesis working sessions
* Researches user needs as well as potential system enhancements
* Planning, recruiting, and facilitating the usability testing of a system
* Analyzing and synthesizing the results of usability testing in order to provide recommendations for change to a system.
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| 1. Cyber Security Incident Response and Management

Contractor shall provide services in accordance with the following requirements and capabilities:**Description -** Service category to provide Cyber Security Incident Response and Management services necessary to ensure personnel at all levels respond to security incidents in a way that is rapid, compliant and thoughtful. Following are characteristics of this service category: **Requirements / Capabilities*** Certified Security Professionals writing plans, evaluating existing plans, documenting and recommending changes to incident response plans and related work.

**Examples of Potential Statements of work**:* Classifying data stored or transmitted between computing platforms (e.g. PC, servers, mainframe) and networks;
* Provide incident response and related training**;**
* Exercise/simulate incident response scenarios;
* 24/7 incident response assistance
* Vulnerability management
* Policy/procedure development;
* Provide operational and analytical support related to security for computing platforms (e.g. PC, servers, and mainframe) and networks.
* Consultation on operational and infrastructure requirements, standards and configurations
* Facilitate meetings
* Address security and incident response issues with functional areas and management
* Analyze and evaluate new and emerging security technologies as well as vendor security products for their applicability and feasibility of use in securing hardware/software IT and telecommunications resources;
* Perform security audits and/or penetration testing of IT systems and applications in the context of NIST, IRS 1075, CJIS, HIPAA and so on;
* Provide operational and analytical support related to security for computing platforms (e.g. PC, servers, and mainframe) and networks.
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| 1. Software License Optimization

Contractor shall provide services in accordance with the following requirements and capabilities:**Description -** Service category to provide Information gathering and consultation regarding license position to include: discovery, accounting, tracking, compliance, costs analysis and/or cost projection.**Category Requirements*** Services may include the use of a software solution in addition to consultative services.
* The Supplier is able to advise and provide experienced, strategic advice to the State through an audit process.
* The Supplier has the ability to produce license position reports for software by merging supplied software license purchase, contract and entitlement information with assets, including software usage and hardware information as required.
* The Supplier has the ability to identify unused or infrequently used software and recommend harvesting or eliminating such licenses, thus facilitating software acquisition and disposal decisions that reduce costs.
* Supplier has the ability to provide visualizations of software license utilization.
* The Supplier has the ability to suggest alternative licensing and/or configuration entitlements, such as upgrade/downgrade, named versus concurrent users, reassignment/right of second use, multiple versions, capacity and sub capacity, processor and cores, virtual machine (VM) use rights and cloud services.
* The Supplier can demonstrate past experience in producing license optimization reports that specific software vendors have accepted as valid license accounting.
* The Supplier has the ability to provide what-if analysis capabilities that would allow the State to determine the impact of hardware and software changes on license position (before the changes are actually made). Actions such as modifying hardware properties, moving virtual machines across hosts or installation of a new software can be simulated, providing an estimated license position and financial impact that reflects these changes.

**Examples of Potential Statements of work**:* Evaluation and consultation regarding:
	+ compliant and effective license utilization and maximization, especially within virtualized environments (can include roadmaps)
	+ Legal considerations regarding software licensure
* Evaluations may include the following software:
	+ Microsoft Products
	+ IBM Products
	+ SAP Products
	+ Adobe Products
	+ Oracle Products
	+ Citrix Products
	+ ESRI Products
	+ Hyland Products
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| 1. Backend and Frontend Web Developer Services

Contractor shall provide services in accordance with the following requirements and capabilities:Experience using modern, open source software to prototype and deploy backend web applications, including all aspects of server-side processing, data storage, and integration with frontend development.Primarily responsible for:* + Web development using open-source web programming languages (e.g., Ruby, Python) and frameworks (e.g., Django, Rails)
	+ Developing and consuming web-based, RESTful APIs
	+ Using and working in team environments that use agile methodologies (e.g., Scrum, Lean)
	+ Authoring developer-friendly documentation (e.g., API documentation, deployment operations)
	+ Test-driven development
	+ Use of version control systems, specifically Git and GitHub
	+ Quickly researching and learning new programming tools and techniques
	+ Relational and non-relational database systems
	+ Scalable search technology (e.g. ElasticSearch, Solr)
	+ Handling large data sets and scaling their handling and storage
	+ Using and working with open source solutions and community
	+ Communicating technical concepts to a non-technical audience.

Frontend Web Developer ServicesContractor shall provide services in accordance with the following requirements and capabilities:Experience using modern, frontend web development tools, techniques, and methods for the creation and deployment of user-facing interfaces. Is comfortable working in an agile and lean environment to routinely deploy changes.Primarily responsible for:* Frontend web development using modern techniques and frameworks (e.g., HTML5, CSS3, CSS frameworks like LESS and SASS, Responsive Design, Bourbon, Twitter Bootstrap)
* JavaScript development using modern standards, including strict mode compliance, modularization techniques and tools, and frameworks and libraries (e.g., jQuery, MV\* frameworks such as Backbone.js and Ember.js, D3)
* Consuming RESTful APIs
* Using and working in team environments that use agile methodologies (e.g., Scrum, Lean)
* Use of version control systems, specifically Git and GitHub
* Ensuring Section 508 Compliance
* Quickly researching and learning new programming tools and techniques
* Using and working with open source solutions and community
* Creating web layouts from static images
* Creating views and templates in full-stack frameworks like Rails, Express, or Django
* Creating mobile-responsive apps that will work well on mobile devices
* includes being mindful of performance constraints around memory, networking availability, etc.
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| 1. Customer Relationship Management Support Services

Contractor shall provide services to support the Salesforce CRM platform Following are Requirements and Capabilities for this Service:* Salesforce Lightning Edition (Government, Service Cloud, Data Cloud, Community Cloud)
* System Support
* Developer support (Apex, Javascript, etc.)
* Application support (including mobile app support)
* Workflow support
* Object Model Support
* Role-based access controls
* Security and Compliance Support
* Training and Workforce Development
* Upgrades
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| **Name: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_** **Signature: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_** |