

SOLICITATION NUMBER: 106928 O3 – Work Order 1	RELEASE DATE: March 8, 2021
OPENING DATE AND TIME	PROCUREMENT CONTACT
March 22, 2021 2:00 p.m. Central Time	Keith Roland and Jennifer Crouse

SCOPE OF SERVICE AND WORK ORDER RELEASE

I. PROCUREMENT PROCEDURE

A. GENERAL INFORMATION

The State of Nebraska (State), Department of Health and Human Services (DHHS), issued Request for Qualification (RFQ) Number 106928 O3 for the purpose of selecting Qualified Contractors into a vendor pool, in order to provide cloud-based, enterprise agile software development services, as well as legacy mainframe application modernization services, in support of DHHS's planned iServe Nebraska Portal.

This document presents a set of Work Orders being released related to that RFQ and the ultimate delivery of the iServe Nebraska Portal (MVP) in April of 2022. The set is specific to the Initial Product Solution Vision (PSV) Planning. It addresses the review of planning work, to date, and its completion. The Work Orders will cover the activities associated with defining the Product/Solution Vision (PSV) and related execution maps as well as planning related to the initial set of targeted solution product increments (PI). It holds no guarantee for bidder that DHHS will follow through with agile development work orders for the realization of the product/solution.

Throughout this Work Order, the following definitions apply:

1. Bidder – a Qualified Contractor that is submitting a bid in response to this Work Order
2. Contractor – the Vendor that has been awarded this Work Order
3. Qualified Contractor – a Vendor that submitted a proposal in response to RFQ 106928 O3 and met the evaluation thresholds to be admitted into the pool

B. SCHEDULE OF EVENTS

The State expects to adhere to the procurement schedule shown below, but all dates are approximate and subject to change.

ACTIVITY	DATE/TIME
1. Release Work Order	March 8, 2021
2. Last day to submit written questions	March 11, 2021
3. State responds to written questions through Work Order "Addendum" and/or "Amendment" to be posted to the Internet at: https://das.nebraska.gov/materiel/purchasing/iServe%20RFQ/iServe.html	March 18, 2021
4. Proposal Opening Location for mailed/hand delivered submissions: Department of Health and Human Services 301 Centennial Mall S. Lincoln, NE 68508 Electronic submissions: https://nvcn-cio.webex.com/nvcn-cio/j.php?MTID=m4ccec99a40ae4cc7251104e37f9b5e	March 22, 2021 2:00 PM Central Time
5. Evaluation period	March 22, 2021 through March 30, 2021
6. Orals / Demonstrations (if requested)	TBD
7. Post "Intent to Award" to Internet at: https://das.nebraska.gov/materiel/purchasing/iServe%20RFQ/iServe.html	March 31, 2021
8. Estimated Work Order Agreement finalization period	April 1, 2021 through April 9, 2021
9. Estimated start date*	April 12, 2021

The Start Date is contingent upon receiving approval from Center for Medicare and Medicaid Services (CMS).

C. BIDDING PROCESS

The bidding process for this Work Order set will follow the provisions set forth in Section V of the RFQ.

D. SUBMISSION OF PROPOSALS

The State is accepting either electronically submitted responses or hard copy, paper responses for this Work Order.

1. For Bidders submitting electronic responses:
 - a. Responses must be uploaded via ShareFile using the following link:
 - i. <https://nebraskastategov.sharefile.com/r-r16f0bff4ff004ec6bc2a88e8cc3a1667>
 - ii. ShareFile works with Firefox, Internet Explorer and Chrome. It does not work with Microsoft Edge.
 - b. If multiple proposals are submitted, the State will retain only the most recently submitted response. It is the Bidder's responsibility to submit the proposal by the date and time indicated in the Schedule of Events. Electronic proposals must be received by DHHS by the date and time of the proposal opening per the Schedule of Events. No late proposals will be accepted.
 - c. ELECTRONIC PROPOSAL FILE NAMES
The Bidder should clearly identify the uploaded Work Order proposal files. To assist in identification please use the following naming convention:
 - I. iServe WO 1 ABC Company
 - II. If multiple files are submitted for one Work Order proposal, add number of files to file names:
iServe WO 1 ABC Company File 1 of 2.
 - III. If multiple Work Order proposals are submitted for the same Work Order, add the proposal number to the file names: iServe WO 1 ABC Company Proposal 1 File 1 of 2.

2. For Bidders submitting paper/hard copy responses:

- a. Bidders who are submitting a paper response should submit one proposal marked on the first page: "ORIGINAL". If multiple proposals are submitted, the State will retain one copy marked "ORIGINAL" and destroy the other copies. The Bidder is solely responsible for any variance between the copies submitted. Proposals must reference the Work Order number and be sent to the specified address. If a recipient phone number is required for delivery purposes, 402-471-0727 should be used. The Work Order number should be included in all correspondence. DHHS will not furnish packaging and sealing materials. It is the Bidder's responsibility to ensure the solicitation is received in a sealed envelope or container and submitted by the date and time indicated in the Schedule of Events. Sealed proposals must be received by DHHS by the date and time of the proposal opening per the Schedule of Events. No late proposals will be accepted.

United States Postal Services (USPS) delivered proposal responses shall be mailed to:

ATTN: Keith Roland and Jennifer Crouse
DHHS - Central Procurement Services
PO BOX 94926
Lincoln, NE 68509

Hand delivered proposal responses or responses delivered by Federal Express (FedEx), United Parcel Service (UPS), etc. shall be delivered to:

ATTN: Keith Roland and Jennifer Crouse
DHHS - 3rd Floor Reception Desk
301 Centennial Mall South
Lincoln, NE 68509

- b. Proprietary Information should be presented in separate sections (loose-leaf binders are preferred) on standard 8 1/2" x 11" paper, except that charts, diagrams and the like may be on fold-outs which, when folded, fit into the 8 1/2" by 11" format. Pages may be consecutively numbered for the entire proposal, or may be numbered consecutively within sections. Figures and tables should be numbered consecutively within sections. Figures and tables should be numbered and referenced in the text by that number. They should be placed as close as possible to the referencing text.

3. DHHS will not furnish packaging or sealing materials. It is the Bidder's responsibility to ensure the solicitation is received either electronically or in a sealed envelope or container and submitted by the date and time indicated in the Schedule of Events. Sealed proposals must be received in by DHHS by the date and time of the proposal opening per the schedule in the Work Order Request Form, below.

It is the responsibility of the Bidder to check the website for all information relevant to this Work Order to include addenda and/or amendments issued prior to the opening date. Website address is as follows:
<https://das.nebraska.gov/materiel/purchasing/iServe%20RFQ/iServe.html>.

Emphasis should be concentrated on conformance to the solicitation instructions, responsiveness to requirements, completeness, and clarity of content. If the Bidder's proposal is presented in such a fashion that makes evaluation difficult or overly time consuming DHHS reserves the right to reject the proposal as non-conforming.

E. WORK ORDER PROPOSAL REQUIREMENTS

The following sections must be completed for DHHS to review a proposal for Work Order 1:

1. Section III - PSP Work Order #1 Cost Form
2. Section IV – Evaluation Questions of the Work Order
3. Section VI - Staff Experience and Qualifications Forms (for those roles applicable to the WO)

F. EVALUATION OF WORK ORDER RESPONSES

DHHS will conduct a fair, impartial, and comprehensive evaluation of all proposals in accordance with the criteria set forth below. The Work Order evaluation will be conducted by the following method:

1. General Information

Scoring will be based on responses to questions provided in Section IV - Evaluation Questions of the Work Order, responses related to staff experience / qualifications in Section VI - Staff Experience and References, and cost forms in Section III - PSP Work Order #1 Cost Form.

If negotiations for Terms and Conditions of the RFQ have not been executed by the time of the Work Order opening date, the Bidder's response will not be evaluated and will be rejected.

2. Mandatory Requirements

The proposals will first be examined to determine if all mandatory requirements listed below have been addressed to warrant further evaluation. Proposals not meeting mandatory requirements will be excluded from further evaluation. The mandatory requirement items are as follows:

- a. Bidder has a fully executed contract resulting from RFQ 106928 O3; and
- b. Bidders must be qualified to bid on Work Orders related to Service Area 2: Agile Software Development described in the RFQ section VI.B.3.b.

3. Evaluation Criteria

All responses to Work Order 1, which fulfill all mandatory requirements, will be evaluated according to the categories listed below. Each category will have a maximum possible point potential as listed below.

- a. RFQ Service Area 2 (Agile Software Development) Evaluation Questions (700 points, or total of 20% of points)
- b. Evaluation Questions of the Work Order (900 points, or total of 27% of total points)
- c. Staff Experience and Qualifications (900 points, or 27% of total points)
- d. Cost (500 points, or 13% of total points)
- e. [OPTIONAL] Oral Demonstrations at the option of DHHS (400 points, or 13% of total points)

G. QUESTION AND ANSWER PERIOD

Bidders will be given an opportunity to clarify the intent and scope of the requested Work Orders during the Question and Answer period prior to submission of their response. Questions regarding the meaning or interpretation of any Work Order provision must be submitted in writing to DHHS and clearly marked "iServe Work Order 1 Questions". DHHS is not obligated to respond to questions that are received late.

It is preferred that questions be sent via e-mail to dhhs.rfpquestions@nebraska.gov, but may be delivered by hand or by U.S. Mail. It is recommended that Bidders submit questions using the following format.

Work Order Section Reference	Work Order Page Number	Question

Written answers will be posted at <https://das.nebraska.gov/materiel/purchasing/iServe%20RFQ/iServe.html> per the Schedule of Events.

H. ORAL DEMONSTRATIONS

DHHS may request bidders to prepare and deliver an Orals Demonstrations of their Work Order responses via Web Conference according to Section V.C of the RFQ.

I. WORK ORDER AGREEMENT

DHHS will finalize a Work Order Agreement (“Agreement”) with the winning Bidder according to Section V.E of the RFQ prior to start of the effort in support of the Work Orders awarded.

II. WORK ORDER REQUEST FORM

A. Work Order Reference Information		
Work Order Number: 1	Request Type: Initiate Product Solution Planning (PSP)	Service Type: 2 – Agile Application Development Services
B. This Work Order is subject to CMS approval. The Start Date is contingent upon receiving approval from CMS.		
C. The final deliverables of this work order are a completed initial planning cycle documents related to the product/solution vision (PSV) for Portal MVP where all state work, to date, has been inspected and adapted where necessary. That final deliverables may impact future Work Orders released to the iServe Nebraska vendor pool. The awarded Bidder of this Work Order cannot evaluate and direct the resulting deliverable in a way that would disadvantage Bidders in future Work Order bids for related work. Recommendations and proposals cannot utilize a solution component that is unique or proprietary to the winning Bidder's organization. Only industry standards and best practices must be applied.		
D. Product Solution Vision (PSV) Description:		
<p>For overall solution context, the State of Nebraska Department of Health and Human Services (DHHS) is the State's lead agency in helping people live better lives. DHHS is responsible for administering numerous programs and services throughout Nebraska, including Medicaid and Long-Term Care, Developmental Disabilities, Public Health, Behavioral Health and Children and Family Services.</p> <p>DHHS has embarked on the iServe Nebraska Program initiative to improve access, outcomes, user experience, accountability and quality of DHHS services through an integrated, consumer-centric model of practice, across all programs. DHHS intends iServe Nebraska to be adaptive and incremental, enabling the state to move from a siloed and program-based business model, to an integrated service delivery model that is family and person-centered, focused on improving the overall health and well-being of all family members. DHHS aims to ensure that Nebraskans have the resources needed to become self-sufficient and high contributing members of their communities.</p> <p>This transformation will be enabled by the implementation of the "iServe Nebraska Platform" – an information and technology platform initially supporting Integrated Benefits Eligibility and Enrollment Management (IBEEM) functionality. The "iServe Nebraska Portal" is to be a foundational technology component of the iServe Nebraska Platform.</p> <p>With this Work Order, the State seeks to procure the technology and key subject matter expertise needed to review and elaborate on the to date planning for the implementation of the iServe Nebraska Portal minimum viable product (MVP) capabilities due for implementation by April 2022. Specifically, the iServe Nebraska Portal MVP will support the submission of an integrated eligibility application for DHHS' Medicaid, Developmental Disability Waivers associated to MLTC, and Economic Assistance programs. DHHS seeks Bidders who will use the SAFE (Scaled Agile Framework) Methodology to plan for the eventual design, incremental build and delivery of components of the iServe Nebraska Platform, including the iServe Nebraska Portal MVP.</p> <p>DHHS has defined the iServe Nebraska Portal MVP as the minimum set of features and capabilities that:</p> <ol style="list-style-type: none"> (1) Support an integrated eligibility application submission experience across three, currently stand-alone program benefit applications (Developmental Disability, Economic Assistance, and Medicaid Long Term Care) (2) Provide ability for clients to create and self-manage their iServe Nebraska Portal user account and view the status of the progress of their benefit application from start to benefit application submission. DHHS may include an ability to view status of eligibility determination within the NFOCUS legacy system from the portal (as part of MVP). (3) Provide ability for clients to upload documents in support of their application; and (4) May provide ability for clients to communicate with DHHS through bi-directional secure messaging within the portal. <p>To complete the product vision, these capabilities will be accessed through a desktop or mobile optimized web application which is supported by a cloud based environment implemented through a Continuous Integration, Continuous Deployment (CI/CD) pipeline using MITA compliant architecture which is appropriately integrated to DHHS, State of Nebraska, Federal and Private systems and data. The capabilities will also be supported by business process updates to associated internal processes in order to gain efficiency in delivery to our client base.</p> <p><i>For further context, a full definition of iServe Nebraska MVP scope and its context within the larger eligibility effort (IBEEM) is provided in Appendix H of the RFQ titled: "iServe Nebraska Portal Requirements."</i></p>		

E. Product/Solution Planning (PSP) Overview:

The purpose of this planning Work Order is to substantiate the iServe Nebraska Portal state team's planning to date and set the foundation for the development of the required infrastructure and functionality related to the iServe Nebraska Portal (MVP) delivery. As overviewed in the solution vision, the MVP Portal is to support the client's ability to discover potential benefit programs and apply for services and health and social care benefits, in a customer centric, and integrated manner across all DHHS programs.

The Contractor will collaborate with the existing iServe Nebraska Portal state team in inspecting all planning, and planning related work products completed to date, to arrive at the most experienced, holistic solution and approach - inclusive of all in-scope capabilities, and surrounding technology and processes (business or technical operations). The resulting work products will promote a successful implementation. The Contractor should bring all past experience and known best practices to the solution planning resulting in the best solution, team structure and most executable roadmap.

The planning to be completed will cover the full iServe Nebraska Portal (MVP) vision which currently has the following PI's and related activities on its forecasted roadmap:

PI 0 – Sprint zero foundational technology build (cloud environment, CI/CD pipeline, IAM framework)

PI 1 – UI Research on user experience for existing systems (ACCESS NE) to set baselines, perform application question flow analysis, develop pattern libraries and begin User Journey Maps.

PI 2 – Development of Integrated Benefit Application Process and Navigation, based on User Experience Journeys and Research

PI 3 – B2B and B2C eCommerce services. Secure facilitation of transactions between State of Nebraska, citizens and vendors. Account Creation, Password Management and Starting/Ending Account Access

PI 4 – Portal Utilities (File Upload/Secure Messaging)

PI 5 – Legacy System and Business Process Integration

All PSP responses should be aligned to the SAFe methodology in form and function at whichever level (essential, large solution, portfolio, full) is deemed appropriate by the Contractor. The DHHS iServe Portal team has some familiarity with agile and SAFe but additional coaching and support is expected.

Any onsite and/or virtual orientation and training sessions (i.e., full team overview or JIT training/use of SAFe tools to complete this planning effort) that would enhance the delivery team's approach or leadership's adoption of that approach in the "short-term" should be included in the proposal inclusive of time, duration, and audience being mindful of the delivery team end date and deliverables.

Training of the larger "long term" organizational change management/agile transformation to support the iServe Nebraska program as it scales for subsequent deliverables, is not included in this Work Order.

Training related to scaling beyond Portal MVP readiness should be categorized as such and may be included as context for state consideration and inclusion in future state Work Orders or timelines.

The following areas are out of scope of the planning effort:

- (1) Help Desk Services — Activities required to perform Level 0 and 1 user support, related to direct resolution of end-user questions and calls, call dispatch, tracking and tracing, call escalation and self-help. Level 0 support activities are performed by key users for in-scope applications.
- (2) Desktop Services — Activities required to provide, maintain, secure and support the user hardware and software workplace environments (desktop, laptop, mobile device) to access, deploy and apply the in-scope applications.
- (3) Application Maintenance and Support Services — Activities associated with responding to incidents, repairing defects, and analyzing, designing, developing, implementing and maintaining minor functional and/or technical enhancements, and/or initiating and applying refactoring to applications in production to improve the performance and/or stability of an application.
- (4) Application Operations Services — Activities required to perform application monitoring and operational service activities as formalized in runbooks, inclusive job scheduling and execution, backup and restore of the in-scope applications.
- (5) Application Middleware and Database Administration Services — Activities required for providing, maintaining, securing, scheduling, backing up, recovering inbound and outbound application interfaces (electronic data extraction and translation and load), Web services and databases.
- (6) Data Center Services — Activities required for providing, maintaining, securing, scheduling, backing up, recovering and supporting the DHHS's computing environments.

- (7) Network Services — Activities required for providing, maintaining, securing and supporting the wide-area network (WAN) connectivity for DHHS, all DHHS locations' local-area network (LAN) connectivity and DHHS's IP telephony connectivity, including all connectivity hardware and software.

F. Product Solution Planning (PSP) Benefits:

By completing the iServe Nebraska Portal (MVP) solution planning activities and deliverables, DHHS expects to confirm, identify gaps in, and enhance their iServe Nebraska Portal (MVP) vision and roadmaps for all Product Increments, their associated objectives, effort/ supplier cost/duration estimates, and architectural guidelines involved with delivery on this solution (iServe Nebraska Portal MVP) by a non-negotiable end date of April 2022.

The Contractor should propose other activities and deliverables that are appropriate for the type of planning activities within the SAFe methodology framework. This planning can be related to any aspect of the product solution vision (PSV) that would allow for a more efficient delivery (e.g., tools, processes, technology, and training).

The goal of this collaborative planning is to ensure the solution's execution and work packages are properly planned for and can be successfully managed across the determined Product Increments and have the appropriate features aligned for story development and sprint/PI cadence.

This planning will result in a framework to support the future work orders supporting delivery teams responsible for the continued agile planning and delivery of the iServe Nebraska Portal MVP solution.

G. PSP Acceptance Criteria:

Contractor should provide a completed and agreed upon set of Product Solution Planning documents and demonstrated solution understanding for the MVP Epic with awareness of the separate but related iBEEM effort.

This should be achieved through a sincere and open inspection of the portal team's existing work products and identifying gaps or areas of enhancement or change and adapting as necessary.

To date the team has produced at least the following work products:

- (1) Epic Cost Estimate (IAPD funding and Lean Business Case)
- (2) Solution Roadmap
- (3) Product Roadmap (business forward)
- (4) Program Increment Roadmap/ Objectives
- (5) Initial Product Backlog
- (6) Business Capability Model aligned to business value chain and backlog
- (7) Technical Architectural Guidelines
- (8) Business Process Inventory (impact analysis)

Secondarily through the identification and collaborative adaptation of ideas that would mitigate any gaps in the planning and assessment to date.

The following deliverables are required to be documented by end of planning. The amount to be paid for each deliverable will be the percent of the total cost of the Work Order as indicated in the table below. DHHS will render payment for each deliverable when the specifications of the deliverable have been satisfactorily completed on the part of the Contractor as solely determined by the DHHS. (Neb. Rev. Stat. Section 73-506(1)) Payment will be made by DHHS in compliance with the State of Nebraska Prompt Payment Act (See Neb. Rev. Stat. §81-2401 through 81-2408).

#	Deliverables to be Provided:	Percent of Total Amount
	Infrastructure for Delivery Related Items:	
(1)	Delivery Team Roles and Process associated to the iServe Nebraska Portal (MVP) Integrated Eligibility Application development	14.3%
(2)	Delivery Team Roles and Process Refinement activities associated to the Microsoft® Azure ExpressRoute configuration and deployment including AD B2B and B2C foundation	14.3%
(3)	Delivery Team Roles, Processes and activities associated to the use of the foundational Continuous Integration / Continuous Deployment System Team to develop and setup the tools, their integration and strategy for their use in joint CI/CD inclusive of testing	14.3%
(4)	Delivery Team Roles and Processes/ Planning of Legacy Eligibility System (NFOCUS) Integration for automated processing of the integrated applications	14.2%
	Scope Related Items:	
(5)	Lean Business Case and Effort Estimate Refinement based on collaborative planning	14.3%
(6)	Solution Roadmap Refinement based on collaborative planning effort	14.3%
(7)	Product Increment Scheduling and Product Roadmap Refinement based on collaborative planning	14.3%
		100%

H. PSP Realization Deadline:

All activities and planned deliverables must be completed within 10 (ten) weeks of Work Order initiation.

I. Impact on Work in Progress (if any):

The state delivery team will continue its preliminary planning, internal methodology awareness, hiring, resource onboarding, and story identification and refinement efforts prior to this collaborative planning and make adjustments as necessary based on its results

J. Impact on Elements of the Agreement (if any):

None.

K. Expected Effort:

DHHS expects the planning activities and deliverables to be completed within 10 (ten) weeks or less. The effort should include appropriate level of engagement with key business and technical stakeholders within DHHS through the iServe Nebraska state team.

L. Expected Additional Investments (if any):

The awarded Contractor must identify any additional software or services that may be required to ensure successful completion of the Portal Epic, and lay a strong foundation for the further build out of the larger IBEEM effort and the iServe initiative.

The Contractor should bring forward all experience and best practices to ensure the collaborative and empowered team plans the most achievable approach and solution available for execution of the stated objectives within the stated delivery timeline or concerns/changes related to it.

III. PRODUCT/SOLUTION PLANNING WORK ORDER #1 COST FORM

Bidder must complete one per deliverable (7 total)

Product/Solution Planning (PSP) Work Order Cost Form (to be completed by bidder)					
Dates					
Proposed Start date:					
Proposed End date:					
Program Increment demo date(s):	N/A				
Stories					
Beyond Planning deliverables bidders may be given an extract from Jira for more detailed description of initial product backlog stories if it helps in cost evaluation	Story Reference	Type	Story Title		
	N/A				
Costs					
Deliverable # ____	\$				
Staffing Approach	Role	Quantity	Effort (days)	Rate (currency per day)	Total price
Deliverable costs are based on rates in response to this Work Order.					
		TOTAL			
Optional Services – rows may be added as needed	Role		Hourly Rate		

IV. EVALUATION QUESTIONS

Evaluation Domain 1: RFQ Service Area 2 Questions	
1.	Describe the user design and experience outcomes and provide examples of your organization’s previous work in building a consumer portal(s) to apply for social and/or health care benefits using enterprise agile methodologies.
2.	Please describe, in detail, your planning approach and the process(es) you will use to develop a product roadmap and layout and structure of product increments to implement features and capabilities from the product roadmap.
3.	Please define the exact team structure, roles, and responsibilities you will bring to this this work.
4.	What tools, frameworks and methodologies will be used to develop, implement and operate the deliverables of an agile project (both in local and distributed delivery situations)? Examples: <ul style="list-style-type: none"> a. Agile frameworks such as Scaled Agile Framework (SAFe) or Large-Scale Scrum (LeSS) b. Tools such as application lifecycle management (ALM), version control system (VCS), continuous integration and continuous deployment (CI/CD), testing, security, etc. c. Standardized implementation plans d. DevOps capabilities and ability to build tool chains
5.	How many resources have external certification in agile techniques? <ul style="list-style-type: none"> a. Scrum? b. SAFe, LeSS?
6.	Describe alternative approaches and frameworks that you have used to create responsive and optimal User Interfaces for other clients, and how exactly you would be able to augment or replace, if appropriate, the Microsoft Dynamics 365 Platform to meet DHHS’s user experience-related expectations?
Evaluation Domain 2: Overall Planning Approach (Overview)	
1.	Please detail how you will adapt your processes to work with / integrate with the State’s established delivery team to evaluate and adapt any already completed effort using an agile inspect and adapt framework.
2.	Describe your approach to shared accountability and responsibility for a large planning and future delivery effort.
3.	Describe your approach for blending an organization’s existing effort with your proposed best practices to achieve the greatest benefit.
4.	Provide a specific roadmap of activities for the this work, as well as any specific hurdles that would prevent this planning effort from a successful execution and your suggested mitigations.

Evaluation Domain 3: SAFe Training Recommendation and SAFe Approach	
1.	Provide your recommendation for organizational SAFe transformation training that is directly related to this planning effort and who should be considered for that training.
2.	Provide your recommendation for training and any alignment of the in-flight team's approach and your SAFe curriculum with understanding of the non-negotiable delivery date.
3.	Provide an overview of JIT team training that has resulted in little to no disruption of an in-flight team.
4.	Provide an overview of how you joined an in-flight team to complete product solution visioning and planning in order to launch a large delivery effort similar to this.
Evaluation Domain 4: Planning Related to Architectural and Technology Processes Recommendation	
1.	Describe your process for evaluating and recommending technologies & architecture in order to define a modern, cloud-first solution for the iServe Portal MVP.
2.	How do you architect solutions that integrate with legacy on premise systems but still provide the advantages/features of the cloud?
3.	Which DevOps technologies or capabilities are critical to achieve more frequent and less disruptive software release cycles? How will your planning output for this work order establish a foundation for the development of these capabilities?
4.	What analysis and design process would you undertake to identify the proper microservice boundaries for the Portal MVP architecture? How will your analysis facilitate the scaling of future work across multiple teams or vendors?
5.	Describe your process for evaluating and recommending technologies & architecture in order to define a modern, cloud-first solution for the iServe Portal MVP.

V. CONTRACTOR STAFF

For the duration of the Work Order term, the Bidder's staff shall meet all Mandatory Qualifications (MQs) as described herein.

For each role the Contractor will require in order to complete the Work Order, the Contractor must complete a Staff Experience and References Form found in Section VI. One resource may play more than one role.

A. Mandatory Qualifications

The Contractor shall provide experienced resources needed for initial planning activities, that collectively meet **all** of the MQs for their appropriate role(s) as follows: All experience used to meet the MQs shall have been where the staff had primary responsibility.

ROLE	MANDATORY QUALIFICATIONS
Service Manager	1. The Service Manager shall have at least three (3) years of Full-Time Equivalent (FTE) experience as the primary person responsible for the delivery, ongoing success, and continuous improvement on at least two (2) agile software projects or platform(s).
	2. The Service Manager shall have at least three (3) years of FTE experience managing software development and design in an agile environment.
	3. The Service Manager shall have at least three (3) years of FTE management experience creating product descriptions and delivery plans.
Delivery Manager (Scrum Master)	1. The Delivery Manager (Scrum Master) shall have at least three (3) years of FTE experience managing and delivering on at least two (2) agile software projects or platform(s) that are similar in scope to this Work Order.
	2. The Delivery Manager (Scrum Master) shall have at least three (3) years of FTE of management experience delivering complex digital projects in an agile environment.
	3. The Delivery Manager (Scrum Master) shall have at least three (3) years of FTE experience serving as a client's direct point of contact.
	4. The Delivery Manager (Scrum Master) shall hold a certification related to Scrum (e.g., Certified Scrum Master® [CSM]).
Lead Cloud App Developer	1. The Lead Cloud App Developer shall have at least three (3) years of FTE experience leading the development of at least two (2) projects that are similar in scope to this Work Order.
	2. The Lead Cloud App Developer shall have at least five (5) years of FTE experience developing and deploying backend web applications in an agile environment.
	3. The Lead Cloud App Developer shall have at least three (3) years FTE experience in each of the following: <ul style="list-style-type: none"> a. Developing web applications using Java; b. Writing the back-ends of modern PowerApps and Dynamics web applications; c. Developing and consuming web-based, RESTful APIs; d. Writing web applications using a test-driven deployment approach; e. Developing and executing automated unit, integration, and acceptance tests; and f. Developing backend web applications that integrate with relational and non-relational database systems.
Cloud App Developer Team	1. Each Cloud App Developer shall have at least two (2) years of FTE experience with delivery of complex digital projects in an agile environment.

ROLE	MANDATORY QUALIFICATIONS
	<p>2. Each Cloud App Developer shall have at least two (2) years of FTE experience in at least one of the following, and between all team members each of the following must be covered:</p> <ul style="list-style-type: none"> a. Developing web applications using Microsoft Power App, Microsoft Dynamics, React, Angular, C++, C# or Java; b. Writing the back-ends of modern web applications; c. Developing and consuming web-based, RESTful APIs; d. Writing web applications using a test-driven deployment approach; e. Developing and executing automated unit, integration, and acceptance tests; f. Configuring and executing load and performance testing; g. Configuring and integrating enterprise user authentication tools; h. Developing backend web applications that integrate with relational and non-relational database systems; i. Handling large data sets and scaling their storage; and j. Developing backend web applications that use scalable search technology.
DevOps Engineer	<p>1. The DevOps Engineer shall have experience as a DevOps Engineer in at least two (2) Digital Service developments similar in scope to the Work Order scope of services.</p> <p>2. The DevOps Engineer(s) shall have at least two (2) years of FTE experience with the implementation and delivery of complex digital projects in an agile environment</p> <p>1. The DevOps Engineer shall have at least one (1) year of FTE experience with each of the following:</p> <ul style="list-style-type: none"> a. Developing and implementing server configuration scripting; b. Implementing configuration management tools c. Implementing continuous deployment tools (e.g., Docker); d. Implementing continuous integration tools (e.g., Jenkins); and e. Implementing modern continuous monitoring tools.
Cloud Database Admin	<p>1. The Cloud Database Admin shall have at least five (5) years of FTE experience as a MS SQL Server Database Administrator responsible for the following:</p> <ul style="list-style-type: none"> a. MS SQL Server database administration, MS SQL Server database configuration, MS SQL Server data replication, MS SQL Server utilities, MS SQL Server resource monitoring; b. MS SQL Server static and dynamic SQL; and c. MS SQL Server database backup, recovery, performance tuning, configuration and design. <p>2. The Cloud Database Admin shall have at least three (3) years of FTE experience deploying, configuring, monitoring, and optimizing alternate cloud databases, both SQL and NoSQL. (i.e. CosmosDB, DynamoDB, MongoDB, Amazon Aurora, etc.)</p>
UI/UX Designer	<p>1. The UI/UX Designer shall have a least Three (3) to five (5) years of experience working in IT, preferably as an user experience/user interface designer, human factors engineer, animation, or comparable roles;</p> <ul style="list-style-type: none"> a. Broad experience in translating business and functional requirements into technical specifications; b. Experience with wireframe prototyping tools such as Axure, Sketchflow or Balsamiq, and equivalents; c. Experience working in an agile development cycle; <p>Experience with risk taking.</p>

B. Contractor Roles and Responsibilities

The Nebraska Department of Health and Human Services (DHHS) Agile Development Pre-Qualified Vendor Pool candidates are required to provide several Labor Pool categories as they apply to fulfilling the Work Order:

CONTRACTOR ROLE	RESPONSIBILITY
Service Manager	<p>Experience managing the delivery, ongoing success, and continuous improvement of one (1) or more digital products and/or platforms.</p> <p>Primarily responsible for:</p> <ul style="list-style-type: none"> • Lead one (1) 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 agile software development services; • Underpin the delivery and iteration of agile software development services through effective analysis of qualitative and quantitative user data; and • Communicate credibly with a wide range of digital delivery disciplines and talent.
Delivery Manager (Scrum Master)	<p>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.</p> <p>Manages one (1) 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.</p> <p>Defines project needs and feeds these into the portfolio/program process to enable resources to be appropriately allocated.</p> <p>Primarily responsible for:</p> <ul style="list-style-type: none"> • Delivering projects and products using the appropriate agile project management methodology, learning & iterating frequently; • Working with the Service 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); and • Actively and openly sharing knowledge of best practices.

CONTRACTOR ROLE	RESPONSIBILITY
Lead Web Developer	<p>Experience leading a team of web developers 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.</p> <p>Primarily responsible for:</p> <ul style="list-style-type: none"> • Developing and communicating the team’s architecture and design; • Executing the Service Manager’s vision and goals; • Delivering working software at the end of a sprint; • Developing product roadmaps and backlogs; • Writing user stories; • Web development using C#, C++, Java or 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; and • Communicating technical concepts to a non-technical audience.
Web Developer	<p>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.</p> <p>Primarily responsible for:</p> <ul style="list-style-type: none"> • Web development using at least two web programming languages (e.g., VB.NET, C#, C++, 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., SAFe, 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; and • Communicating technical concepts to a non-technical audience.
DevOps Engineer	<p>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.</p> <p>Primarily responsible for:</p> <ul style="list-style-type: none"> • Deploying and configuring services using infrastructure as a service providers (e.g., Microsoft Azure, Amazon Web Services, 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; and • Containerization technologies (e.g., LXC, Docker, Rocket).

CONTRACTOR ROLE	RESPONSIBILITY
MS SQL Server CDS or Data verse Database Administrator (Cloud App Developer)	<p>Primarily responsible for:</p> <ul style="list-style-type: none"> • Provides technical leadership and operational expertise at the decision-making level for the implementation, architecture, design, ongoing support and maintenance of MS SQL Server databases and related software tools; • Acts as the principal MS SQL Server database administrator and technical resource for the design, development, and implementation of multiple MS SQL Server tests databases and related systems; • Supports object-relational features and non-relational structures (e.g., JSON, XML); • Designs, develops, and maintains data models utilizing data modeling and code generation tools (e.g., Erwin Data Modeler, Sparx Enterprise Architect); • Utilizes available IBM MS SQL Server tools (e.g., QMF and QMF for Workstation, MS SQL Server Administration, Query Monitor, db2top, Recovery Expert, Cloning Tool, Object Comparison Tool) and other supporting tools (e.g., File AID for MS SQL Server); • Creates queries and stored procedures needed to identify and cleanse data incompatibilities between new and old environments; • Leads specification, capacity planning, monitoring and reporting activities related to database configuration and sizing per project need and expected transaction volumes; • Performs System Administration, which includes database security, configuration, troubleshooting, performance monitoring, and tuning to address performance issues and improve response times; • Facilitates direct support to application developers and testers including responding quickly to data refresh requests, reorganizing database structures as needed, and automating scheduled database maintenance at regular intervals to maximize data availability; • Conducts backup and restore of MS SQL Server databases used to support development and testing, verifies implementation of onsite/offsite backup and recovery strategies, develops recovery procedures, supports recovery of data loss caused by user or system error, and performs offsite disaster recovery as needed; • Develops utilities to monitor and evaluate data quality. Assist with advanced SQL development guidance and tuning, including creating context relationships and stored procedures and user defined functions; • Provides first-level support in the MS SQL Server z/OS environments managed; • Develops and applies policies and procedures relating to database and application security including procedures that authorize, enable, change and withdraw access; • Develops, documents, and implements flexible, non-restrictive standards, policies, and procedures and ensures compliance for all database platforms and related systems; • Coordinates testing, install and documentation of new releases and database patches; and • Develops training criteria, training plans, course design, handouts, and provides training and knowledge transfer to staff.

CONTRACTOR ROLE	RESPONSIBILITY
UI/UX Designer	Primarily responsible for: <ul style="list-style-type: none"> • Leading the interface design process and coordinates with development teams to ensure designs are implemented correctly • Contributing to design standards and promotes user-centered design throughout the organization • Helping build a roadmap for an innovative and holistic user experience across the product portfolio • Developing user-centered guidelines, standards, and design processes and integrates them into the product development lifecycle • Coordinating with business stakeholders to understand and document business and functional requirements related to the end-user experience • Understanding user needs based on business and functional requirements, user research, market analysis, customer feedback, and usability findings • Developing user interaction and interface deliverables, including sketches, wireframes, and visual designs • Building strong relationships with technical and non-technical stakeholders across the organization • Participating in the process of collecting feedback from client teams and other stakeholders • Participating in the design and implementation of user research and usability testing to better understand end-user needs • Ensuring that third-party applications and products are customized to deliver a consistent end-user experience

C. State Roles and Responsibilities

STATE ROLE	RESPONSIBILITY
Product Owners and Product Manager	DHHS will provide one Product Owner. The Product Owner is an empowered individual who will interface with the client's stakeholders, synthesize feedback, and make decisions on the product's priorities and scope. DHHS will also assign a Product Manager as scaling requires it to oversee all Product Owners assigned. The Product Manager, working with stakeholder interests, user needs, and insight from the product team, will establish the vision and goals for the platform and the solution and prioritize user stories to include in sprints and strategize release cycles. The Service Manager will be responsible for managing the Program and Product Backlog and related issues.
Solution Architect and Technical Architect	DHHS will provide one Solution Architect and one Technical Architect. The Technical Architect will be responsible for providing the overall technical vision for the iServe Nebraska Portal, identifying technical standards and guidelines; and, providing technical oversight. Specifically: Planning the Architectural Runway, Actively supporting design and steering of CI/CD pipeline, supporting the definition of Non Functional Requirements, partnering with solution and enterprise architects to elaborate Capabilities and Epics, Supervises and fosters built-in quality. The Solution Architect will be responsible for the highest-level, system-wide decisions (system decomposition, interfaces, and allocations of requirements to various subsystems and capabilities). They also establish the solution intent's organizational structure to support future analysis and needs to help drive localized decisions in the teams' backlogs
Agile Coach/Release Train Engineer (RTE)	DHHS will provide one Agile Coach who will also fill the role of RTE as scaling requires it. The Agile Coach will ensure that development teams are adopting and using agile processes and performing effectively. The Agile Coach will assess the culture of the team and delivery processes in place to identify improvements and facilitate these improvements with the right type of support. The Agile Coach will ensure key metrics and requirements that support the team and delivery are well defined and maintained.
Scrum Master	<p>DHHS will provide one Scrum Master experienced in 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.</p> <p>Manages one (1) 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.</p> <p>Defines project needs and feeds these into the portfolio/program process to enable resources to be appropriately allocated.</p> <p>Primarily responsible for:</p> <ul style="list-style-type: none"> • Delivering projects and products using the appropriate agile project management methodology, learning & iterating frequently; • Working with the Service 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); and • Actively and openly sharing knowledge of best practices.
QA Lead	DHHS will provide one QA lead. The QA Lead is responsible for organizing, managing and leading the solution testing across all delivery teams. They define testing strategies to ensure standards are met and risks are managed. The QA lead also assist in process improvement across the solution delivery spectrum.
Lead Analyst	DHHS will provide 3 Lead Agile Business Analysts involved in business troubleshooting and implementing Agile Analysis, which includes communicating with stakeholders, working with development teams to create appropriate software, providing direct feedback to teams, and using a quick and personal approach to solve business issues.

D. Staff and Rates

The Contractor's staff shall perform the tasks described in this Work Order, at the rates indicated in the Cost form.

1. Given the size, scope, and complexity of this work, the Contractor must monitor the monthly hours billed to ensure the staff(s) effectively meet(s) the needs of the State.
2. Changes in cost estimates that do not alter the total cost of a Work Order will be conveyed to the State in writing. The rationale for the change shall be included. The State shall approve any change to the cost estimates that do not alter the total cost in writing. The identified staff(s) will perform the tasks described and at the rates indicated in this Agreement. The Bidder shall identify its staff by name and hourly rate.
3. The assigned staff(s) will perform the tasks described in this Work Order, at the rates indicated in Cost Form. The Bidder shall identify each staff by name, labor category, and hourly rate.

E. Addition, Deletion, or Substitution of Staff

1. The Contractor shall not add or substitute staff without the prior written consent of DHHS, which consent shall not be unreasonably withheld. The Contractor shall make every reasonable effort to provide suitable substitute staff. The additional and/or substitute staff shall meet all the requirements and shall be approved in writing by DHHS prior to substitute staff beginning work.
2. Additional and/or substitute staff shall not automatically receive the hourly rate of the staff or positions being replaced. DHHS and the Contractor shall negotiate the hourly rate of any additional and/or substitute staff to the Agreement. The hourly rate negotiated shall be dependent, in part, upon the experience and individual skills of the proposed additional or substitute staff. The negotiated hourly rate shall not exceed the hourly rate for that position as set forth in the Agreement.
3. The DHHS Project Director or designee may request that Contractor replace a staff member and shall advise Contractor in writing of the basis for the request. In such event, Contractor shall provide a proposed replacement candidate's resume within seven (7) Calendar Days of the date the requested replacement is made by the State.
4. If substituting staff is acceptable by the State and permissible by this Agreement:
 - a. The Contractor shall submit an Add, Delete or Substitute Staff Request Form; a completed Staff Resume Table, signed Staff Reference Forms, from all references listed on the Staff Resume Table to validate the experience listed and any required degrees. The request and the completed documents shall be provided to the DHHS Contract Manager for review and approval. DHHS will provide a disposition of the request and related materials within ten (10) business days after receipt of these documents. However, addition of staff may require an amendment to this Agreement.
 - b. The Contractor and DHHS Contract Manager shall negotiate a staff start time which is agreeable to both Parties.
5. If the addition, substitution and/or deletion does not increase the total cost of the Agreement, an amendment may not be required to make this change to the Agreement.

VI. STAFF EXPERIENCE AND REFERENCES

Bidder Name:				
Proposed Staff's Name:				
Role:		Service Manager		
MQ #	Mandatory Qualifications	Project Description Company Name, Project Name, Time Period (MM/DD/YY - MM/DD/YY), and % of time	Relevant Experience Description Staff's role and description of the relevant experience on the project(s).	Reference Contact Contact Name, Company Name, Phone Number, and Email
1	The Service Manager shall have at least three (3) years of Full-Time Equivalent (FTE) experience as the primary person responsible for the delivery, ongoing success, and continuous improvement on at least two (2) agile software projects or platform(s).	a. Company Name: Project Name: Time Period: Percentage of Time:	a. Role: Description of relevant experience:	a. Contact Name: Company Name: Phone Number: Email:
		b. Company Name: Project Name: Time Period: Percentage of Time:	b. Role: Description of relevant experience:	b. Contact Name: Company Name: Phone Number: Email:
		Total Duration:		
2	The Service Manager shall have at least three (3) years of FTE experience managing software development and design in an agile environment.	a. Company Name: Project Name: Time Period: Percentage of Time:	a. Role: Description of relevant experience:	a. Contact Name: Company Name: Phone Number: Email:
		b. Company Name: Project Name: Time Period: Percentage of Time:	b. Role: Description of relevant experience:	b. Contact Name: Company Name: Phone Number: Email:
		Total Duration:		
3	The Service Manager shall have at least three (3) years of FTE management experience creating product descriptions and delivery plans.	a. Company Name: Project Name: Time Period:	a. Role: Description of relevant experience:	a. Contact Name: Company Name: Phone Number: Email:
		Total Duration:		

Bidder Name:				
Proposed Staff's Name:				
Role:		Service Manager		
MQ #	Mandatory Qualifications	Project Description Company Name, Project Name, Time Period (MM/DD/YY - MM/DD/YY), and % of time	Relevant Experience Description Staff's role and description of the relevant experience on the project(s).	Reference Contact Contact Name, Company Name, Phone Number, and Email
		Percentage of Time:		
		Company Name:	Role:	Contact Name:
		Project Name:		Company Name:
		b. _____	b. Description of relevant experience:	b. Phone Number:
		Time Period:		Email:
		Percentage of Time:		
		Total Duration:		

Bidder Name:				
Proposed Staff's Name:				
Role:		UI/UX Designer		
MQ #	Mandatory Qualifications	Project Description Company Name, Project Name, Time Period (MM/DD/YY - MM/DD/YY), and % of time	Relevant Experience Description Staff's role and description of the relevant experience on the project(s).	Reference Contact Contact Name, Company Name, Phone Number, and Email
1	Three to five years of experience working in IT, preferably as an user experience/user interface designer, human factors engineer, animation, or comparable roles;	a. Company Name: Project Name: Time Period: Percentage of Time:	a. Role: Description of relevant experience:	a. Contact Name: Company Name: Phone Number: Email:
		b. Company Name: Project Name: Time Period: Percentage of Time:	b. Role: Description of relevant experience:	b. Contact Name: Company Name: Phone Number: Email:
Total Duration:				
2	Broad experience in translating business and functional requirements into technical specifications;	a. Company Name: Project Name: Time Period: Percentage of Time:	a. Role: Description of relevant experience:	a. Contact Name: Company Name: Phone Number: Email:
		b. Company Name: Project Name: Time Period: Percentage of Time:	b. Role: Description of relevant experience:	b. Contact Name: Company Name: Phone Number: Email:
Total Duration:				
3	Experience with wireframe prototyping tools such as Axure, Sketchflow or Balsamiq, and equivalents;	a. Company Name: Project Name: Time Period: Percentage of Time:	a. Role: Description of relevant experience:	a. Contact Name: Company Name: Phone Number: Email:

Bidder Name:				
Proposed Staff's Name:				
Role:		UI/UX Designer		
MQ #	Mandatory Qualifications	Project Description Company Name, Project Name, Time Period (MM/DD/YY - MM/DD/YY), and % of time	Relevant Experience Description Staff's role and description of the relevant experience on the project(s).	Reference Contact Contact Name, Company Name, Phone Number, and Email
		Company Name: _____ Project Name: _____ b. _____ Time Period: _____ Percentage of Time: _____	Role: _____ b. Description of relevant experience: _____	Contact Name: _____ Company Name: _____ Phone Number: _____ Email: _____
Total Duration:				
4	Experience working in an agile development cycle; Experience with risk taking.	Company Name: _____ Project Name: _____ a. _____ Time Period: _____ Percentage of Time: _____	Role: _____ a. Description of relevant experience: _____	Contact Name: _____ Company Name: _____ Phone Number: _____ Email: _____
		Company Name: _____ Project Name: _____ b. _____ Time Period: _____ Percentage of Time: _____	Role: _____ b. Description of relevant experience: _____	Contact Name: _____ Company Name: _____ Phone Number: _____ Email: _____
Total Duration:				
5	Experience with risk taking.	Company Name: _____ Project Name: _____ a. _____ Time Period: _____ Percentage of Time: _____	Role: _____ a. Description of relevant experience: _____	Contact Name: _____ Company Name: _____ Phone Number: _____ Email: _____
		Company Name: _____ Project Name: _____ b. _____ Time Period: _____ Percentage of Time: _____	Role: _____ b. Description of relevant experience: _____	Contact Name: _____ Company Name: _____ Phone Number: _____ Email: _____

Bidder Name:				
Proposed Staff's Name:				
Role:		UI/UX Designer		
MQ #	Mandatory Qualifications	Project Description Company Name, Project Name, Time Period (MM/DD/YY - MM/DD/YY), and % of time	Relevant Experience Description Staff's role and description of the relevant experience on the project(s).	Reference Contact Contact Name, Company Name, Phone Number, and Email
		Total Duration:		
Bidder Name:				
Proposed Staff's Name:				
Role:		Delivery Manager (Scrum Master)		
MQ #	Mandatory Qualifications	Project Description Company Name, Project Name, Time Period (MM/DD/YY - MM/DD/YY), and % of time	Relevant Experience Description Staff's role and description of the relevant experience on the project(s).	Reference Contact Contact Name, Company Name, Phone Number, and Email
1	The Delivery Manager (Scrum Master) shall have at least three (3) years of FTE experience managing and delivering on at least two (2) agile software projects or platform(s) that are similar in scope to this RFO.	a. Company Name: Project Name: Time Period: Percentage of Time:	a. Role: Description of relevant experience:	a. Contact Name: Company Name: Phone Number: Email:
		b. Company Name: Project Name: Time Period: Percentage of Time:	b. Role: Description of relevant experience:	b. Contact Name: Company Name: Phone Number: Email:
		Total Duration:		
2	The Delivery Manager (Scrum Master) shall have at least three (3) years of FTE of management experience delivering complex digital projects in an agile environment.	a. Company Name: Project Name: Time Period: Percentage of Time:	a. Role: Description of relevant experience:	a. Contact Name: Company Name: Phone Number: Email:
		b. Company Name: Project Name: Time Period: Percentage of Time:	b. Role: Description of relevant experience:	b. Contact Name: Company Name: Phone Number: Email:

Bidder Name:					
Proposed Staff's Name:					
Role:		UI/UX Designer			
MQ #	Mandatory Qualifications	Project Description Company Name, Project Name, Time Period (MM/DD/YY - MM/DD/YY), and % of time	Relevant Experience Description Staff's role and description of the relevant experience on the project(s).	Reference Contact Contact Name, Company Name, Phone Number, and Email	
		Total Duration:			
3	The Delivery Manager (Scrum Master) shall have at least three (3) years of FTE experience serving as a client's direct point of contact.	Company Name:	Role:	Contact Name:	
		Project Name:		a. Description of relevant experience:	Company Name:
		a. Time Period:			a. Phone Number:
		Percentage of Time:	a. Email:		
		b. Company Name:	Role:	Contact Name:	
		Project Name:		b. Description of relevant experience:	Company Name:
b. Time Period:	b. Phone Number:				
Percentage of Time:	b. Email:				
		Total Duration:			
4	The Delivery Manager (Scrum Master) shall hold a certification related to Scrum (e.g., Certified Scrum Master® [CSM]).	Company Name:	Role:	Contact Name:	
		Project Name:		a. Description of relevant experience:	Company Name:
		a. Time Period:			a. Phone Number:
		Percentage of Time:	a. Email:		
		b. Company Name:	Role:	Contact Name:	
		Project Name:		b. Description of relevant experience:	Company Name:
b. Time Period:	b. Phone Number:				
Percentage of Time:	b. Email:				
		Total Duration:			

Bidder Name:				
Proposed Staff's Name:				
Role:		Lead Cloud App Developer		
MQ #	Mandatory Qualifications	Project Description Company Name, Project Name, Time Period (MM/DD/YY - MM/DD/YY), and % of time	Relevant Experience Description Staff's role and description of the relevant experience on the project(s).	Reference Contact Contact Name, Company Name, Phone Number, and Email
1	The Lead Cloud App Developer shall have at least two (2) years of FTE experience leading the development of at least two (2) projects that are similar in scope to this RFO.	a. Company Name: Project Name: Time Period: Percentage of Time:	a. Role: Description of relevant experience:	a. Contact Name: Company Name: Phone Number: Email:
		b. Company Name: Project Name: Time Period: Percentage of Time:	b. Role: Description of relevant experience:	b. Contact Name: Company Name: Phone Number: Email:
		Total Duration:		
2	The Lead Cloud App Developer shall have at least three (3) years of FTE experience developing and deploying backend web applications in an agile environment.	a. Company Name: Project Name: Time Period: Percentage of Time:	a. Role: Description of relevant experience:	a. Contact Name: Company Name: Phone Number: Email:
		b. Company Name: Project Name: Time Period: Percentage of Time:	b. Role: Description of relevant experience:	b. Contact Name: Company Name: Phone Number: Email:
		Total Duration:		
3	The Lead Cloud App Developer shall have at least two (2) years of FTE experience in each of the following: a. Developing web applications using Java; b. Writing the back-ends of modern	a. Company Name: Project Name: Time Period: Percentage of Time:	a. Role: Description of relevant experience:	a. Contact Name: Company Name: Phone Number: Email:
		b. Company Name: Project Name: Time Period: Percentage of Time:	b. Role: Description of relevant experience:	b. Contact Name: Company Name: Phone Number: Email:
		Total Duration:		

Bidder Name:				
Proposed Staff's Name:				
Role:		Lead Cloud App Developer		
MQ #	Mandatory Qualifications	Project Description Company Name, Project Name, Time Period (MM/DD/YY - MM/DD/YY), and % of time	Relevant Experience Description Staff's role and description of the relevant experience on the project(s).	Reference Contact Contact Name, Company Name, Phone Number, and Email
	<p>open-source web applications;</p> <p>c. Developing and consuming web-based, RESTful APIs;</p> <p>d. Writing web applications using a test-driven deployment approach;</p> <p>e. Developing and executing automated unit, integration, and acceptance tests; and</p> <p>f. Developing backend web applications that integrate with relational and non-relational database systems.</p>	<p>Company Name: _____</p> <p>Project Name: _____</p> <p>b. _____</p> <p>Time Period: _____</p> <p>Percentage of Time: _____</p> <p>Total Duration:</p>	<p>Role: _____</p> <p>b. Description of relevant experience: _____</p>	<p>Contact Name: _____</p> <p>Company Name: _____</p> <p>b. Phone Number: _____</p> <p>Email: _____</p>

Bidder Name:					
Proposed Staff's Name:					
Role:		Cloud App Developer 1			
M Q #	Mandatory Qualifications	Project Description Company Name, Project Name, Time Period (MM/DD/YY - MM/DD/YY), and % of time	Relevant Experience Description Staff's role and description of the relevant experience on the project(s).	Reference Contact Contact Name, Company Name, Phone Number, and Email	
1	Each Cloud App Developer shall have at least two (2) years of FTE experience with delivery of complex digital projects in an agile environment.	Company Name: Project Name: a. _____ Time Period: Percentage of Time:	Role: a. Description of relevant experience:	Contact Name: Company Name: a. Phone Number: Email:	
		Company Name: Project Name: b. _____ Time Period: Percentage of Time:	Role: b. Description of relevant experience:	Contact Name: Company Name: b. Phone Number: Email:	
		Total Duration:			
2	Each Cloud App Developer shall have at least two (2) years of FTE experience in at least one of the following, and between all team members each of the following must be covered: <ul style="list-style-type: none"> a. Developing web applications using Java; b. Writing the back-ends of modern open-source web applications; c. Developing and consuming web-based, RESTful APIs; d. Writing web applications using a test-driven deployment; e. Developing and executing automated unit, integration, and acceptance tests; f. Configuring and executing load and performance testing; g. Configuring and integrating enterprise user authentication tools; 	Company Name: Project Name: a. _____ Time Period: Percentage of Time:	Role: a. Description of relevant experience:	Contact Name: Company Name: a. Phone Number: Email:	
		Company Name: Project Name: b. _____ Time Period: Percentage of Time:	Role: b. Description of relevant experience:	Contact Name: Company Name: b. Phone Number: Email:	
		Total Duration:			

Bidder Name:				
Proposed Staff's Name:				
Role:		Cloud App Developer 1		
M Q #	Mandatory Qualifications	Project Description Company Name, Project Name, Time Period (MM/DD/YY - MM/DD/YY), and % of time	Relevant Experience Description Staff's role and description of the relevant experience on the project(s).	Reference Contact Contact Name, Company Name, Phone Number, and Email
	<ul style="list-style-type: none"> h. Developing backend web applications that integrate with relational and non-relational database systems; i. Handling large data sets and scaling their storage; and j. Developing backend web applications <u>that use scalable search technology.</u> 			

Bidder Name:				
Proposed Staff's Name:				
Role:		Cloud App Developer 2		
M Q #	Mandatory Qualifications	Project Description Company Name, Project Name, Time Period (MM/DD/YY - MM/DD/YY), and % of time	Relevant Experience Description Staff's role and description of the relevant experience on the project(s).	Reference Contact Contact Name, Company Name, Phone Number, and Email
1	Each Cloud App Developer shall have at least two (2) years of FTE experience with delivery of complex digital projects in an agile environment.	Company Name: a _____ Project Name: _____ Time Period: _____ Percentage of Time: _____ b Company Name: _____ Project Name: _____ Time Period: _____ Percentage of Time: _____	Role: a _____ Description of relevant experience: _____ b Role: _____ Description of relevant experience: _____	Contact Name: _____ a Company Name: _____ Phone Number: _____ Email: _____ b Company Name: _____ Phone Number: _____ Email: _____
		Total Duration:		
2	Each Cloud App Developer shall have at least two (2) years of FTE experience in at least one of the following, and between all team members each of the following must be covered: a. Developing web applications using Java; b. Writing the back-ends of modern open-source web applications; c. Developing and consuming web-based, RESTful APIs; d. Writing web applications using a	Company Name: _____ Project Name: a _____ Time Period: _____ Percentage of Time: _____ b Company Name: _____ Project Name: _____ Time Period: _____ Percentage of Time: _____	Role: _____ a Description of relevant experience: _____ b Role: _____ Description of relevant experience: _____	Contact Name: _____ Company Name: _____ a Phone Number: _____ Email: _____ b Contact Name: _____ Company Name: _____ b Phone Number: _____ Email: _____

Bidder Name:				
Proposed Staff's Name:				
Role:		Cloud App Developer 2		
M Q #	Mandatory Qualifications	Project Description Company Name, Project Name, Time Period (MM/DD/YY - MM/DD/YY), and % of time	Relevant Experience Description Staff's role and description of the relevant experience on the project(s).	Reference Contact Contact Name, Company Name, Phone Number, and Email
	<p>test-driven deployment;</p> <p>e. Developing and executing automated unit, integration, and acceptance tests;</p> <p>f. Configuring and executing load and performance testing;</p> <p>g. Configuring and integrating enterprise user authentication tools;</p> <p>h. Developing backend web applications that integrate with relational and non-relational database systems;</p> <p>i. Handling large data sets and scaling their storage; and</p> <p>j. Developing backend web applications that use scalable search technology.</p>	Total Duration:		

Bidder Name:				
Proposed Staff's Name:				
Role:		Cloud App Developer 3		
M Q #	Mandatory Qualifications	Project Description Company Name, Project Name, Time Period (MM/DD/YY - MM/DD/YY), and % of time	Relevant Experience Description Staff's role and description of the relevant experience on the project(s).	Reference Contact Contact Name, Company Name, Phone Number, and Email
1	Each Cloud App Developer shall have at least two (2) years of FTE experience with delivery of complex digital projects in an agile environment.	Company Name:	Role: Description of relevant experience:	Contact Name:
		a Project Name:		a Company Name:
		Time Period:		Phone Number:
		Percentage of Time:		Email:
		Company Name:	b Role:	b Contact Name:
		b Project Name:	Description of relevant experience:	Company Name:
Time Period:		Phone Number:		
Percentage of Time:		Email:		
Total Duration:				
2	Each Cloud App Developer shall have at least two (2) years of FTE experience in at least one of the following, and between all team members each of the following must be covered: a. Developing web applications using Java; b. Writing the back-ends of modern open-source web applications; c. Developing and consuming web-based, RESTful APIs; d. Writing web applications using a test-driven deployment; e. Developing and executing automated unit, integration, and acceptance testing;	Company Name:	Role: Description of relevant experience:	Contact Name:
		a Project Name:		a Company Name:
		Time Period:		Phone Number:
		Percentage of Time:		Email:
		Company Name:	b Role:	b Contact Name:
		b Project Name:	Description of relevant experience:	Company Name:
Time Period:		Phone Number:		
Percentage of Time:		Email:		
Total Duration:				

Bidder Name:				
Proposed Staff's Name:				
Role:		Cloud App Developer 3		
M Q #	Mandatory Qualifications	Project Description Company Name, Project Name, Time Period (MM/DD/YY - MM/DD/YY), and % of time	Relevant Experience Description Staff's role and description of the relevant experience on the project(s).	Reference Contact Contact Name, Company Name, Phone Number, and Email
	<ul style="list-style-type: none"> f. Configuring and executing load and performance testing; g. Configuring and integrating enterprise user authentication tools; h. Developing backend web applications that integrate with relational and non-relational database systems; i. Handling large data sets and scaling their storage; and j. Developing backend web applications that use scalable search technology. 			

Bidder Name:				
Proposed Staff's Name:				
Role:		Cloud App Developer 4		
M Q #	Mandatory Qualifications	Project Description Company Name, Project Name, Time Period (MM/DD/YY - MM/DD/YY), and % of time	Relevant Experience Description Staff's role and description of the relevant experience on the project(s).	Reference Contact Contact Name, Company Name, Phone Number, and Email
1	Each Cloud App Developer shall have at least two (2) years of FTE experience with delivery of complex digital projects in an agile environment.	Company Name:	a Role: Description of relevant experience:	Contact Name:
		a Project Name:		a Company Name:
		Time Period:		a Phone Number:
		Percentage of Time:		a Email:
		b Company Name:	b Role:	b Contact Name:
		b Project Name:	b Description of relevant experience:	b Company Name:
Time Period:		b Phone Number:		
Percentage of Time:		b Email:		
Total Duration:				
2	Each Cloud App Developer shall have at least two (2) years of FTE experience in at least one of the following, and between all team members each of the following must be covered: a. Developing web applications using Java; b. Writing the back-ends of modern open-source web applications; c. Developing and consuming web-based, RESTful APIs; d. Writing web applications using a test-driven deployment; e. Developing and executing automated unit, integration, and acceptance tests; f. Configuring and executing load and performance testing; g. Configuring and integrating enterprise	Company Name:	a Role: Description of relevant experience:	Contact Name:
		a Project Name:		a Company Name:
		Time Period:		a Phone Number:
		Percentage of Time:		a Email:
		b Company Name:	b Role:	b Contact Name:
		b Project Name:	b Description of relevant experience:	b Company Name:
Time Period:		b Phone Number:		
Percentage of Time:		b Email:		
Total Duration:				

Bidder Name:				
Proposed Staff's Name:				
Role:		Cloud App Developer 4		
M Q #	Mandatory Qualifications	Project Description Company Name, Project Name, Time Period (MM/DD/YY - MM/DD/YY), and % of time	Relevant Experience Description Staff's role and description of the relevant experience on the project(s).	Reference Contact Contact Name, Company Name, Phone Number, and Email
	<p>user authentication tools;</p> <p>h. Developing backend web applications that integrate with relational and non-relational database systems;</p> <p>i. Handling large data sets and scaling their storage; and</p> <p>j. Developing backend web applications that use scalable search technology.</p>			

Bidder Name:						
Proposed Staff's Name:						
Role:		Cloud App Developer 5				
M Q #	Mandatory Qualifications	Project Description Company Name, Project Name, Time Period (MM/DD/YY - MM/DD/YY), and % of time	Relevant Experience Description Staff's role and description of the relevant experience on the project(s).	Reference Contact Contact Name, Company Name, Phone Number, and Email		
1	Each Cloud App Developer shall have at least two (2) years of FTE experience with delivery of complex digital projects in an agile environment.	Company Name:	a Role: Description of relevant experience:	Contact Name:		
		a Project Name:		a Company Name:		
		Time Period:		Phone Number:		
		Percentage of Time:		Email:		
		b Company Name:	b Role:	b Contact Name:		
		Project Name:	Description of relevant experience:	Company Name:		
Time Period:		Phone Number:				
Percentage of Time:		Email:				
Total Duration:						
2	Each Cloud App Developer shall have at least two (2) years of FTE experience in at least one of the following, and between all team members each of the following must be covered: a. Developing web applications using Java; b. Writing the back-ends of modern open-source web applications; c. Developing and consuming web-based, RESTful APIs; d. Writing web applications using a test-driven deployment; e. Developing and executing automated unit, integration, and acceptance tests; f. Configuring and executing load and performance testing; g. Configuring and integrating enterprise user authentication tools; h. Developing backend web applications that integrate with relational and non-relational database systems; i. Handling large data sets and scaling their storage; and	Company Name:	a Role: Description of relevant experience:	Contact Name:		
		a Project Name:		a Company Name:		
		Time Period:		Phone Number:		
		Percentage of Time:		Email:		
		b Company Name:	b Role:	b Contact Name:		
		Project Name:	Description of relevant experience:	Company Name:		
		Time Period:		Phone Number:		
		Percentage of Time:		Email:		
		Total Duration:				

Bidder Name:				
Proposed Staff's Name:				
Role:		Cloud App Developer 5		
M Q #	Mandatory Qualifications	Project Description Company Name, Project Name, Time Period (MM/DD/YY - MM/DD/YY), and % of time	Relevant Experience Description Staff's role and description of the relevant experience on the project(s).	Reference Contact Contact Name, Company Name, Phone Number, and Email
	j. Developing backend web applications that use scalable search technology.			

Bidder Name:				
Proposed Staff's Name:				
Role:		Legacy System Developer / Architect		
MQ #	Mandatory Qualifications	Project Description Company Name, Project Name, Time Period (MM/DD/YY - MM/DD/YY), and % of time	Relevant Experience Description Staff's role and description of the relevant experience on the project(s).	Reference Contact Contact Name, Company Name, Phone Number, and Email
1	The Legacy System Developer / Architect shall have at least two (2) years of FTE experience leading the development of at least two (2) projects that are similar in scope to this RFO.	a. Company Name: Project Name: Time Period: Percentage of Time:	a. Role: Description of relevant experience:	a. Contact Name: Company Name: Phone Number: Email:
		b. Company Name: Project Name: Time Period: Percentage of Time:	b. Role: Description of relevant experience:	b. Contact Name: Company Name: Phone Number: Email:
		Total Duration:		
2	The Legacy System Developer / Architect shall have at least three (3) years of FTE experience developing and deploying modernized legacy applications in a modern SOA environment.	a. Company Name: Project Name: Time Period: Percentage of Time:	a. Role: Description of relevant experience:	a. Contact Name: Company Name: Phone Number: Email:
		b. Company Name: Project Name: Time Period: Percentage of Time:	b. Role: Description of relevant experience:	b. Contact Name: Company Name: Phone Number: Email:
		Total Duration:		
3	The Legacy System Developer / Architect shall have at least two (2) years of FTE experience in each of the following: a. Modernizing legacy applications	a. Company Name: Project Name: Time Period: Percentage of Time:	a. Role: Description of relevant experience:	a. Contact Name: Company Name: Phone Number: Email:
		Total Duration:		

Bidder Name:																								
Proposed Staff's Name:																								
Role:		Legacy System Developer / Architect																						
MQ #	Mandatory Qualifications	Project Description Company Name, Project Name, Time Period (MM/DD/YY - MM/DD/YY), and % of time	Relevant Experience Description Staff's role and description of the relevant experience on the project(s).	Reference Contact Contact Name, Company Name, Phone Number, and Email																				
	<ul style="list-style-type: none"> using CA GEN and Cobol; b. Developing the API integration with modern SOA and containerized architecture; c. Developing and consuming web-based, RESTful APIs; d. Modernizing legacy applications using a test-driven deployment approach; e. Developing and executing automated unit, integration, and acceptance tests; and f. Developing backend applications that integrate with relational and non-relational database systems. 	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%;">Company Name:</td> <td style="width: 50%;"></td> </tr> <tr> <td>Project Name:</td> <td></td> </tr> <tr> <td>b. Time Period:</td> <td></td> </tr> <tr> <td>Percentage of Time:</td> <td></td> </tr> </table> <p>Total Duration:</p>	Company Name:		Project Name:		b. Time Period:		Percentage of Time:		<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%;">Role:</td> <td style="width: 50%;"></td> </tr> <tr> <td>b. Description of relevant experience:</td> <td></td> </tr> </table>	Role:		b. Description of relevant experience:		<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%;">Contact Name:</td> <td style="width: 50%;"></td> </tr> <tr> <td>Company Name:</td> <td></td> </tr> <tr> <td>b. Phone Number:</td> <td></td> </tr> <tr> <td>Email:</td> <td></td> </tr> </table>	Contact Name:		Company Name:		b. Phone Number:		Email:	
Company Name:																								
Project Name:																								
b. Time Period:																								
Percentage of Time:																								
Role:																								
b. Description of relevant experience:																								
Contact Name:																								
Company Name:																								
b. Phone Number:																								
Email:																								

Bidder Name:				
Proposed Staff's Name:				
Role:		DevOps Engineer		
MQ #	Mandatory Qualifications	Project Description Company Name, Project Name, Time Period (MM/DD/YY - MM/DD/YY), and % of time	Relevant Experience Description Staff's role and description of the relevant experience on the project(s).	Reference Contact Contact Name, Company Name, Phone Number, and Email
1	The DevOps Engineer shall have experience as a DevOps Engineer in at least two (2) Digital Service developments similar in scope to the Bidder's proposed solution.	a. Company Name: Project Name: Time Period: Percentage of Time:	a. Role: Description of relevant experience:	a. Contact Name: Company Name: Phone Number: Email:
		b. Company Name: Project Name: Time Period: Percentage of Time:	b. Role: Description of relevant experience:	b. Contact Name: Company Name: Phone Number: Email:
		Total Duration:		
2	The DevOps Engineer(s) shall have at least two (2) years of FTE experience with the implementation and delivery of complex digital projects in an agile environment.	a. Company Name: Project Name: Time Period: Percentage of Time:	a. Role: Description of relevant experience:	a. Contact Name: Company Name: Phone Number: Email:
		b. Company Name: Project Name: Time Period: Percentage of Time:	b. Role: Description of relevant experience:	b. Contact Name: Company Name: Phone Number: Email:
		Total Duration:		
3	The DevOps Engineer shall have at least one (1) year of FTE experience with each of the following: a. Developing and implementing	a. Company Name: Project Name: Time Period:	a. Role: Description of relevant experience:	a. Contact Name: Company Name: Phone Number: Email:

Bidder Name:				
Proposed Staff's Name:				
Role:		DevOps Engineer		
MQ #	Mandatory Qualifications	Project Description Company Name, Project Name, Time Period (MM/DD/YY - MM/DD/YY), and % of time	Relevant Experience Description Staff's role and description of the relevant experience on the project(s).	Reference Contact Contact Name, Company Name, Phone Number, and Email
	Server configuration scripting;	Percentage of Time:		
	b. Implementing Configuration management tools (e.g., Ansible);	Company Name:	Role: b. Description of relevant experience:	Contact Name:
	c. Implementing Continuous deployment tools (e.g., Docker);	Project Name:		Company Name:
	d. Implementing Continuous integration tools (e.g., Jenkins); and	b. Time Period:		b. Phone Number:
	e. Implementing Modern continuous monitoring tools.	Percentage of Time:		Email:
		Total Duration:		

Bidder Name:					
Proposed Staff's Name:					
Role:		SQL Server Database Administrator (Cloud App Developer)			
M Q #	Mandatory Qualifications	Project Description Company Name, Project Name, Time Period (MM/DD/YY - MM/DD/YY), and % of time	Relevant Experience Description Staff's role and description of the relevant experience on the project(s).	Reference Contact Contact Name, Company Name, Phone Number, and Email	
1	The SQL Server Database Administrator (Cloud App Developer) shall have at least five (5) years of FTE experience as a Database Administrator responsible for the following: a. SQL Server database administration, SQL Server database configuration, SQL Server data replication, SQL Server utilities, SQL Server resource monitoring; b. SQL Server z/OS static and dynamic SQL; and c. SQL Server z/OS database backup, recovery, performance tuning, configuration and design.	Company Name: _____	Role: a _____ Description of relevant experience: _____	Contact Name: _____	
		a Project Name: _____		a Company Name: _____	
		Time Period: _____		a Phone Number: _____	
			Percentage of Time: _____		Email: _____
		b	Company Name: _____	Role: b _____ Description of relevant experience: _____	Contact Name: _____
Project Name: _____	b Company Name: _____				
Time Period: _____	b Phone Number: _____				
	Percentage of Time: _____		Email: _____		
		Total Duration: _____			
2	The SQL Server Database Administrator (Cloud App Developer) shall have at least one (1) year of SQL Server database administration experience with SQL Server v 9.1 or greater on z/OS.	Company Name: _____	Role: a _____ Description of relevant experience: _____	Contact Name: _____	
		a Project Name: _____		a Company Name: _____	
		Time Period: _____		a Phone Number: _____	
			Percentage of Time: _____		Email: _____
		b	Company Name: _____	Role: b _____ Description of relevant experience: _____	Contact Name: _____
Project Name: _____	b Company Name: _____				
Time Period: _____	b Phone Number: _____				
	Percentage of Time: _____		Email: _____		
		Total Duration: _____			

Each Project Description, Relevant Experience Description and Reference Contact should be tied together with a lower case letter, as it appears in the previous Example (add "b", "c", etc. as necessary). Reference contacts should be able to validate the experience provided.