

# State of Vermont For Information Technology Professional Services

**Request for Quote Response**  
**Quotes Due: December 7, 2020 by 4:30pm EST**



**Submitted to:**

Stephen Fazekas  
State Contact  
SOV.ThePathForward@vermont.gov

**Submitted by:**

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## TECHNUF PROPOSAL RESPONSE

### 1 COVER LETTER [3.2]

December 7, 2020

Dear Stephen Fazekas,

We are pleased to submit our response to the Request for Proposal from the State of Vermont Agency of Digital Services (ADS), for Information Technology Professional Services. Technuf LLC is a recognized 8(a) small business located in the Washington, D.C. metro area. We bring a proven history of successful performance at the State level to this contract, including the States of Maryland, Florida, and Massachusetts. Technuf's commitment to program management and quality implementation is evident through our best-in-class CMMI level 3 certifications, along with a series of industry standard oversight certifications which guide service, products, and secure, trusted delivery.

Technuf brings highly experienced subject matter experts specifically within Health IT, software development and Health Data Information Exchange that mirror the ADS requirements. Additionally, we have past performance best practices which we will bring to the ADS to support the continuation of Department of Vermont Health Access (DVHA) modernization efforts. Our current support of the several State and Federal projects, including a project within an agency in the National Institutes of Health provides our team a solid understanding of and appreciation for the unique culture and needs of the organization.

We acknowledge the agency's concern of lack of resources to support the development and implementation of Medical Enterprise Systems Portfolio (MESP) projects. At a high level, we understand that the ADS requires a contractor to provide

- i. A solid project management based on industry standard techniques and framework
- ii. Proven ability to hire, train and on-board technically qualified, right skilled and efficient resources to support the State of Vermont's modernization efforts
- iii. An established capability that demonstrates an exceptionally high retention of resources in order to preserve the knowledge and subject matter expertise
- iv. A seamless transition plan that supports any incumbent retention or transition

Technuf has a proven capability of managing projects to support modernization efforts like the requirements stated by the State of Vermont in this RFP. At Technuf, we have invested in our people and processes. Although we are a small business, we are proud to have achieved industry standard quality certifications such as CMMI-Development (CMMI-DEV) Level 3, CMMI-SERVICE (CMMI-SVC) Level 3, ISO 9001, ISO 20000-1, ISO 25010, ISO 27001, and ISO 28000. For project management, we implement the global project management best practices derived from PMBOK and incorporate SDLC methodologies such as Agile within our programs. This allows us to address our customer's real-time requirements as they arise.

With more than 10 years of experience working with Federal and State level agencies, we have crafted a solid and structured hiring and retention framework that provides a level of trust and confidence in our customers while providing the stability and continuity of operations over longer duration.

An overview and detailed approach to our project management as well as our hiring and retention framework is described in this response.

Our hand selected technical team possess the domain expertise and depth of experience to support the Medicaid Management Information Systems (MMIS) program to enhance business processes and leverage services and capabilities to help ADS achieve its goal of administering the Medicaid program and serving Vermonters efficiently and effectively. We are committed to providing practical innovation while sustaining deliverables, both today and in the future.

We are prepared to respond to any questions or requests for clarification that you may have and stand ready to begin actionable support day one.

Should you require additional information or have questions, please contact me, Faisal Quader at 301-526-7888 or Shah Ahmed, CEO, at 202-297-8442.

Bid Submission Checklist:

Cover Letter	✓
Technical Response	✓
Redacted Technical Response, if applicable	N/A
References	✓
Price Schedule	✓
Signed Certificate of Compliance	✓

Sincerely,

A handwritten signature in purple ink that reads 'Faisal Quader'.

Faisal Quader, President  
Technuf LLC  
40 West Gude Dr, Suite 220  
Rockville, MD 20850  
Phone: (301) 526-7888  
Email: [faisal.quader@technuf.com](mailto:faisal.quader@technuf.com)

## 2 TECHNICAL RESPONSE [3.3]

### 2.1 Corporate Overview



Founded in 2011, Technuf LLC is a recognized SBA 8(a)-certified Small Disadvantaged Business (SDB) with 60 employees. We are a Maryland-based company that provides leading-edge and proven technologies, industry vertical domain expertise, and highly skilled motivated professionals. We specialize in solutions and services that help our customers succeed and achieve their mission-critical business needs. Technuf operates in terms of the value that we can bring to our customers, diving into the business of technology to deliver cost-effective, innovative solutions designed and deployed by a team of experts in their area.

**PREVISE** Our partner, Previser, is a small, agile, and data-driven company that brings over 80 years of combined leadership experience delivering high quality solutions. They bring past performance in application development and support; test planning and automation; CRM customization and configuration; digital marketing implementation; cloud services set up, integration and maintenance; microservices, and web services and workflow-based system development.

Previser also brings their domain expertise in Medicaid Management Information Systems and enrollment and eligibility as the system integrator for the State of New Mexico and Commonwealth of Pennsylvania. In this role, the founder supported the execution of Medicaid future state objectives at the enterprise level, which involved business, technical, and information architectures. It also included strategic planning, architectural design, technical solutioning, work scheduling, progress reporting and certification support. The scope of work included bottom-up staffing from the project execution level to the enterprise level for all aspects of system integration including module integration. Previser founders have also provided project management support through staff augmentation for the MMIS replacement and Enrollment and Eligibility in the state of Maryland in a role very similar to the scope for Vermont. Through these experiences, Team Technuf has a full view of how business, technology and information architectures combine to formulate an enterprise strategy. This gives us a clear-eyed vantage point to provide the highest quality resources to address the Problem Statement and meet the Business Objectives of the State of Vermont.

When you partner with Team Technuf, you get a customized approach with a unique structure that focuses on delivering industry-leading technology services. We provide deep domain expertise in

#### ✓ Application Development

- Cross-Platform Application
- Native App Application
- Web API

#### ✓ Cyber Security

- Information Assurance
- Intrusion Detection & Prevention
- Advance Persistent Threat Management

#### ✓ Software Engineering

- DevOps Support
- Enterprise IT Architecture
- IT Service Management

#### ✓ Database Management

- Design and Development
- Analytics and Business Intelligence
- Cloud Migration

#### ✓ Program Management

- Operations and Maintenance
- Project Lifecycle
- End-to-End Contract Management

areas that cover Enterprise Solutions including IT Architecture, DevOps/DevSecOps, Database Design Development & Deployment, Data Analytics & Business Intelligence, IT Engineering Support as well as Cybersecurity, Counterintelligence and Enterprise Security Management. Our team of technical subject matter experts meet critical requirements for our customers including the IRS, Commerce, NIH, DoD, State of New Mexico, Commonwealth of Pennsylvania, State of Maryland, State of South Carolina and the Florida Department of Corrections, facilitating mission success in these organizations. As a benchmark to assure our customer of global quality standards, Technuf holds several certifications including CMMI-Development (CMMI-DEV) Level 3, CMMI-Services (CMMI-SVC) Level 3, ISO 9001, ISO 2000-1, ISO 25010, ISO 27001, and ISO 28000.

## 2.2 Background Information

While we are an established and reliable information technology company, Technuf leadership continues to invest in and attain certifications that drive quality and service delivery, and hone processes and methodologies that help to secure our customer's on-going vitality. Technuf also invests in emerging technologies through our internal Innovation Lab, through which the team advances the practical application of emerging technologies such as Machine Learning and Artificial Intelligence to ensure our customers' organizations are always on the cutting edge of the most modern technology available by "future proofing" our customers' programs.

**Technuf LLC's Company Background:**

- **Date established:** February 8, 2011
- **Ownership:** Partnership
- **Primary Type of Business and Number of Years Conducting Primary Business:** LLC, conducting business for 11 years
- **Company Size:** 60 employees
- **National Accreditations and Certifications:** CMMI SVC/DEV – 3, ISO 9000, 28000, 20000, 27000, 25000
- **Names of all officers or directors of the corporation:**

Faisal Quader, President;

Shah Ahmed, CEO

## 2.3 A History of Proven Success.

For the last 10 years, Team Technuf has been trusted by our Federal, State, and commercial customers for consistent, high-quality and successful business outcomes, making us a premier small business with repeat contract awards by reputed customers such as IRS, NIH, States of Florida, Massachusetts, New Mexico, Commonwealth of Pennsylvania among others. We work closely with our customers, acting as a business partner to ensure sustained success. Some of our proven successful projects relevant to the scope of work under this contract are listed below:

- Performed as the Systems Integrator for the State of New Mexico Medicaid Management Information Replacement programs, transforming monolithic systems into modular, highly available, secure cloud based integrated platforms that fully supported Medicaid Information Technology Architecture (MITA) business processes, and established information sharing frameworks.
- Modernized the reporting within National Institute of Health, National Institute of Diabetes and Digestive and Kidney Diseases (NIH NIDDK) that replaced the legacy tool with new-age, simple and user-friendly dashboard to connect all back-end data into an intuitive visualization platform



- Modernized the application suite at Florida Department of Corrections by transforming the legacy application suite to support current programming standards and language as well as upgrade the old and unsupported mainframe Host Integration Server to the new, supported, and modern mainframe
- Developed Agile methodology and deployed it to the Internal Revenue Service (IRS) enterprise as part of the Enterprise Life Cycle Project Management Office
- Developed enterprise level identity access management solution for the executive approval and subsequent planning within schedule on Identity and Access Management Project for IRS

## **2.4 Project Approach and Methodology.**

Team Technuf has experience in supporting similar projects for the State of New Mexico and Commonwealth of Pennsylvania. As the systems integrator of Medicaid Management Information System (MMIS) replacements on other states, we have a full view of how business, technology and information architectures combine to formulate an enterprise strategy. All of the states that we supported had a horizontal integration strategy where enrollment and eligibility workflows were expanded beyond Medicaid to qualify needy families for other state programs such as Supplemental Nutrition Assistance Program (SNAP), and Temporary Assistance for Needy Families (TANF) based on the entity profile. This included Modified Adjusted Gross Income (MAGI) calculations and remaining eligibility. Our integration experiences with other states resulted in an intimate understanding of MITA at all levels. We replaced monolithic systems with cloud-based modular solutions using AWS or Azure IaaS solutions integrated with tools like Mulesoft as the foundational middleware. Containerized solutions were deployed to inexpensively support scalability and promote high availability/self-healing. Each of the 80 business processes was mapped and business services were created to be orchestrated through our new modular solutions. This includes:

- Technical services such as access and delivery, intermediate, interface, integration, and utility were created to support modular integration
- We created enterprise shared services such as authentication and authorization, electronic documentation, business rules engines, geocoding and address validation
- We created and enforced enterprise information management models with a FHIR based common data models to optimize data sharing. This data was refreshed as transactions occurred using an operational data store (OLTP) and technology that updated the ODS as transactions were completed - this data was made available at the intrastate, regional and federal levels through data hubs. The operational data store fed a data warehouse. Reporting and analytics and data visualization were implemented using tools like MicroStrategy, Tableau and Cognos
- “No wrong door” front ends were developed using tools like Salesforce, Liferay and ServiceNow
- Certification teams were established to support the contractor and the customer in the collection of required artifacts for each of the four certification stage gates using the MECL

Team Technuf is a trusted, vetted, and proven IT service provider for Federal and State government agencies. We rely on our proven history of delivering successful results for our customers and will leverage these best practices for the State of Vermont. Additionally, we will continue to build on enhancing business processes and leveraging technology to help AHS achieve its goal of serving



Vermonters efficiently and effectively. As an experienced IT services, Team Technuf not only understands the IT professional services requirements, systems, and established processes, but also recognizes and supports the mission of the State of Vermont in providing an integrated approach to management and adherence to project management best practices.

Based on our foundation of solid technical expertise and experience working with small and large customers on multiple programs, Team Technuf has developed a framework that incorporates our best-in-class quality management systems and tested, repeatable business processes. We have proven history of implementing projects by leveraging PMBOK framework utilizing Agile approach that provides the flexibility to accommodate the changing business demand. These project management practices are led by our senior leaders who strengthen our operational team with their strategic guidance and intuitive insights to predict the desired business outcome. Team Technuf brings in credible and proven results on recruitment lifecycle that includes our 3-phase 6-step Hiring process, our Retention approach that provides stability to retaining “institutional knowledge”, and our collaborative people practices. Team Technuf will leverage these capabilities to this opportunity, thus assuring ADS of a tried and tested service delivery approach and a predictable successful outcome.

Technuf’s recent experiences with customers such as State of New Mexico and Commonwealth of Pennsylvania on similar MMIS projects makes us a proven, low-risk choice for the current scope of services outlined by the State of Vermont under the Information Technology Professional Services contract.

## 2.5 Relevant Experience and Capabilities [3.3.3] [3.3.2.1]

### 2.5.1 State Project Experience #1 – State of Maryland

<b>Customer/Client Name</b>	Maryland Department of Human Services
<b>Project Name</b>	<b>MD Think Project</b>
<b>Customer Point of Contact for Project</b>	Adrian Wilson, TurningPoint Global Solutions
<b>POC's Phone Number and Email</b>	301-284-7822 Adrian.wilson@tpgsi.com
<b>Project Performance Period</b>	May 2018- Present
<b>Role:</b>	Subcontractor
<b>Dollar Amount of the Entire Project</b>	\$760,000

**Brief Summary of the Project.** Technuf is a subcontractor on the Maryland Total Human-Services Information Network (THINK) Agile SCRUM Team Resources Program under TurningPoint Global Solutions. MD THINK project aims to bring forth a Shared Health and Human Services Platform. The platform will be a system of modular, interconnected components with a common data repository and mission-specific applications to support multiple programs. Technuf placed three consultants on the agenda at the first task order and has, in the span of two years, placed up to ten resources across different task orders, positioning Technuf as a preferred vendor to the prime contractor.

Team Technuf is involved in the Organizational Change Management (OCM) team for the MD Think project. Our team deploys various software in parallel to each other for social services. We have successfully implemented a Child Juvenile Adult Management System (CJAM) which is aimed at aiding the child welfare sectors in the state. We have also been developing software for Adult Services, including document-scanning software called Enterprise Content Management System (ECMS).

For every one of these projects, Technuf has also created training documents, how-to guides, e-learning videos, and online support. Before the COVID-19 pandemic, Team Technuf was also conducting in-person training to teach employees how to use the systems in the first couple weeks of implementation.

**Purpose.** Our valued and trusted consultants have been part of this \$200 million initiative to modernize existing systems and improve access to human services by enabling data sharing between agencies. Technuf actively responds to work orders and places skilled consultants on MD THINK.

**Methodology.** Technuf can successfully develop and implement the software because of its use of Agile methodology. Every five weeks, the team sets Program Increments (PI) that involve five sprints at a time and allocate story points to each feature. By working on a spring-by-spring basis, we can successfully create stories to accomplish developing the necessary features. Agile methodology allows us to work efficiently to meet critical requirements and needs. This in turn greatly benefits the software and subsequently the state and the people it serves.

**Results.** Since the inception of the project, Technuf's OCM team has both successfully rolled out CJAM, trained over 700 people to use it properly, and provided key support in critical areas. They

are currently rolling out the ECMS and Adult Services software. The results are intuitive, aesthetically pleasing, user-friendly software that increase the efficacy of state services

### 2.5.2 State Project Experience #2 – State of Florida

<b>Customer/Client Name</b>	State of Florida, Department of Economic Opportunity (DEO)								
<b>Project Name</b>	<b>DEO IAM (Identity &amp; Access Management)</b>								
<b>Customer Point of Contact for Project</b>	Deidra Jones								
<b>POC's Phone Number and Email</b>	(850) 245-7361, <a href="mailto:Deidra.Jones@deo.myflorida.com">Deidra.Jones@deo.myflorida.com</a> ,								
<b>Project Performance Period</b>	January 2018 – January 2019								
<b>Role:</b>	Prime Contractor								
<b>Dollar Amount of the Entire Project</b>	\$458,201.62								
<p><b>Brief Summary of the Project.</b> To successfully execute this project, Technuf considered the three main drivers for the adoption of one IAM solution:</p> <ul style="list-style-type: none"> <li>Security efficiency — cost optimization and operational-level/service-level improvements</li> <li>Security effectiveness — including risk management and regulatory compliance</li> <li>Business transformation — for example, enhanced agility and profitability</li> </ul> <p>Technuf executed a COTS Solution with minor customization, so while there was no need for API. The integration supported approximately 40 applications, giving role-based access to employees to multiple applications. Some of the applications include but are not limited to:</p> <table border="0"> <tr> <td>SharePoint</td><td>Splunk</td></tr> <tr> <td>Spiceworks</td><td>SalesForce</td></tr> <tr> <td>Active Directory/LDAP</td><td>MSSQL</td></tr> <tr> <td>Oracle Authentication</td><td>Solar Winds</td></tr> </table> <p>The COTS Solution selected was Microsoft Identity Manager 2016, which delivers self-service identity management for users, automates lifecycle management across heterogeneous platforms for administrators, and provides a rich policy framework for enforcing corporate security policies. There are many commercial IAM solutions available on the market today. Due to the unique nature of the State and Local vertical and the challenges often associated with multiple legacy applications and platforms, many customers focus on a solution that provides seamless integration with existing and new applications.</p> <p>A shared identity is an essential tool that ensures users have appropriate corporate information access regardless of where it is located—in a data center or the Cloud. MIM 2016 helps enterprises resolve these issues by providing self-service identity management for its users, automated lifecycle management across heterogeneous platforms for its administrators, and a rich policy framework for enforcing corporate security policies and detailed audit capabilities.</p> <p>With a proven track record in data center operations, Cloud computing, virtualization, and hyper-converged infrastructure (HCI), Technuf was uniquely positioned to help the Florida Department</p>		SharePoint	Splunk	Spiceworks	SalesForce	Active Directory/LDAP	MSSQL	Oracle Authentication	Solar Winds
SharePoint	Splunk								
Spiceworks	SalesForce								
Active Directory/LDAP	MSSQL								
Oracle Authentication	Solar Winds								

of Economic Opportunity navigate the features and benefits of several solutions throughout the lifecycle of the project.

Technuf engineers and program managers positioned multiple options with the customer and, based on in-depth conversation and qualification with stakeholders and FLDEO leadership. Some – of the possibilities included were:

1. Existing assets currently under warranty
2. net new investment in hyper-converged infrastructure (HCI)
3. Cloud-based architecture (Azure) or
4. HCI + Cloud hybrid approach

**Purpose.** Technuf Contractors have worked with COTS Identity and Access Management (IAM) tools such as Microsoft Identity Manager (MIM) 2016 to centralize access management for Department of Economic Opportunity (DEO), State of Florida. Before MIM was implemented all access were provided ad-hoc and the trigger system was manual. The entire processes of employee onboarding/offboarding and providing role-based access to applications were automated with automatic notification settings to respective managers as well. MIM was customized to integrate with enterprise-wide applications including CRM platforms such as Salesforce. Technuf SMEs provided the best solution for developing and maintaining MIM solution across the enterprise and provided adequate transfer-of-knowledge documentation and training for future maintenance and extension.

The proposed MIM solution had three components: MIM portal, MIM Service (Svc) and MIM Synchronization (Synch) Server. Technuf SME provided recommendation about hardware configuration for MIM servers for all three environments: development, test and production including backup servers for disaster recovery. Technuf team also produced detailed design document to address low – level requirements including developing connectors/management agents (MAs) between MIM and various applications. These MAs were crucial in integrating MIM platform with different existing applications and streamline the process of onboarding/offboarding employees and providing correct access. After implementation, DEO IAM managers simply had to use MIM portal (user interface) to enter employee information and select applications to provide access to. This would trigger a workflow which would result in automatic user provisioning for one category of application and give the required access and for another category of application (third-party) to automatically notify the application admins/managers via email to provide the access.

**Methodology.** Technuf and DEO collaborated and concluded that a hybrid approach was best suited to serve all business requirements for this project. The project schedule was developed with waterfall approach on a higher-level, following requirements to design to implementation to verification and deployment. After requirements were elicited and appropriate design were finalized, the solution implementation, verification and validation were carried out in iterations following the Agile methodology. This helped both to get instant feedback from the end-users (IAM managers, application admins) and incorporate those feedbacks into development for next iteration. The development and test environments and servers were maintained by DEO, but the production environment was maintained by Florida Agency for State Technology (AST). Hence, we followed a hybrid approach to better facilitate and coordinate with production deployment team.

**Outcome/Results Achieved.** Technuf team have conducted extensive discovery and requirement elicitation to understand the nature of various enterprise-wide applications and the possible

integration mechanism with MIM platform. A high-level business requirement document (BRD) was produced within the first two weeks, after which an extensive work breakdown structure (WBS) along with project plan, project schedule was produced as per contract deliverable. For each iteration, sprint planning was conducted from product backlog. After each development iteration, thorough testing and verification process was conducted as per the Quality Assurance plan put together by Technuf. After verification from development team, the solution was migrated to Test environment for DEO technical team to conduct their User Acceptance Testing (UAT), the plan and criteria for which were provided in detail by Technuf Quality team. At various phases, Technuf contractors have met with stakeholders and business unit owners to provide updates and working demonstration of solution as part of knowledge transfer. In addition to that, Technuf Project Manager have met weekly with DEO Project Manager to provide weekly reports and to discuss any impending risks or roadblocks. Technuf SMEs have worked together with DEO personnel for smooth migration of solution from development to test and from test to production.

In addition to hands on training, several operational and admin manual documents were provided as per contract for future reference. These documents captured in detail the various infrastructure components, maintenance guideline for MIM servers, steps for rebooting backup servers in case of disaster recovery and for future enhancements if required. All deliverable documents including BRD, project plan, schedule, design document and training manuals were shared in DEO SharePoint following DEO's guidelines.

### 2.5.3 State Project Experience # 3– State of Massachusetts

<b>Customer/Client Name</b>	Commonwealth of Massachusetts, Executive Office of Health and Human Services
<b>Project Name</b>	<b>Dept of Public Health (RVRS, ODMOA, DTO)</b>
<b>Customer Point of Contact for Project</b>	Thomas Gutermuth
<b>POC's Phone Number and Email</b>	781-913-9956 Thomas.Gutermuth@Mass.Gov
<b>Project Performance Period</b>	September 2018- December 2021
<b>Role:</b>	Prime Contractor
<b>Dollar Amount of the Entire Project</b>	\$300,000.00
<p><b>Brief Summary of the Project.</b> The Massachusetts Department of Public Health is operated by the Government of the Commonwealth of Massachusetts. The department focuses on the improvement of the quality of lives of the general public. It operates a range of health promotion and disease prevention programs. DPH decided to implement automated process for scrubbing and cleaning Casemix database, the main source of data for various bureaus and offices within the DPH to analyze.</p> <p><b>Purpose/Customer Problem.</b> This project manages the statewide vital records system, preserving and making records available to the public, and making statistics available for communities, researchers and public health program planners. Different customers request to generate reports through our Business dept. We are generating reports and sending them to different organizations.</p> <p><b>Methodology.</b></p> <ul style="list-style-type: none"> <li>• Review the current database architecture, re-design &amp; develop the new database to improve the efficiency, usability and streamline data import and export processes.</li> <li>• Develop advanced T-SQL code for implementing application business logic using stored procedures, views, and functions.</li> <li>• Document specific requirements for data integration, including file format, fields, etc.</li> <li>• Develop ETL processes for the import and export of data between the DPH internal systems using SQL Server Integration Services (SSIS) and advanced T-SQL to include stored procedures, user-defined functions, views, etc.</li> <li>• Design, develop, revise and maintain a wide variety of custom SSRS reports to support our business.</li> <li>• Assist in the Creation and Analysis of optimized stored procedures for data pulls for reports/exports.</li> <li>• Develop data warehouse objects and processes for the purpose of supporting business intelligence, including ETL, fact/dimension tables, and cubes..</li> <li>• Research, analyze, document, and maintain internal Applications and Database architectures.</li> <li>• Assist with RICE (Reports, Integrations, Conversions, and Enhancements) using current tools.</li> <li>• Provide technical assistance and information to technical and non-technical users; and</li> <li>• Analyze, design, implement and maintain the businesses critical systems, always maintaining the proper data security standards set forth by the organization.</li> </ul>	

**Results.** Comprehensive view of the statewide vital records system, preserving and making records available to the public, and making statistics available for communities, researchers and public health program planners.

DPH decided to implement automated process for scrubbing and cleaning Casemix database, the main source of data for various bureaus and offices within the DPH to analyze. Technuf has automated the end to end process with a highly scalable system.



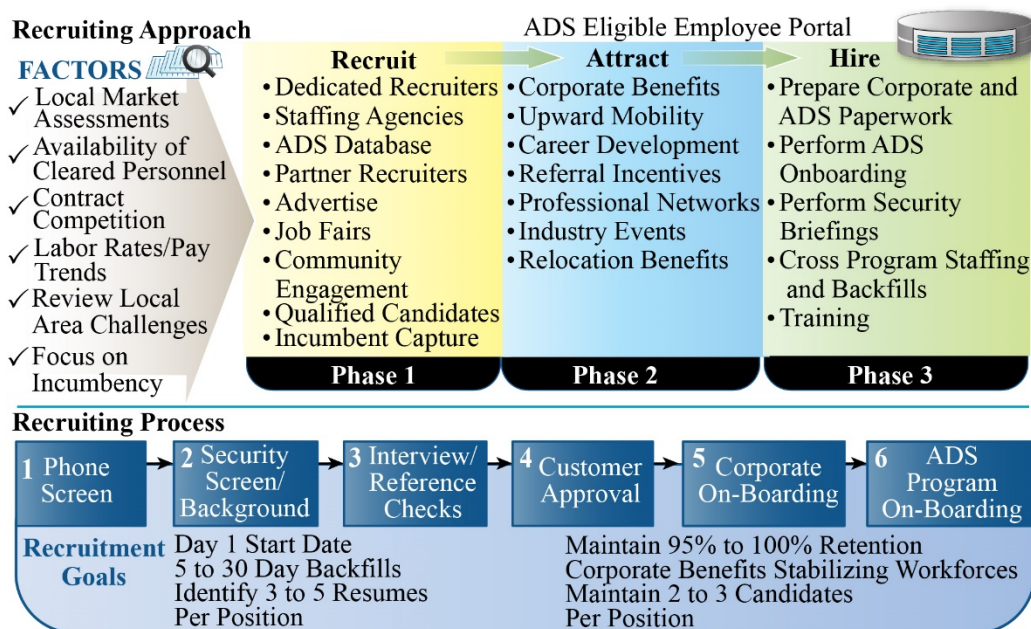
### 3 PROJECT STAFF [3.3]

#### 3.1 Staffing Approach

**Demonstrated Ability to Hire and Retain Personnel Team.** Team Technuf has a rich history of executing small and large complex programs that require people with multiple skills across different facilities and states. We understand that one of the key factors to deliver consistent and high-quality standard operations is to retain the knowledge base among the operational staff. We will leverage our robust and tested approach on retaining the incumbent staff. Our open and transparent communication as well as a comprehensive compensation plan ensures that we exceed the employee aspirations of well-balanced salary. Additionally, our exhaustive benefits package includes accrued leaves (PTO) and employee learning and development opportunities. An overview on the plan is described later in this document. As demonstrated by our strong track record in similar projects, we have a great cadre of existing staff that are ready to deploy and perform successfully at ADS on day one, since have detailed knowledge of Health IT (MMIS) and other applicable technology.

##### 3.1.1 Our New Hire Approach

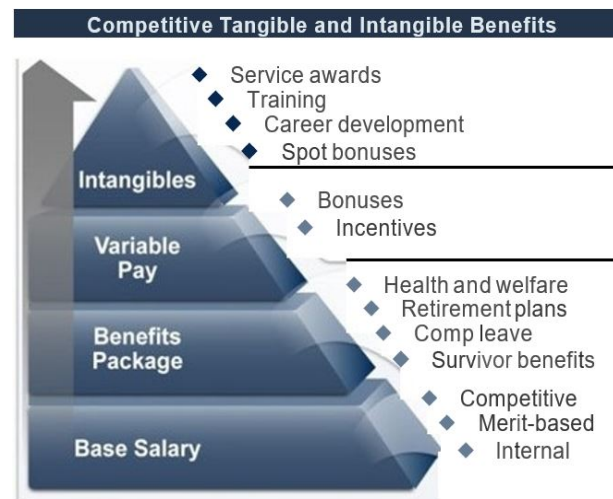
Our recruitment strategy follows a 3-phase approach to source and screen candidates with the required skills, competencies as well as background checks and clearances (as needed). Our 6-step recruiting process provides us control over the quality of hiring so that we attract the right talent and on-board them at short notice. We have worked with various state government customers and while we have a talented and well-established recruitment team, over the years have acknowledged the necessity to include local hiring as part of the staffing. This allows the team to blend into the culture while also giving Team Technuf an opportunity to work with the local community. To this end, we leverage on extending the professional network to reach out to the various communities and supporting institutions such as churches and universities, conducting job fairs as well as utilizing the professional services of local recruiters. Our standardized documented recruiting approach is depicted in *Figure 1*.



**Figure 1. Team Technuf's Recruitment Approach**

**Demonstrated Ability to Retain Knowledge Base.** Team Technuf's approach to manage and scale start-up programs as well transition existing programs has been crafted through years of experience and lessons learned in managing complex and multi-site projects. As a team, we have successfully worked with management to transfer staff from incumbent to new programs and have worked closely with the PM, HR and Security Team to keep the staff badged and working during transitions.

Team Technuf understands that a solid compensation plan goes a long way in ensuring that staff stay with the program for a longer time. We apply a merit-based and market-driven salary structure; an attractive benefits package; recognition and rewards (incentive) for outstanding performance; and service awards to attract, motivate, and retain high-quality employees as illustrated in **Figure 2**. We offer competitive, regionally tailored salary ranges for all positions and update these at least annually, based on salary surveys and other published data. In addition to industry-standard salaries, we offer discretionary bonuses that include incentive cash awards. Team Technuf also provides extensive employee benefits, including medical, dental, and vision plans; paid absences (holidays, comprehensive paid time off (PTO)); tuition reimbursement, work-family programs; and national employee discounts on goods and services. Team Technuf believes in the philosophy of a collaborative performance management approach that fosters an environment of high productivity and quality while building trust in our staff. Based on our experience of managing programs over the last 10 years, we have institutionalized our performance management framework that increases the engagement between the staff and their line managers as well as senior managers. Our Program Managers conduct team meetings with existing staff we are transitioning and get to know their strengths, development areas, and career goals so that we can keep staff engaged and challenged. This forms a part of the baselining the thresholds and a consultative dialogue then ensures a steady and positive increase in the performance output. These increments are then connected to tangible benefits that are a part of our comprehensive and exhaustive retention plan.



**Figure 2. Our Comprehensive Compensation Plan Ensures Retention**

### 3.2 Key Qualifications Representative Personnel

Team Technuf brings top notch key personnel to this program with demonstrated relevant experience. We will identify a Program Manager (PM), who will bring significant expertise and experience in running large federal and state technical programs. We will ensure this individual understands and will utilize processes, tools, and technologies to strengthen State of Vermont ADS's expectations. With this understanding of the ADS culture and organization this team member will bring a disciplined approach to management and will be the key point of contact for ADS as well as subcontractors and stakeholders daily.

We know that our PM must be a results-driven and strong technology leader with complex analysis, requirements gathering and knowledge of SDLC, Agile and Waterfall. Strong customer

communication and relationship building is key to achieving performance expectations, including high quality and on time delivery. Our PM will utilize sound judgment, and assessment skills to address complex organizational issues, embrace challenges with unique blend of creativity and practicality. As an example of the leaders in the field that we employ, Team Technuf has two Healthcare IT Innovation Awards under its belt: in 2015 for Advanced Provider Screening, and in 2018 for National Plan and Provider Enumeration System (NPPES) redesign. We are confident that we will continue to employ and retain top leaders in the field for this opportunity.

### 3.3 Sample of Key Expertise, (Resumes)

#### 3.3.1 Sample Resume #1 – Program Manager, Shah Ahmed

##### PROGRAM MANAGER - SHAH AHMED

##### Experience Summary

Shah Ahmed has nearly thirty years of in-depth experience in the areas of IT consulting, management, training, business development, process engineering and execution. He has been instrumental in providing strategic business vision to solve tangible problems in system engineering, software specification and development in various lines of business domains.

Shah's experience encompasses significant technical program management on medium scale projects to large scale programs. The execution of these tasks was accomplished through the adoption of industry standards and methodologies with identified resources, deliverables, and milestones. Shah has developed and managed high-performance teams with shared vision and excellence in execution.

Shah's expertise includes Enterprise System Integration, Enterprise Architecture, Decision Support and Warehousing, System Engineering, Solution Architecture, Cybersecurity and Business Continuity and Disaster Recovery, Mission Critical and Safety Critical Application Systems.

##### Education

##### Bachelor's Degree in Computer Science and Chemistry- 1983

University of Saskatchewan, Saskatoon, Saskatchewan, Canada

##### Relevant Experience

##### Technuf, LLC,

Mar 2013 – Present

**MD**, Principal Engineer/Project Manager

As the Principal Engineer, Shah provides the overall IT vision to the company. He also provides consulting services to the commercial and government customers on Cybersecurity, Software and Application development, SDLC and Automation initiatives.

##### TISTA Science and Technology

May 2007 – March 2013

**MD**, Principal Engineer

##### Internal Revenue Service, Cyber Security

Dec 2009 – Present

**MD**, Project Manager, Architect

Led Cyber Security efforts, Secured Registration Based e-mail, Deep Packet Capture, Data Leakage and Loss Prevention

##### Management

As the Principal Engineer of this fast-growing company, Shah provided the technical vision for supporting the overall mission of the organization. In addition to his corporate responsibilities, he also provided Subject Matter Expertise to numerous federal government clients in the area of SDLC, tool automation, cybersecurity and business process optimization.

##### Technical

- Supports the IRS PM with architectural support for the design, development and deployment of a Data Leakage Prevention (DLP) solution to protect the employees and the citizens of the United States from accidental and malicious leakage of sensitive information.

- Assisted the IRS PMO with architectural support for deploying enterprise level secured communication (SRBE) containing Personally Identifiable Information (PII) and Sensitive but Unclassified information (SBU) to potentially tens of millions of taxpayers and other agency and business partners. Supported the analysis, design, and deployment of PCAP solutions to include all the ELC/SDLC deliverables.
- Assisted the IRS with the requirements identification and elicitation, design alternatives analysis and solution evaluation for the enterprise deployment of Secure Registration Based Email (SRBE)
- Assisted the IRS with the performance evaluation of the SRBE solution in the DITE lab
- Supported the IRS with the deliverables of both ELC and non ELC based documentations to include white paper, market survey, technical risks and mitigation approaches.

**Internal Revenue Service, May 2009 – Dec 2009**  
Cyber Security, MD, Requirements Analyst: Cyber Security, Identity Access Management

Assisted IRS with requirements elicitation, capture and analysis for managing enterprise level identity access, role-based access and automated provisioning for approximately 140 thousand employees, contractors and other agency partners.

**United States Patent and Trademark Office, VA, May 2007 – Dec 2010**  
***Team Lead: Process Guidance, Tool Automation, Rational Integrated Development Environment***

- Advised USPTO management on best practices for software development including Requirements Management, Configuration Management, Analysis, Design and Construction and Quality Management
- Managed Rational Integrated Development Environment consisting of all of the Rational product members
- Supported enterprise deployment of the development environment
- Assisted in the development of an Enterprise Business Continuity Disaster Recovery (BCDR) plan that encompassed all development assets to have background replication of data stores in a DR site using ClearCase Multi-Site
- Managed the operational team for maintaining the Enterprise Integrated Development Environment.

**IBM Software Group, VA, Technical Program Manager, Mar 2006 – April 2007**  
***World Wide TechWorks***

- Manage the creation of reusable technical assets for the field enablement and customer driven proof and evaluation of technology. The development of these IP typically requires cross collaboration of multiple brands and varied skill sets.
- Coordinate early enablement beta programs with Beta customers.
- Enable field with key programs such as Service Oriented Architecture (SOA), Geographically Distributed Development (GDD), Governance and Compliance (G&C), Automated Software Quality Solutions (ASQ) and DoD Architectural Framework (DoDAF).



**IBM Software Group, Rational Software, VA** **Sep 1997 – Mar 2006**  
***Certified IT Specialist/Technical*** Engagement Manager/Technical Account Manager

- Met and exceeded the team's commitment to IBM for products and service revenue goals while ensuring customer success and satisfaction.
- Managed multiple engagements with primarily US Federal Government Civilian Agencies (Dept. of Labor, Dept. of States, Dept. of Agriculture, Dept. of Commerce, Health and Human Services, NASA, Dept. of Treasury and Dept. of Education) and various banks (FDIC, World Bank, IFC, IMF, Export Import).
- Architected development infrastructure to support large scale analysis, development and validation team distributed across multiple sites in the USA.
- Consulted executives (CIOs and CTOs) on the execution of their visions.
- Educated agency management teams with best practices in software development
- Managed internal and external resources for the execution of complex implementation and project plans.
- Created market awareness to emerging and established accounts with new products and direction through presentations and seminars.
- Created and managed contracts, pricing, labor estimates for many concurrent projects
- Created and presented Quarterly Business Review to IBM senior management
- Recognized and managed crisis, customer satisfaction and technology shortcoming issues
- Aligned with various acts of Congress for IT efficiency, disabilities acts and optimization.
- Developed standards and process integration for agency wide adoption
- Developed "dashboard" type metrics for determining ROI
- Developed policies for productivity enhancements (MDA, MDD, CMM, etc.)
- Top performer recognition (2005 IBM Rational Tech Rep of the Year for the Americas, 100% Club)
- Member of the IT Certification Board

**NORTEL Technologies (Bell Northern Research), Ottawa, ON, Canada** **Feb 1995 – Sep 1997**

***ISDN, OAM&P, Switching Division, Team Lead***

- Assisted in planning and tracking the project deliverables and managed development milestones for myself and my team. The team was responsible for providing Operations, Administration, Management and Provisioning support (OAM&P) for the ETSI variant of ISDN PRI product slated for delivery to Germany, China, Japan and Columbia.
- Analyzed the customer requirements for ISDN layer 1 and layer 2 OMs and investigated design requirements on the PDTCs with PCM-30 carriers and CM to support surveillance and PFAs. This project attempts to integrate the multi-threaded (Legacy) DMS-100 based product with object-oriented technology. The development and release management process conforms to the ISO-9000 and Trillium standards.

***Code Division Multiple Access (CDMA) Wireless, Senior Scientific Staff***

- Member of the design and architecture team for the CDMA wireless group.

- Designed, implemented and tested solutions for extending MTX (Mobile switch) to support multiple BSCs (QUALCOMM Product) to give wider geographic coverage required by the large metropolitan centers. The scope of the project encompasses a system view with impacts in CM, CAUs, and BSCs. The functional areas impacted are call processing, table control and static data, OM's and Logs, IS-41, SMS and NOIS messaging, maintenance and software upgrades.
- Designed and implemented appropriate data model via table control and static data to support call processing, OAM&P and software upgrade via ONP in the multi-BSC environment. The architecture has a goal of providing transparency to the service layer, scalability and alignment with A interface current being proposed as the industry standard. The development environment is HP/UNIX running Protel, PLS and HPSOS.

**Canadian Marconi Company, Ottawa, Ontario, Canada**

**Nov 1993 – Feb 1995**

***Royal Navy Merlin Color Display Graphics (CDG), Senior Software Engineer***

- Designed, coded, tested and integrated the display function for maintaining tactical symbols on the Color Display Graphics in the EH-101 aircraft procured for the British Royal Navy. The CDG is a specialized graphics driver connected to a serial data bus in the aircraft allowing the operator to control up to six separate display units showing a combination of radar, sonar and tactical information on real time basis. The hardware is based on the Intel 486 main processor and the TMS 34020 graphics processor. The software design is object based and expressed in Buhr's notation using the Teamwork case tool. The software was produced in Ada, C, 486 and TMS 34020 graphics processor assembly languages.
- The development environment was a network of HP Mentor/UNIX with Teamwork and Interleaf, PC/DOS with Alsys Ada Environment and VAX/VMS with CMS configuration management system. The software was developed to the US DoD-2167A software development standard and conformed to the DoD-2168 and AQAP-13 Quality Standards.

***Canadian Forces Utility Transport and Tactical Helicopter Avionics Integration, Requirements Manager***

- Produced the Software Requirements Specification and Software Design document for this project. The CF-UTTH is a full-scale avionics integration project involving distributed hardware and software architecture with various avionics, tactical, navigational and flight control components (approximately 40) connected to a militarized serial data bus (MIL-STD-1553B). The analysis was performed using DeMarco's and Ward-Mellor's data flow modeling technique and was captured using a Teamwork Analysis model.
- Designed the system using Buhr's Ada Structured Graph notations. Both the analysis and design documents were produced on the HP platform running Mentor AEGIS/UNIX with Teamwork and Interleaf. The analysis and design models were developed in accordance to the RTCA/DO-178A, Software Considerations in Airborne Systems and Equipment Certification Standard and the DoD-2167A, Software Development Standard. The project conformed to the DoD-2168 and AQAP-13 Quality Standards.

**Professional Training**

- Unified Modeling Language (UML), Rational Software Architect (RSA), Rational Rose, Rational Unified Process (RUP), Service Oriented Modeling and Architecture (SOMA)



- Design Patterns
- Configuration Management, Change Management, Rational ClearCase, Rational ClearQuest
- Quality Control, Principle of Testing, Advanced Performance Testing
- Enterprise Architecture, Zachman Framework, Gap Analysis
- Project Management Principles
- JAVA and Enterprise JAVA
- CORBA, XML
- E-Commerce Components and Architecture
- Object Oriented Analysis and Design

#### **Software Language**

Rational Rose/Rose RT/XDE/RSA UML, ObjecTime Developer ROOM  
JAVA, C, C++, Protel, COBOL, FORTRAN, Ada, HTML, XML, Perl, UNIX, Windows NT, Assemblers, Ultra 16, CMS-2, Zilog Z80, DSP TMS-3020

#### **Software Life Cycle**

- Enterprise Application Integration, Business Process Reengineering/Information Strategic Planning
- Business Area Analysis & Business Systems Design
- Technical Design

#### **Formal Techniques**

- Object-Oriented Methods, Rational Unified Process (Iterative Development), SDLC Best Practices, Agile, Information Engineering, Client-Server Model, Data & Process Modeling, PERT/CPM, Cost Benefit Analysis, Function Points, DoDAF

#### **Application Domain Skills**

- Cybersecurity; Command, Control and Communication System; Transportation, Air Traffic Management and Logistics System; Telecommunication; HR Management System; Nuclear Reactor Safety Shutdown System

### 3.3.2 Sample Resume #2 – Project Manager, Mahmuda Islam

#### PROJECT MANAGER – MAHMUDA ISLAM

##### Experience Summary

Senior Business Analyst/Product Manager with experience in all aspects of Software Development Life Cycle (SDLC), using Agile (SCRUM) and Waterfall development methodologies, including: interpreting business needs, identifying potential features, engaging with current and prospective customers to establish roadmaps/improve and extend solutions, developing business and system requirements, creating plans, writing functional specifications and user stories, creating test cases, debugging, and developing system analysis reports. Comprehensive knowledge of requirements management, risk analysis, software quality assurance, and software verification. Strong experience in writing SQL queries for Database/Back-end testing

More than 10 years of experience in performing business and system analysis, interaction with clients, and developing documentation and artifacts in support of project development, communication, milestones, and deliverable dates.

##### Education

- Bachelor of Science in Mathematics of Finance and Actuarial Science, New Jersey Institute of Technology, 2006
- Bachelor of Science in Accounting, William Patterson University, 2009

##### Relevant Experience

#### Technuf, LLC

2018 – Present

##### *Project Manager*

- Work directly with the Government PM to complete project tasks, prioritize items for product development, and provide recommendations regarding development project issues, action items, risks, and mitigating strategies. Develop, maintain, and manage team activities through integrated master schedule and project plan.
- Provide overall ELC support by developing and creating ELC artifacts for all the milestones of the IRS COTS Path. Work directly with the ELC process owners for the completion of all ELC documentation and successfully complete all associated MERs and MRRs
- Performed requirement analysis and created use cases, use cases models, user documentation and training guides for Risk-based Decision and FISMA Security Training.

#### Exostar, LLC

2015 – 2018

##### *Business Analyst*

- Engage with current customers to identify product features and prioritize items for product development.
- Work with customers and potential customers to gather feedback on how to improve and extend our solutions.
- Continuously supporting the NIST 800-171 solution delivery and collaborated with internal cross-functional teams (sales, tech ops, on-boarding, and implementation team) to make the process efficient.
- Coordinated establishing product roadmaps and prioritizing customer requests.
- Collaborate with internal cross-functional team for product development, such as engineering, Quality Assurance, sales, marketing, training, on boarding, and support teams.

- Generate detailed product requirements for development and QA teams using Confluence and JIRA Tools.
- Determines functional and non-functional requirements and/or specifications including product usability from the product user roles' perspective.
- Act as Subject Matter Expert of the product for customer presentations.
- Assists in the development of product business plans and creating sales presentations.
- Providing draft product documentation for online help content and customer training.
- Demonstrating products internally and to prospective customers and train sales support personnel on the use of the products.
- Eliciting requirements using interviews, document analysis, requirements workshops, surveys, site visits, business process descriptions, use cases, scenarios, business analysis, task and workflow analysis.
- Critically evaluating information gathered from multiple sources, reconciling conflicts, decomposing high-level information into details, abstracting up from low-level information to a general understanding, and distinguishing user requests from the underlying true needs.
- Created wireframes using MS Visio in order to provide clear and user-friendly user-interface designs to the development team.
- Collaborated in creating and completing task orders for delivery to customers for review and signature.
- Work with development, QA, Tech Op teams for detailed LOEs to organize project timeline and complete task orders.
- Continually lead sprint meeting with development, QA, and support teams for delivery of product release.
- Ensured that applications were built to specifications and delivered within the project timeline via collaboration with project managers, the software development team, and the QA team.

**Irving Burton Associates**

**2015 – 2015**

***Project Controller***

- Develop, maintain, manage team activities to an integrated master schedule and project plan.
- Serve as Scrum Master for Agile Sprint Process, facilitating team events and tracked metrics.
- Conduct sprint planning sessions, first/second views, and retrospectives.
- Review and analyze Sprint Workbooks and backlogs.
- Oversee the success of the project and assist the SDD Deputy Program Manager and COR in completing tasks, monitoring schedules, and developing resource requirements for project.
- Lead risk assessments of project schedules and budgets.
- Develop and evaluate planning documents, statements of work, independent government cost estimates, and activities for the project.
- Track issues, action items, risks, and mitigation strategies, and provide reports to the appropriate stakeholders.
- Manage the activities and performance of the DOEHRs-HC contracts, to include review of the monthly costs, invoices, schedule, and performance.
- Review and monitor the contract deliverables for operational effectiveness, costs, efficiency, functionality, benefits, and contract compliance.
- Maintain project risk registers and ensure appropriate process owners and other stakeholders are alerted within 24 hours of detecting a potential or real change to the requirements baseline of a project.

- Provide recommendations to the Government Client regarding development project issues, action items, risks, and mitigating strategies.
- Facilitate resolutions of issues relevant to the success of the project, ensuring corrective actions are in place to prevent or address project non-compliance.
- Conduct project planning, develop project documentation, define project resources, and provide project support to government Deputy Program Manager and COR.
- Contribute to the creation of government procurement documents, including proposing and drafting changes to contracts when requirements/commitments change.
- Manage design, development and deployment contractors to ensure all functional and technical requirements are met.
- Coordinate integration of development and deployment activities across organizational boundaries, ensuring project activities are coordinated with all functional areas (i.e. testing, security, etc.).
- Represent the project at Integrated Product Team (IPT) meetings, the DOEHRS-HC Configuration Management Work Group (CMWG), the Configuration Control Board (CCB), and the Department of Defense (DoD) Hearing Conservation and Readiness Work Group (HCRWG), as required.
- Serve as program office liaison between the functional users and SDD.
- Assist with the creation of the DOEHRS-HC Annual Performance Plans (APPs), as well as maintain information used during quarterly reporting to SDD leadership regarding the status of the project.
- Maintain the DOEHRS-HC Project Management Plan and create all subsidiary plans.
- Lead projects through the SDD milestone review process. Coordinate with matrixed staff for necessary concurrences and approvals.
- Analyze vendor policies in comparison to their process descriptions, standards, and procedures.
- Support the Quality Assurance Manager and IBA Senior Project Controller, as needed.
- Conduct regular reviews of vendor schedules, monitor progress on scheduled tasks, and report the status of all scheduled tasks to the appropriate stakeholders.
- Provide recommendations on resolution of non-compliance issues identified.
- Perform project management activities to plan, monitor, and control the design, development, testing, and implementation of assigned products.
- Update living documentation and maintain Army Knowledge Online/Defense Knowledge Online (AKO/DKO) and DHA SharePoint.
- Manage risk and maximize value returned by ensuring established business processes, policies, and standards are implemented and followed across contract.
- Provide oversight to all Information Assurance (IA) functions.
- Provide support for the DOEHRS-HC Configuration Management activities.

**Irving Burton Associates**

**2012 – 2015**

***Business Analyst***

- Analyzed and compiled Requirements Traceability Matrices and created reports to emphasize gaps in traceability within DOEHRS HC, DOEHRS IH, ESSENCE products.
- Created Requirements Traceability Matrices using Serena Dimensions Requirements Management tool.
- Managed and updated Requirements Traceability Matrices for projects.
- Provided assistance and support to project management as needed.

- Analyzed ILER requirements, JIF proposal, and Use Cases and provided gap analysis for government review.
- Coordinated with Project Controllers and Government officers to discuss ESSENCE future requirements.
- Provided feedback and analysis on user stories for ESSENCE.
- Updated and managed backlog for ESSENCE.
- Reviewed and updated Functional Surveillance CONOPS for ESSENCE.
- Provided analysis for ESSENCE RDT&E requirements and CONOPS for government review.
- Completed SCRUM Master training and received certification.
- Applied SCRUM principles to working with the Product Owners and development teams.
- Provided analysis and feedback for the Requirements Team on behalf of the DHSS Government
- Lead for DOEHRs-IH and DOEHRs-HC milestone reviews.
- Coordinated with Project Controllers and Government Representatives in requirements gathering sessions for the Project Management Accountability Tool (PMAT).
- Collaborated with team lead to organize the DHSS collaboration with IPO on the TAP legacy assessment.
- Created and presented the requirements process in the Contract Kick-off for projects.
- Analyzed documents created by team members and provided feedback and guidance.
- Participated in the Transition Application Planning analysis and iEHR meetings.
- Analyzed and determined category qualification based on engineering principles for SCR-Ts, SCR-Fs, and SIRs and provided requirements approval in Serena Business Mashup.
- Analyzed functional requirements and created system requirements for the accounting module in Nutrition Management Information System (NMIS).
- Collaborated with team lead in updating the Process and Procedures manual.
- Designed and created the Meeting Minutes and Agenda Templates for the team.
- Established and developed material for training presentations.
- Coordinated and instructed training sessions for team members.

## **Internal Revenue Service (IRS)**

**2010 – 2012**

### ***Business Analyst***

- Interfaced with business owners and subject matter experts (SMEs) to prepare Requirements Documents, Use Cases, and Activity Diagrams.
- Coordinated and facilitated meetings with cross-functional team members.
- Managed timely delivery of project documentation.
- Assisted management with the development, analysis, and update of weekly, semi- monthly, and/or monthly reports.
- Developed business requirements, system requirements, and technical requirements and helped create Requirements Documents.
- Partnered with business and functional owners during high-level review sessions to derive and execute action plans and meet deadlines and standards.
- Involved with the phases of the Software Development Life Cycle (SDLC) throughout the project life cycle.
- Ensured that all artifacts complied with corporate SDLC policies and guidelines.
- Prepared business process models used Visio to create Use Case diagrams.
- Researched and evaluated current processes/policies and presented findings and recommendations to team.

- Collaborated in requirements review meetings to address any issues or actions required to validate requirements.
- Conducted meetings with SMEs to discuss and understand business rules/logic of the product requirements.
- Participated in verification and validation of the project artifacts and product changes.
- Facilitated defect review meetings involving all stakeholders to review defects, identify severity and set priorities as per client requirements, meeting accuracy and deadlines.
- Worked with the QA team to provide better understanding of business functionality and to ensure timely product delivery.
- Coordinated with QA team for User Acceptance Test (UAT) planning, execution and scheduling.
- Interacted with the development team and the Business Application group on a regular basis to analyze the requirements and to understand the GUI of the application being developed.
- Manually tested the user interface of the application.
- Performed Integration Testing to verify integration between different modules in the system.
- Investigated software bugs and interacted with developers to resolve technical issues using Defect Tracking system HP Quality Center.
- Participated in Walkthroughs, Peer Reviews and Defect Report meetings periodically.

#### **Internal Revenue Service (IRS)**

**2007 – 2010**

##### ***System Analyst***

- Analyzed functional requirements and design specifications documents to ensure that application meets all technical and business requirements.
- Participated in project sprint planning, execution, testing and releases on SCRUM methodology
- Worked with Users and Business Analysts to define and design test scenarios and test data.
- Maintained Requirements Traceability Matrix (RTM) and developed comprehensive system test plan.
- Built test scenarios and test cases to determine that the system meets all approved requirements.
- Developed a test plan and modified the test plan when required in later stages of testing; tests were tracked, reviewed, analyzed and compared using Quality Center.
- Performed System Testing, GUI Testing, Integration Testing, Functional and Regression Testing, and Security Testing.
- Used Quality Center for execution of manual test scripts.
- Performed extensive functional GUI level testing and wrote/modified tests from scratch.
- Conducted User Acceptance Testing before initial release when the project reached the final phase prior to deployment.
- Performed compatibility testing on various browsers and operating systems to ensure excellent user acceptance.
- Used data-driven testing and database accessing techniques to support the scripts.
- Worked extensively with SQL queries for database integrity and data validation.
- Used Quality Center as the test repository and for executing the test cases, scripts and logging, and generated various reports and graphs for further analysis.
- Actively participated in review meetings and walkthroughs and prepared the defect progress reports during defect meetings.

#### **Secure Info-Tech Solutions, LLC**

**2006 – 2007**

##### ***QA Test Engineer***



- Assisted in the understanding of functionality and design of different applications based on Requirements Specification Documents.
- Reviewed the requirements and design documents, ensured that requirements were clear and testable.
- Maintained Requirements Traceability Matrix (RTM) after developing and updating Test Cases.
- Created Test Cases and Test Steps for manual testing.
- Participated in walkthroughs and weekly meetings with the management team.
- Reviewed QA checklists to make sure that all requirements were met for all releases.
- Investigated software bugs and interfaced with developers to resolve technical issues.
- Executed Test Cases using various testing techniques, including Positive and Negative Testing.
- Tested Internet Applications on different browsers using previous and current versions.
- Investigated and reported on software bugs and interfaced with developers to resolve technical issues.
- Analyzed and identified defects and logged defects with detailed specifications into Quality Center.
- Analyzed test results to ensure existing functionality and recommended corrective action.
- Worked with Users and Business Analysts to define and design test scenarios and test data.
- Configured test environment for specific test cases, created test data, and executed automated and manual tests, documented results, and updated defect tracking systems in Clear Quest.
- Worked extensively with SQL queries for database integrity and data validation.
- Actively participated in review meetings and walkthroughs and prepared the defect progress reports during defect meetings.

#### Certifications and Training

- Certified Scrum Master, Scrum Alliance, 2013

#### Skills

- **Version Controlling Tools:** Visual Source Safe (VSS), ALM, Quality Center, SVN
- **Applications:** MS Visio, MS Project, and MS SharePoint, MS Publisher, MathCAD, Confluence
- **Operating Systems:** UNIX, Windows 98/2000/XP/VISTA/Windows 7
- **Languages:** SQL, PL/SQL, VB, Visual Basic C++
- **Software Testing Tools:** HP ALM/Quality Center, JIRA, JAWS
- **Databases:** Oracle, SQL Server
- **Database Development Tools:** TOAD, SQL Plus

#### Security Clearance

- Public Trust (SF85) – 2019



### **3.4 Basis for Determining Our Understanding of Qualifications of Personnel.**

To support ADS's objective of maintaining a high-performance system, Team Technuf has assembled a team of technical experts who have the knowledge and experience on platforms that cover application development, data base management, technical architecture, business and technical analysis, DevOps, etc. These experienced technology professionals bring a wide mix of skillsets, proven capabilities on new and modern technologies and demonstrated experience of delivering projects with similar scope and complexity. We have carefully handpicked this team of qualified professionals that provides a fine balance of project management, stakeholder relationship and technical excellence. Team Technuf ADS resources will be led by our PM, while our Project Manager will provide the back-up. They will support the technical and business analysis team with their knowledge and experience gathered through years of managing multiple programs across Federal and State Government agencies and will act as a point of escalation for executive-level concerns.

To achieve a predictable and consistent degree of control over the project, we have institutionalized an Operational Engagement Plan that includes both internal and external control measures. This plan establishes a framework to review the progress at multiple levels, opens a communication channel between the Government stakeholders and Technuf project staff, and provides a management oversight to the contract delivery. To implement these industry best practices, we will leverage our CMMI-Service (CMMI-SVC) Level 3 and CMMI-Development (CMMI-DEV) Level 3 certifications to assure that our repeatable processes eliminate risk for ADS.

Based on our experience working with multiple Federal and State Government agencies and our lessons learned from working on projects with similar scope, we have crafted an Operational Control Framework. We work very closely with our customers and hence they are included as a key stakeholder in our operational control plan. This plan provides a structure to the day-to-day administrative and operational activities, an oversight on the project by the senior management, a communication channel between ADS and Technuf, and an escalation point for the Government to reach back, should the situation arise. We are intimately familiar with ADS job families and the skill set that is required for the different roles. We utilize various interviews and competency assessment of existing and new staff using our true and tested checklist, which gives us a good und understanding of qualifications in the entire department.

### **3.5 Transition Plan**

#### **3.5.1 Incumbency Hire**

Team Technuf recognizes that incumbent staff possess a wealth of knowledge regarding process and ADS preferences. For that reason, we strongly desire to retain as many trained incumbent staff as possible to mitigate loss of knowledge during transition.

On programs with incumbent staff transition, Team Technuf has successfully worked with the Government Point of Contact and incumbent contractor on transferring incumbent staff working closely with the operational and security teams post award to keep our staffs badged and working during transition periods. We target a 100% knowledge transfer via our processes for capturing, documenting, and institutionalizing knowledge from the incumbent gathered during the execution of the program. We will utilize these proven measures of success on the Information Technology Professional Services program from the State of Vermont.

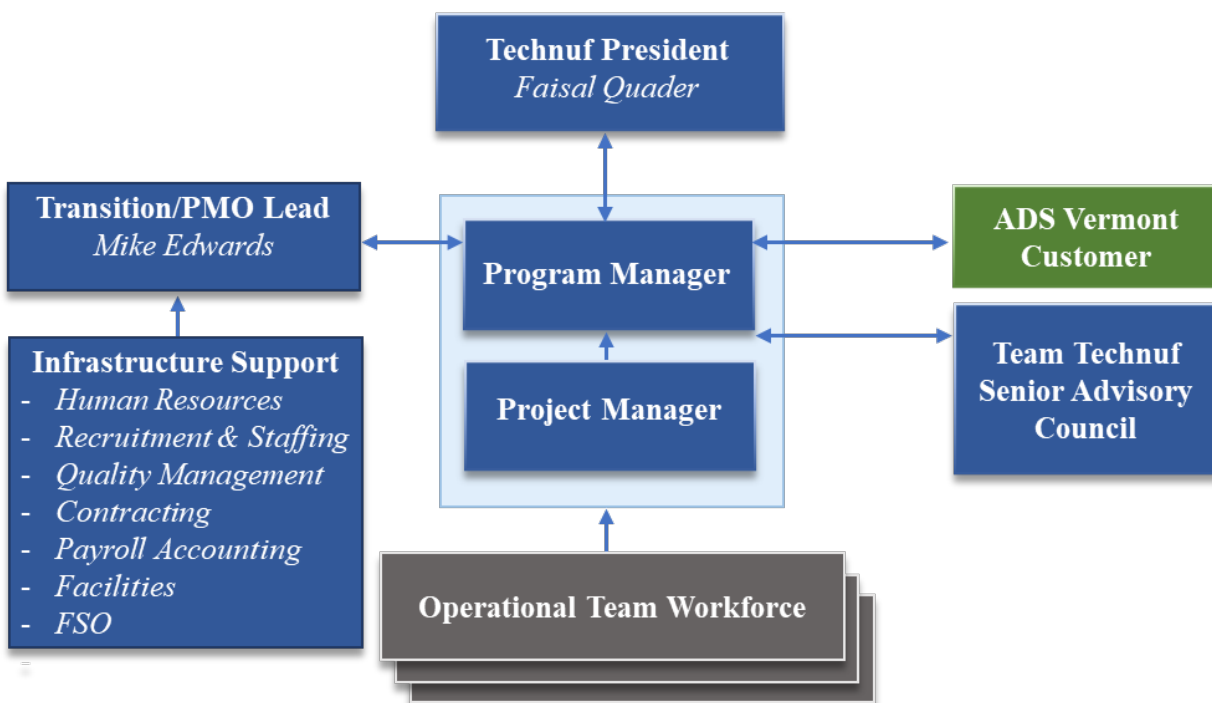
### 3.6 Demonstrated Ability to Retain Knowledge Base

Team Technuf's approach to manage and scale start-up programs as well transition existing programs has been crafted through years of experience and lessons learned in managing complex and multi-site projects. As a team we have successfully worked with management to transfer staff from incumbent to new programs and have worked closely with the PM, HR, and Security Team to keep the staff badged and working during transitions.

One of the key priorities for our PM will be to focus on minimizing disruption, maintaining high incumbent retention rate, and retaining institutional knowledge – the three important business metrics on transitioning incumbent programs that Team Technuf is recognized and valued for in the programs we manage.

### 3.7 Our Organization Structure

We understand that ADS requires a strong organization structure that will deliver a consistent and predictable performance to support their mission by providing high quality and key technology personnel. Team Technuf offers a strong and decisive management structure with defined responsibilities and authority as well as clear lines of communication fostering seamless operations of the program. Our organizational structure shown in **Figure 3** for the ADS program allocates qualified skilled resources and establishes clear lines of communication to aid quick and effective decision making needed to ensure quality and responsiveness throughout the period of performance.



**Figure 3. Organization Structure**

Our structured and well-defined Project Management Office (PMO) will provide the high-level executive leadership, direction, and resources to ensure a smooth and streamlined transition. As part of this PMO, we dedicate Mike Edwards, a senior skilled leader as the Transition Manager (TM) on this project at no additional cost to the State. Mike comes with proven and relevant

experience of managing similar systems integrator of MMIS projects for other states. As part of his role as a TM, Mike has key priority areas that will focus on:

- i. minimizing disruption during the transition,
- ii. maintaining high incumbent retention rate, and
- iii. retaining institutional knowledge.

This will aid in maintaining ongoing operations and efficiently address all added requirements by allowing our operational staff to focus on the daily activities and deliverables.

As part of our pre-award strategy, we engage with key personnel across different functions and roles. The key personnel act as our goodwill ambassador to capture other incumbent staff during the transition without any disruption to existing work. Our TM and corporate support staff including HR, work with the incumbent staff to transition them seamlessly while ensuring that there is minimal impact to current work. For any new position, we follow our well-established and successful 3-phase recruitment process.

Team Technuf has established a 30-day phase/rolling transition approach. During the kick-off meetings and follow-on discussions, we will deliver a finalized Transition/Phase-In Plan no later than 5 days after kickoff award as part of the Program Management plan. We will also provide a formal Phase-Out Plan that includes our Phase-Out approach.

### 3.8 Phase-In Process

We work closely with the Operational Staff, PMO and Security Team to keep our staff badged and working during transitions. Team Technuf is prepared to provide job offers to incumbent staff as we work with the government during transition.

**Transition-In.** Transition Services will occur in a 30-day window of the Team Technuf overall solution implementation plan. During the transition period, Technuf will apply a phased approach to the total transition and implementation of the elements required to be captured and submitted. Key areas that Team Technuf will focus on during the transition period, as well as key deliverables from each area are described in the *Table 1*.

**Table 1. 30 Day Transition Plan**

Key Points	Critical Success Factors	Inputs	Deliverables
<b>Technical Transition</b>	<ul style="list-style-type: none"> <li>Understand existing processes and services delivery model</li> <li>Identify transition gaps/risks from current state to future state</li> </ul>	<ul style="list-style-type: none"> <li>Documentation portal access</li> <li>Hands-on knowledge transfer/shadowing</li> </ul>	<ul style="list-style-type: none"> <li>Documented risks and mitigation plan</li> <li>Finalized Transition Plan</li> <li>Service procedures</li> </ul>
<b>Personnel Transition</b>	<ul style="list-style-type: none"> <li>Understand existing processes and services delivery model</li> <li>Identify transition gaps/risks from current state to future state</li> </ul>	<ul style="list-style-type: none"> <li>Volume estimates by location</li> <li>Personnel qualifications: skill set, certifications, salary/benefits expectations</li> </ul>	<ul style="list-style-type: none"> <li>Finalize Transition Plan</li> <li>Updated Service Procedures</li> <li>Defined measurements for key performance indicators</li> <li>Supplemental Recruiting Plan</li> </ul>

Key Points	Critical Success Factors	Inputs	Deliverables
<b>Management Transition</b>	<ul style="list-style-type: none"> <li>Establish program governance</li> <li>Appoint program management staff</li> </ul>	<ul style="list-style-type: none"> <li>Executed SOW</li> <li>Management level resource map</li> </ul>	<ul style="list-style-type: none"> <li>Policies and procedures guide</li> <li>Weekly business scorecard</li> <li>Strategic business reviews</li> </ul>

Our phase-in transition methodology has 3 distinct aspects:

**1) Establishing direct working relationships with all Government points of contact, incumbent contractor and staff** – We start the transition journey with a sit-down meeting between the Government and our Program Management Office including the TM to make any changes suggested by the Government. We progress with the plan only after the Government stakeholders approve it. Our approach to capture incumbent staff is listed below

- Our Key Personnel will serve as ambassadors of goodwill and communicate with incumbent staff to allay any apprehensions and ensure work continuity
- Invite staff to an off-site Team Technuf Job Fair during non-work hours. Our Human Resources staff are on kept on stand-by to screen and conduct interviews, select and approve candidates.
- Issue offer letters to eligible staff.

**2) Transition of work-in-progress through knowledge transfer** – Team Technuf’s transition plan will minimize any onsite work disruption. The differentiating characteristics of our plan include:

- Our staff based on-site, work closely with the Government, incumbent contractor, and third-party service providers
- Coordinate with stakeholders to assess and document ‘As-Is’ operations; identify any work-in-progress that may not be completed by the incumbent
- Reporting daily on the status of transition activities to the Government
- Training personnel on systems, SLAs, processes, and SOPs prior to assuming full responsibility

Our lessons learned from previous transition experiences enable us to minimize the performance risk normally associated with knowledge transfer. We target a 100% knowledge transfer via our processes for capturing, documenting, and institutionalizing knowledge from the incumbent gathered during the execution of the program.

**3) Phased Transition to mitigate risk** – Our PMO implements the robust Transition Plan to capture and transfer incumbent knowledge operating procedures and establish necessary resources including personnel, devices, equipment, databases, and systems. We then strengthen our organization by identifying and hiring qualified incumbent staff to fill open positions, staffing all remaining positions by drawing on our resource pool of qualified candidates. We envision key phases for mitigating risk during transition that are listed in **Table 2** below with their associated key activities.

**Table 2. Team Technuf Transition Phases Mitigating Performing Risk**

Phase	Risks	Mitigating Steps
<b>Phase-In</b>	Retain incumbent staff	Capture incumbent staff, communicate and facilitate maximum incumbent staff on-boarding
	Backlog/WIP projects	Identify any existing backlogs and/or projects that will not be completed by incumbent contractor
	Staffing	Develop staffing plans based on projected workload
		Define schedule for on-boarding staff
<b>Knowledge Transfer</b>	Documenting 'As Is' process	Obtain required artifacts not already available to us
		Document and baseline current processes, procedures, escalation, policies, practices, and infrastructure
	Update documents	Update existing training documentation and create new documentation as applicable to accurately reflect the as-is and to-be differences
	Go / No-Go	Establish Go/No-Go success criteria for cutting over performance from incumbent
<b>Assume Operational Control / Transition Complete</b>	Gap Analysis	Validate observations, identify gaps, offer alternatives
	Support our Staff	Milestone event marking first day of operational control by Team Technuf
		Support the staff through Quality Control intervention
	Enhance our Services	Invite feedback from our staff as new processes and templates are rolled out

**Table 3. Key Steps and Timeline for Transitioning Employees**

Transition Activities	Award Day	Days 1-5	Days 6-15	Days 16-22	Days 23-30
Notify transition and activate our PMO					
Notify key personnel, establish staggered start dates					
Submit request for kick-off meeting					
Meet government stakeholders, finalize transition plan					
Schedule transition meeting with incumbent					
Review organization structure with government					
Schedule daily meeting and review progress					
Conduct site visits and meet with government					
Issue offer letter to incumbent staff					
Recruit/onboard remaining staff					
Conduct all levels of training					

Establish payroll and financial accounting codes					
Weekly program reviews with government					
Assess operations; ensure infrastructure is in place					
Review all policies and procedures					
Complete subcontract agreements					
Review training/quality, share current gaps					
Setup employees on payroll systems					
Setup the internal SharePoint site/arrange training					
Share invoice template with government					
Conduct Operational Readiness Review					
Obtain 'Notice To Proceed (NTP)' from government					

**Transition-Out.** As with Transition-In, we prepare our Transition-Out plan meticulously and in advance; these plans are shared with our customers to get their inputs on any specific aspects if needed. Our processes are updated through the lifecycle of the program and form the core of the knowledge base; this is handed over the new contractor as part of the handover process. We use training and shadowing of staff to dovetail outgoing transition activities. We have a comprehensive Phase-Out Plan for deactivating services and seamlessly transitioning out with minimum disruption to business operations. The plan identifies a transition lead, outlines assumptions, and highlights key milestones. We also identify possible risks and mitigation strategies and deliver our phase-out plan to the COR and/or Government-designated point-of-contact.

### 3.9 Risk Management and Mitigation.

As part of the transition, Team Technuf's TM works with the ADS team and other Government stakeholders to identify, monitor and track risks in delivery activities and operating environments. The TM will coordinate with appropriate stakeholders to analyze, categorize and track risks based on probability and impact. The TM records the risks, relevant updates and mitigation plan in risk register, status reports and status meetings.

#### Anticipated Risk and Mitigation

**Table 4** also lists the risks that Team Technuf foresees as relevant to this project, with proposed mitigations and target outcomes. The TM will continue to build out the risk list as the team assumes responsibility for the operations post award.

**Table 4. Anticipated Risk and Mitigation**

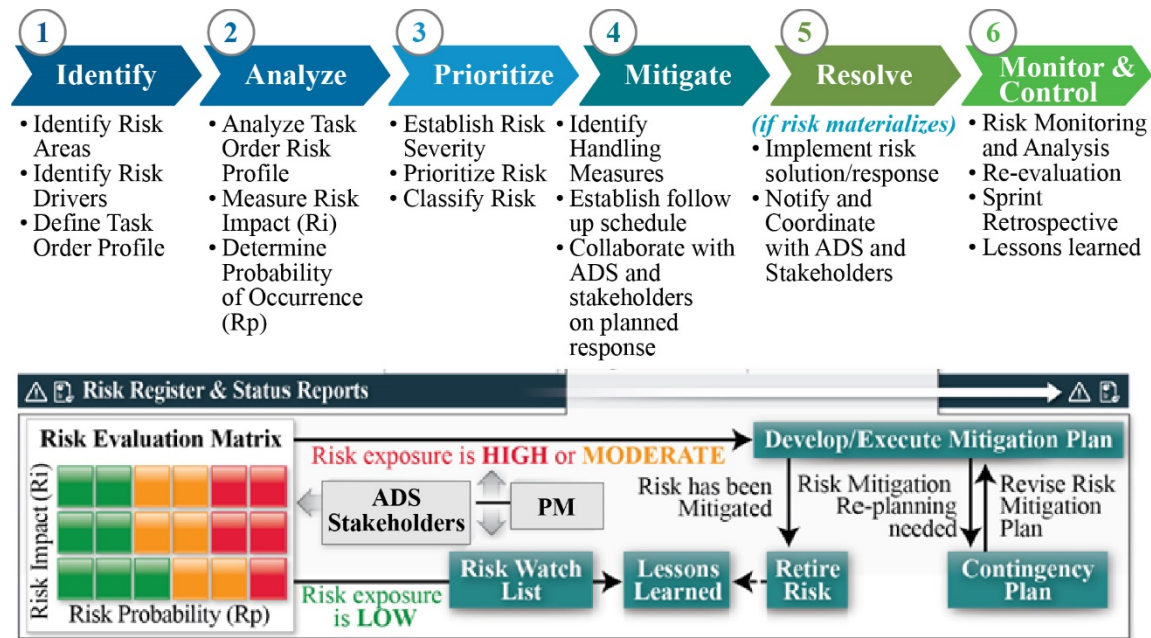
Risks	Mitigation Strategies	Target Outcomes
<b>Loss of Institutional Knowledge</b>	<ul style="list-style-type: none"> <li>Recruit and retain a limited number of high-performing incumbent members</li> <li>Build and track inventories of items to transition</li> <li>Review project documentation for clarity and completeness</li> <li>Schedule daily transition sessions per</li> </ul>	<ul style="list-style-type: none"> <li>Seamless transition</li> <li>Team member continuity</li> <li>Complete transition</li> <li>Confirm documentation is adequate while the incumbent is still available to remediate, if needed</li> <li>Efficient, methodical knowledge</li> </ul>



Risks	Mitigation Strategies	Target Outcomes
	topic with specific agendas and goals	transfer
<b>Operational Disruption During Transition</b>	<ul style="list-style-type: none"> <li>• Allow a portion of the incumbent team to focus on continued operations and support</li> <li>• Assign incoming team members to shadow incumbents as they support operations, and assume operational responsibilities with incumbent support</li> </ul>	<ul style="list-style-type: none"> <li>• Continue uninterrupted operations during the transition period</li> <li>• Shadow to transfer knowledge while continuing support, and reverse shadow to verify a seamless handoff between teams</li> </ul>
<b>Background Investigation and Badging Timeframes</b>	<ul style="list-style-type: none"> <li>• Use available staff who have the badges and limited rebadging</li> <li>• Pre-vet new candidates if needed, extend contingent offers prior to award, and prepare badging requests to submit immediately upon award</li> </ul>	<ul style="list-style-type: none"> <li>• Staff a portion of the team with members who have already been badged</li> <li>• Begin background investigations on Day 1 for team members new to the project</li> </ul>
<b>System Access and Onboarding Timeframes</b>	<ul style="list-style-type: none"> <li>• Complete an Access List and track the status of required access for each team member</li> <li>• Submit access requests on account creation</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain accurate tracking of system access requests allowing for timely follow-ups</li> <li>• Submit requests early to complete quickly</li> <li>• Establish onboarding procedures quickly</li> </ul>
<b>Availability of GFE During Project Startup</b>	<ul style="list-style-type: none"> <li>• In the event of delays in obtaining Government Furnished Equipment (GFE), provide ADS-badged team members interim Contractor Furnished Equipment (CFE) using ADS's approved laptop image</li> </ul>	<ul style="list-style-type: none"> <li>• Verify incoming team members are productive until GFE is provisioned</li> </ul>

As shown in **Figure 4**, Technuf will implement performance measurements for the resources we provide to ADS. In the event performance goals and benchmarks are not being met, Technuf has established processes to discover why benchmarks are not being met, pathways to report to ADS about mitigating risk with respect to those particular resources.





**Figure 4. Our Risk Management**

Team Technuf will follow a monthly project health review process with our Senior Advisory Council, where the PM will present the overall status of the project using key health indicators: schedule, scope, quality, staffing, budget/finance, issues and risks. The Senior Advisory Council use their collective experience to identify potential areas of concern and opportunities for improvement, enabling risk forecasting and prevention. The project health review provides an additional layer of oversight and monitoring to provide support, guidance to the PM, and who can engage other contractor resources to resolve unforeseen issues on the program.

### 3.10 Skillset and Duty Descriptions

Based on the scope of work, the underlying platform used by State of Vermont (ADS) and our experience working with similar clients, we can confirm that we have in-depth understanding of the skillset and duties required (Exhibit 2). We are staffing the project based on and the compensation offered is reflective of this. We outline in **Table 5** Education and Years of experience required for each labor category in addition to all the requirements set forth in **Exhibit 2**.

**Table 5. Minimum Education/Experience Requirement**

Labor Category	Education or Years of Experience Required
<b>Business Analyst</b>	BA in Computer Science or Business or Engineering with at least 5 years of relevant experience.
<b>Program Manager</b>	BA in Computer Science or Business or Engineering with at least 10 years of relevant experience.
<b>Project Manager</b>	BA in Computer Science or Business or Engineering with at least 7 years of relevant experience.
<b>Project Coordinator</b>	BA in Computer Science or Business or Engineering with 3-5 years of relevant experience.
<b>Test Manager</b>	BA in Computer Science or Engineering with at least 7 years of relevant experience.

Labor Category	Education or Years of Experience Required
<b>QA Test Engineer</b>	BA in Computer Science or Engineering with at least 5 years of relevant experience.
<b>Certification Analyst</b>	BA in Computer Science or Business or Engineering with at least 5 years of relevant experience.
<b>Certification Business Analyst</b>	BA in Computer Science or Business or Engineering with at least 5 years of relevant experience.
<b>Certification Technical Analyst</b>	BA in Computer Science or Engineering or Math with at least 5 years of relevant experience.
<b>Certification Technical Writer</b>	BA in Computer Science or Business or Engineering with at least 4-5 years of relevant experience.
<b>Technical Analyst</b>	BA in Computer Science or Engineering with at least 10 years of relevant experience.
<b>Enterprise Architect</b>	BA in Computer Science or Engineering with at least 10 years of relevant experience.
<b>Full Stack Developer</b>	BA in Computer Science or Engineering with at least 5 years of relevant experience.
<b>DevOps Engineer / TL</b>	BA in Computer Science or Engineering with at least 5 years of relevant experience.
<b>Delivery Manager</b>	BA in Computer Science or Engineering with at least 5 years of relevant experience.
<b>Database Solutions (SQL) Developer</b>	BA in Computer Science or Engineering with at least 5 years of relevant experience.
<b>Database Administrator (SQL)</b>	BA in Computer Science or Engineering with at least 5 years of relevant experience.
<b>Database Solutions (Oracle) Developer</b>	BA in Computer Science or Engineering with at least 5 years of relevant experience.
<b>Database Administrator (Oracle)</b>	BA in Computer Science or Engineering with at least 5 years of relevant experience.

## REFERENCES [3.4]

### Reference #1

**Name:** John Boyle

**Address:** Internal Revenue Service  
5000 Ellin Rd, Lanham, MD 20706

**Phone Number:** 240-613-5308

**Email:** John.R.Boyle2@irs.gov

**Customer:** Treasury- Internal Revenue Service (IRS)

**Title of Project:** RSA Archer Cybersecurity Project

**Brief Description.** Technuf has been providing support to the IRS in maintaining existing solutions, designing and tailoring new and existing Archer components/solutions, supporting and standing up Archer instances, cleaning data and loading it into Archer and preparing documentation to support all efforts of Archer. Technuf utilizes the existing solutions and data available and expand the IRS capabilities to meet other key requirements to be able to monitor FISMA reportable systems with the intent to link system data to Plan of Action and Milestone (POAM) data to Risk Based Decisions to enhance the Cybersecurity Dashboard. Another effort is to stand up the CDM instance to meet established DHS-CDM requirements. Technuf support will be utilized to ensure continuity of existing solutions, as needed refresh design of exiting solutions as requirements change, expand existing services and support other IRS requirements and dashboard integration and workflow needs within Archer.

In addition, Technuf supports any Archer upgrades, and perform the installation and integration work corresponding with continuous monitoring, reporting and mitigation efforts as implemented by the Department of Homeland Security (DHS) Continuous Diagnostics and Monitoring (CDM) effort mentioned above. CDM complements the overall IRS security tool strategy, and provides continuous monitoring, diagnosis, and mitigation capabilities designed to strengthen the security posture of the federal government networks and systems. A view of the IRS assets from the perspective of the tools needs to be depicted via Archer for CDM.

### Reference #2

**Name:** Van Nguyen

**Address:** NIDDK - National Institute of Diabetes and Digestive and Kidney Diseases  
National Institutes of Health  
9000 Rockville Pike  
Bethesda, Maryland 20892

**Phone Number:** 301-594-4722

**Email:** vnguyel@nia.nih.gov

**Customer:** National Institute of Health (NIH)

**Title of Project:** NIDDK Business Intelligence, Data Warehousing.

**Brief Description.** The Technuf team provided the government a Preliminary Design Concept, Draft Data Model and Reports and Final System Design, Data Model and Reports as deliverables. The Preliminary Design Concept contains draft Requirements Definition Document and draft updates to the Grants Data Model. The draft NIDDK Software Functional Specification (SFS) Design document comprises of updated Requirements Definition Document, updated Grants Data Model, draft QlikView reports and draft Technical Design. The Final SFS design document will include Final Requirements Definition Document, Final Grants Data Model, Final QlikView

Reports and Final Technical Design Document. On the project management side, Technuf provide Detailed Project Schedule within 4 weeks of project kick-off meeting; and Monthly Status Report within 5 business days of the end of each calendar month.

### **Reference #3**

**Name:** Greg Prescott

**Address:** Florida Department of Corrections  
501 South Calhoun Street  
Tallahassee, FL 32399

**Phone Number:** 850-717-3895

**Email:** Greg.Prescott@fdc.myflorida.com

**Customer:** Florida Department of Corrections (FDC)

**Title of Project:** Host Integration Server (HIS) and Application Upgrade

**Brief Description.** Technuf upgraded the FDC Host Integration Server to the latest 2016 version on a Windows 2019 Server. This addressed FDC's concerns of a previous, outdated Windows server no longer being supported by Microsoft, causing compatibility and security issues. Technuf's upgrade to the more modern server provides solid security measures for FDC. We also assisted FDC in rewriting existing applications that were written in Visual Basic 6, an increasingly unsupported coding language. Technuf upgraded all components of the application layer (the data integration layer). In order to reduce risk, we focused on creating a robust set of applications that can be maintained by FDC for an extended period of time.

## **4 REPORTING REQUIREMENTS [3.5]**

### **4.1 Tracking and Reporting**

One of the key focus areas for Team Technuf has been to ensure detailed and frequent reporting. Our team keeps the government stakeholders appropriately informed of quality-related issues throughout their lifecycle using reports, dashboards, regular status calls, and ad hoc communications.

Team Technuf will deliver highly business process centric solutions for project tracking and reporting requirements, including risk-based decision making. This will inform project management of key benchmarks in the project process and provide a bird's eye view timeline of where it is going. We will assist Vermont ADS in building project tracking-processes that will reduce weeks of laborious error-prone and paper-based efforts to only a few minutes to hours. We will bring our project controls and technologies that can support strategic decision making across concurrent projects. We will maintain and enhance these processes to support Vermont ADS requirements to build new solutions to address its objectives for increasing efficiency, accuracy, timeliness, and compliance with regulations and requirements.

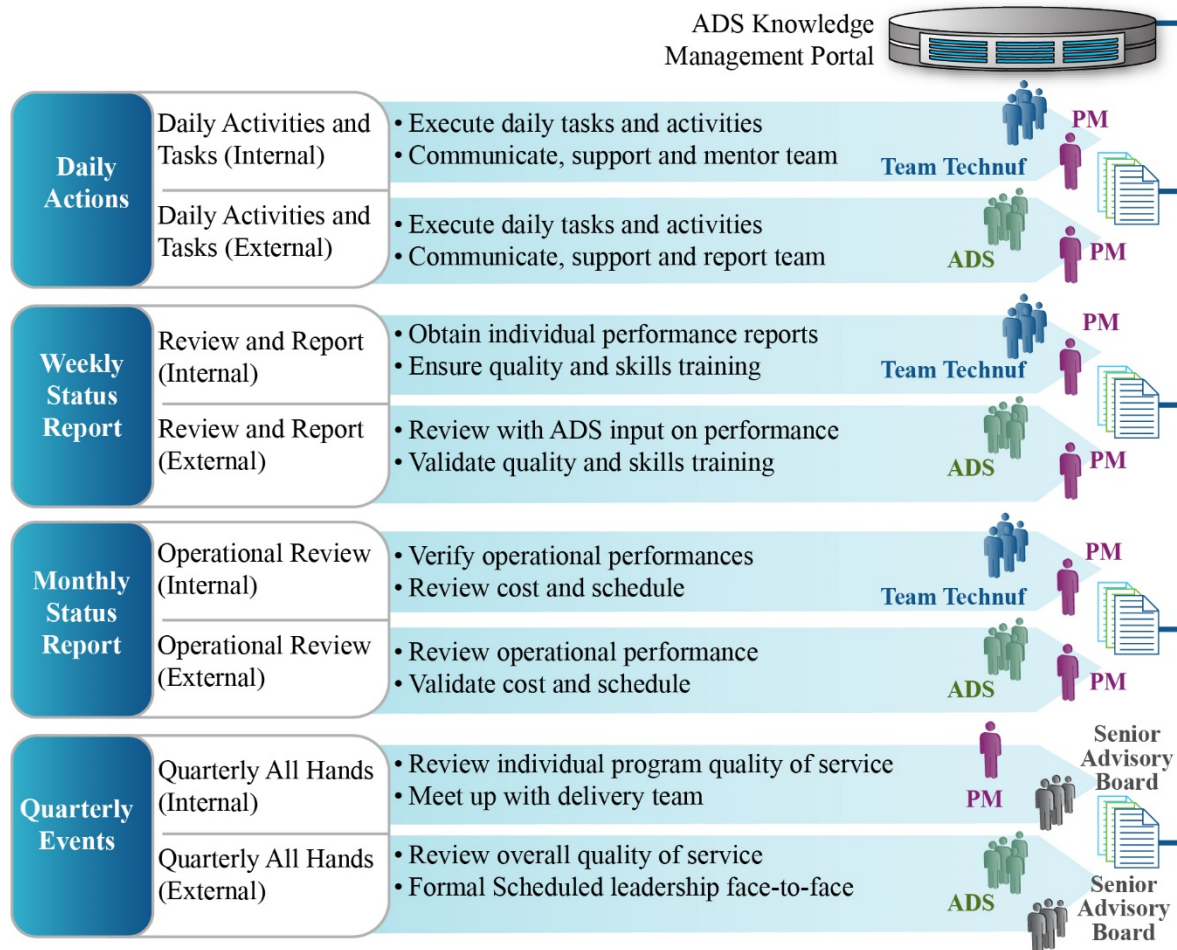
### **4.2 Reporting**

#### **4.2.1 Delivering Quality Services On-Time and Within Budget**

We provide a foundation to monitor tasks on a consistent basis that includes both internal and external control measures. To implement these industry best practices, we will leverage CMMI-Service (CMMI-SVC) Level 3 and CMMI-Development (CMMI-DEV) Level 3 certifications assure that our repeatable processes eliminate risk for Vermont ADS.

Technuf understands that ADS will expect the successful offeror to report on the performance of the resources that they provide. There are two main ways ADS will receive reports on resource

performance. During day-to-day operations, ADS will be receiving frequent feedback from resources who are performing the work. However, the successful offeror should have their own reporting structure in place. Technuf will be plugged into the day-to-day operations of the resources we provide. On each contract we manage, Technuf implements a reporting structure and workflow to remain apprised of the expectations of resources, their current and future work activities, and their performance on measurements of success. Our established reporting milestones gives ADS visibility into resource performance, as well as options and avenues for mitigating risk.



**Figure 5. Team Technuf Ability to Monitor Tasks**



## 5 PRICE SCHEDULE [3.6]

### Pricing Assumptions.

1. State of Vermont ADS provided labor categories were matched against Technuf's GSA schedule.
2. If a labor category was not a direct match, the closest labor category was used.
3. In most cases (as below), discount of 10%-15% was applied against our standard GSA rate in order to make the labor category prices very competitive.

**Table 6. Pricing Calculation Details**

Labor Category	Technuf GSA Rate	VT ADS Proposed Rate	GSA Labor Category Mapping	Discount (%)
Business Analyst	\$ 83.11	\$ 70.64	Business Analyst	15%
Program Manager	\$ 132.65	\$ 119.39	Program Manager	10%
Project Manager	\$ 132.65	\$ 112.75	Project Manager	15%
Project Coordinator	\$ 83.11	\$ 74.80	Business Analyst	10%
Test Manager	\$ 132.65	\$ 112.75	Project Manager	15%
QA Test Engineer	\$ 83.32	\$ 74.99	Tester	10%
Certification Analyst	\$ 83.11	\$ 70.64	Business Analyst	15%
Certification Business Analyst	\$ 83.11	\$ 70.64	Business Analyst	15%
Certification Technical Analyst	\$ 83.11	\$ 70.64	Business Analyst	15%
Certification Technical Writer	\$ 83.11	\$ 70.64	Business Analyst	15%
Technical Analyst	\$ 126.77	\$ 126.77	Software Engineer	0%
Enterprise Architect	\$ 180.27	\$ 153.23	Architect	15%
Full Stack Developer	\$ 126.77	\$ 114.09	Software Engineer	10%
DevOps Engineer / TL	\$ 126.77	\$ 114.09	Software Engineer	10%
Delivery Manager	\$ 104.93	\$ 94.44	Software Developer	10%
Database Solutions (SQL) Developer	\$ 126.77	\$ 114.09	Software Engineer	10%
Database Administrator (SQL)	\$ 126.77	\$ 126.77	Software Engineer	0%
Database Solutions (Oracle) Developer	\$ 126.77	\$ 114.09	Software Engineer	10%



Database Administrator (Oracle)	\$ 126.77	\$ 126.77	Software Engineer	0%
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**Table 7. Exhibit 2 Price Schedule**

IT Professional Services Category	Title of Positions		Hourly Rate
<b>Business Analyst:</b> <ul style="list-style-type: none"> <li>Identify business and technical needs</li> <li>Deliver value-based solutions and recommendations</li> <li>Adaptive to different approaches and processes</li> <li>Ensure compliance with agency, state, and federal requirements regarding business analysis</li> <li>Conduct business analysis according to the standards established by the ADS Enterprise Project Management Office (EPMO) and DVHA IT Portfolio and the International Institute of Business Analysis (IIBA®)</li> </ul>	Business Analyst		\$70.64
<b>Program Manager:</b> <ul style="list-style-type: none"> <li>Demonstrate a working knowledge of project management principles, or certified as a Project Management Professional (PMP) and / or Agile certified</li> <li>Report status and progress via EPMO standard templates and tools</li> <li>Facilitate meetings, including providing an agenda, recording decisions, action items, and distributing meeting minutes</li> <li>Execute against the approved budget</li> <li>Review performance against budget and report variances to the program sponsor</li> <li>Work with Program Sponsor to facilitate continuous development of program project roadmaps</li> <li>Understand Centers for Medicare and Medicaid Services (CMS) governance process(es) and facilitate program compliance, including development of</li> </ul>	Program Manager		\$119.39

<p>required artifacts using CMS specified templates</p> <ul style="list-style-type: none"> <li>• Work with the Certification Team and Independent Verification &amp; Validation (IV&amp;V) team to conduct gate reviews with CMS</li> </ul>			
<p><b>Project Manager:</b></p> <ul style="list-style-type: none"> <li>• Demonstrate a working knowledge of project management principles, or certified as a Project Management Professional (PMP) and / or Agile certified</li> <li>• Partner with the business to drive and advance project progress</li> <li>• Perform stakeholder analysis</li> <li>• Develop Project Plans</li> <li>• Author Status reports</li> <li>• Facilitate meetings, including providing an agenda, recording decisions, action items, and distributing meeting minutes</li> <li>• Work with Certification Team and IVV to address CMS requirements Resource management</li> <li>• Create, facilitate input to annual legislative reports</li> </ul>	Project Manager		\$112.75
<p><b>Project Coordinator:</b></p> <ul style="list-style-type: none"> <li>• Consolidate information produced by the project team and organize in a manner to form project management artifacts</li> <li>• Interface independently with project teams and stakeholders during coordination of assigned tasks</li> <li>• Ensure project documentation is maintained appropriately for each project</li> </ul>	Project Support Specialist		\$74.80
<p><b>Test Manager:</b></p> <ul style="list-style-type: none"> <li>• Working knowledge as a Software Tester</li> </ul>	QA Test Manager		\$112.75

<ul style="list-style-type: none"> <li>• Certified with the International Software Testing Board (ISTQB), American Software Testing Qualifications Board (ASTOQB), The Association for Software Testing (AST)</li> <li>• Define and execute the work that is required utilizing either Waterfall, Agile, or DevOps process and artifacts, adhering to ISO/IEEE standards</li> <li>• Establish testing, defect, and release processes for projects, drawing on established Agency processes where available</li> <li>• Create &amp; maintain test reporting and defect logs and lead defect triage meetings</li> <li>• Support Certification and provide, and/or ensure the creation of, CMS artifacts</li> <li>• Understand the CMS governance process(es) and facilitate program compliance, including development of required artifacts using the CMS specified templates</li> <li>• Work with the Certification Team and IV&amp;V team to conduct gate reviews with CMS</li> </ul>			
<p><b>Quality Assurance Test Engineer:</b></p> <ul style="list-style-type: none"> <li>• Working knowledge as a Software Tester</li> <li>• Certified with the ISTQB, ASTOQB, and the AST</li> <li>• Review and working knowledge of (functional and non-functional) requirements</li> <li>• Review and understand the impact of user stories</li> <li>• Review quality specifications and technical design documents to provide timely and meaningful feedback</li> <li>• Draft and create positive / negative test cases</li> </ul>	QA Test Engineer		\$74.99

<ul style="list-style-type: none"> <li>• Draft code to create automation testing, suites for extensive regression testing</li> <li>• Coordinate testing phases and work levels collaboratively with test manager to estimate and prioritize testing activities</li> <li>• Practice continuous improvement via retrospectives</li> <li>• Able to work horizontally and vertically across the department with stakeholder, functions, culture and geographically located externally</li> </ul>			
<b>Certification Analyst:</b> <ul style="list-style-type: none"> <li>• Contractor should have demonstrated knowledge and experience in software, math or science as well as a broad working knowledge of computer systems and applications.</li> <li>• Experienced with the Software Development Life Cycle (SDLC) and CMS certification process</li> <li>• Accountable for readiness for certification</li> <li>• Responsible for certification overview training materials and presentation</li> <li>• Provide certification milestone and review checklist</li> <li>• Accountable for certification checklist mapping and tracking of artifact collection</li> <li>• Accountable for CMS certification milestone and review readiness activities and preparation</li> </ul>	Certification Analyst		\$70.64
<b>Certification Business Analyst:</b> <ul style="list-style-type: none"> <li>• Contractor should have demonstrated equivalent knowledge and experience in data administration, business analysis,</li> </ul>	Certification Business Analyst		\$70.64

<p>or statistics. Broad experience with computer systems and applications.</p> <ul style="list-style-type: none"> <li>Experienced with SDLC and CMS Certification process</li> <li>Primary resource to MMIS project teams</li> <li>Address IV&amp;V observations</li> <li>Conduct and lead Joint application design (JAD) sessions for certification</li> <li>Conducts certification checklist mapping and tracking of artifact collection</li> </ul> <p>Participates in CMS certification milestone and review readiness activities and preparation</p>			
<p><b>Certification Technical Analyst:</b></p> <ul style="list-style-type: none"> <li>Contractor should have working knowledge or a bachelor's degree in software, math, science as well as broad experience with computer systems and applications.</li> <li>Technical Subject Matter Expert (SME) for MMIS and Medicaid Information Technology Architecture MITA 3.0</li> <li>Supports MECT criteria trace (map) to the State's requirement set</li> <li>Conducts quality reviews of vendor requirements</li> <li>Facilitates JAD sessions and criteria walk throughs</li> <li>Requirement Traceability Matrix (RTM) evidence collection and validation of RTM to certification checklist</li> <li>Participates in CMS certification milestone and review readiness activities and preparation</li> </ul>	Certification Technical Analyst		\$70.64
<p><b>Certification Technical Writer:</b></p> <ul style="list-style-type: none"> <li>Contractor should have working knowledge and 3+ years technical writing experience</li> <li>Experienced with SDLC and the MMIS MECT 2.3 and MECL as outlined by CMS in relation to CMS Certification process</li> </ul>	Technical Writer		\$70.64

<ul style="list-style-type: none"> <li>• Able to write in explanatory and procedural styles for multiple audiences</li> <li>• Manage and update certification documentation and templates</li> <li>• Provides MECT &amp; MEET version update summaries</li> <li>• Assists with certification checklist mapping and tracking of artifact collection</li> <li>• Facilitates certification module / project update meetings as well as CMS certification milestone and review readiness activities and preparation</li> </ul>			
<b>Technical Analyst:</b> <ul style="list-style-type: none"> <li>• Minimum 10 years' experience working on large technical issues such as performance, functionality, technical platforms, industry and technical standards</li> <li>• Perform application design activities (e.g. writing functional designs) portions of a technology blueprint and technical design activities and portions of technology build, test and deployment</li> <li>• Apply considerable support / development / implementation experience, deep understanding of underlying technologies, business process expertise and support process knowledge to interact with a broad spectrum of stakeholders as they encounter issues during various lifecycle phases</li> <li>• Examine technical and functional areas and suggest / create diagnostics and troubleshooting tools</li> <li>• Coordinate with software vendors to perform investigations on all application issues and provide effective resolutions for same and assist all team members in evaluating technical processes and provide effective interface with vendor partners</li> <li>• Recommend effective modifications to systems to improve efficiency and reduce cost of all operations and</li> </ul>	Technical Analyst		\$126.77



<p>determine appropriate procedures for all Information Technology</p> <ul style="list-style-type: none"> <li>• Provide technical support to system users and support staff</li> <li>• Draft and promote technical change requests</li> </ul>			
<p><b>Enterprise IT Architect:</b></p> <ul style="list-style-type: none"> <li>• Responsible for the creation, maintenance and management of IT architecture and lower level components. Interpret, use and apply information contained within IT architecture to inform a range of business improvement activities, particularly those involved in the design, development, enhancement and maintenance of IT support systems. Provide oversight to information technology activities pursuant to Vermont 22 VSA 901 (4) (A-D)</li> <li>• Provide oversight and ensure alignment between MESP technology projects with existing projects and services throughout the State when and where necessary. Collaborate with business architect to define Business Capabilities and Processes that can be used by the Business Analysts to create requirements</li> <li>• Monitor and ensure architectural quality attributes for performance, scalability and sustainability</li> <li>• Shares and communicates best practices, lessons learned and constantly updates the technical system architecture requirements based on changing technologies, and knowledge related to recent, current and up-coming vendor products and solutions</li> <li>• Validates Application and Data use best practices and that are aligned with the State of Vermont Standards.</li> <li>• Collaborates with all relevant parties in order to review the objectives and constraints of each solution and determine conformance with the State of Vermont architecture</li> <li>• Recommends and participates in activities related to the design,</li> </ul>	Architect		\$153.23

<p>development and maintenance of the Enterprise Architecture (EA).</p> <ul style="list-style-type: none"> <li>• Works with State Security team and Chief Information Security Officer (CISO) to ensure all aspects of technology project are governed by State of Vermont Security policies and standards.</li> <li>• Reviews contracts and amendments for MESP IT procurements</li> <li>• Validates that technology contract deliverables are being met</li> </ul>			
<p><b>Full-Stack Developer:</b></p> <ul style="list-style-type: none"> <li>• Cross functional role between frontend and backend</li> <li>• Solve technical challenges to seamlessly integrate front and backend systems</li> <li>• Produce clean code based on user stories</li> <li>• Use version control systems, specifically Git and GitHub</li> <li>• Quickly research and learn new programming tools and techniques to support product teams as needed</li> <li>• Promote the use of open source solutions and community</li> <li>• Communicate technical concepts to a non-technical audience</li> <li>• Automate the development-security-operations (DevSecOps) pipeline</li> <li>• Conduct code reviews, as needed, to support the technical lead</li> </ul>	Full-Stack Developer		\$114.09
<p><b>DevOps Engineer / Technical Lead:</b></p> <ul style="list-style-type: none"> <li>• Experience serving as the engineer of complex technology implementations in a product-centric environment</li> <li>• Deploy and configure services using infrastructure as a service provider (e.g., Amazon Web Services, Microsoft Azure, Google Compute Engine, RackSpace / OpenStack)</li> <li>• Configure and manage Linux-based servers to serve a dynamic website</li> </ul>	DevOps Engineer		\$114.09

<ul style="list-style-type: none"> <li>• Experience scripting with Bash, Python, Ruby or Golang to solve problems</li> <li>• Installation and management tools (e.g., Puppet, Chef, Ansible, Salt)</li> <li>• Development of architecture for continuous integration and deployment, and continuous monitoring</li> <li>• Containerization technologies (e.g., LXC, Docker, Rocket)</li> </ul>			
<b>Release / Delivery Manager:</b> <ul style="list-style-type: none"> <li>• Ensure consistent and successful releases in conjunction with development teams, product owners, and stakeholders</li> <li>• Proactively communicate across teams to be transparent about release statuses and risks</li> <li>• Coordinate on deployment testing, stages, and schedules</li> <li>• Work to continually improve the release cycle</li> <li>• Develop QA plans at the program level</li> <li>• Ensure testing plan and QA approach meet CMS and Food and Nutrition Services (FNS) requirements. Supports the program with testing strategy, plans, and documentation</li> <li>• Communicate and coordinate Development, Design and Implementation (DDI) and Maintenance and Operations (M&amp;O release) schedules adhering to best practices and industry standards</li> <li>• Experience managing and contributing to development projects with Git and GitHub (or Gitlab, VSTS)</li> <li>• Real world deployments using DevSecOps / infrastructure automation tools or services like Jenkins, Travis CI, Circle CI, Ansible, Chef, Puppet</li> <li>• Worked in Agile development teams to build, test, and release software in sprints</li> <li>• Proactive and transparent communicator</li> </ul>	Release Manager		\$94.44

<b>Database Solutions Developer (SQL Server)</b>	SQL Developer		\$114.09
<ul style="list-style-type: none"> <li>• Must work within State of Vermont standards, policies, procedures, templates and Software Development Lifecycle (SDLC)</li> <li>• Experience with T-SQL, XML, VB, C# and HTML languages</li> <li>• Experience with data normalization and data denormalization techniques</li> <li>• Experience with development and deployment of transactional (OLTP) databases that employ at least third normal form (3NF)</li> <li>• Experience with development and deployment of analytical (OLAP) data warehouses that employ star schemas</li> <li>• Experience with development and deployment of SQL Server Reporting Services (SSRS) reports</li> <li>• Experience with development and deployment of SQL Server Analysis Services (SSAS) databases and data cubes</li> <li>• Experience with development and deployment of SQL Server Integration Services (SSIS) Extraction, Transformation, Load (ETL) packages</li> <li>• Experience with development and deployment of SQL Server Master Data Services (SSMDS) models</li> <li>• Experience with development and deployment of Power BI and Excel Power Query reports and dashboards</li> <li>• Experience with development and deployment of Excel applications that employ Visual Basic for Applications (VBA) code-behind for database integration</li> <li>• Experience with Azure DevOps</li> <li>• Experience with source control</li> </ul>			

<ul style="list-style-type: none"> <li>Experience with generating data dictionaries, data migration plans, data flows, entity relationship diagrams and deployment plans documentation</li> </ul>			
<b>Database Administrator (SQL Server)</b> <ul style="list-style-type: none"> <li>Must work within State of Vermont standards, policies, procedures, templates and SDLC</li> <li>Experience administering all five SQL Server engines: SQL Server Database Services (SSDS); SQL Server Reporting Services (SSRS); SQL Server Analysis Services (SSAS); SQL Server Integration Services (SSIS) and SQL Server Master Data Services (SSMDS)</li> <li>Experience with T-SQL, XML, VB, C# and HTML languages</li> <li>Experience with Windows Server Operating System</li> <li>Experience with Windows Group Policy</li> <li>Experience with Windows and SQL authentication</li> <li>Experience with SQL Server patching</li> <li>Experience with extraction, load and transformation (ETL) constructs</li> <li>Experience with SQL Replication</li> <li>Experience with load balancing</li> <li>Experience with active directory integration</li> <li>Experience with ad hoc distributed queries</li> <li>Experience with database mail</li> <li>Experience with database backup/restore processing</li> <li>Experience with disaster recovery plans</li> <li>Experience with database, table and column encryption</li> <li>Experience with SSL certification administration</li> <li>Experience with performance tuning, monitoring and alerting</li> </ul>	Database Administrator		\$126.77

<ul style="list-style-type: none"> <li>• Experience with indexing and statistics strategies</li> <li>• Experience with SQL Agent job and alert system</li> <li>• Experience with RedGate SQL Compare and Data Compare tools</li> <li>• Experience with generating data dictionaries, data migration plans, data flows, entity relationship diagrams and deployment plans documentation</li> </ul>			
<b>Data Solutions Developer (Oracle)</b> <ul style="list-style-type: none"> <li>• Must work within State of Vermont standards, policies, procedures, templates and SDLC</li> <li>• Experience with PL/SQL, XML, Java, JavaScript and HTML languages</li> <li>• Experience with data normalization and data denormalization techniques</li> <li>• Experience with development and deployment of transactional (OLTP) databases that employ at least third normal form (3NF)</li> <li>• Experience with development and deployment of analytical (OLAP) data warehouses that employ star schemas</li> <li>• Experience with source control</li> <li>• Experience with generating data dictionaries, data migration plans, data flows, entity relationship diagrams and deployment plans documentation</li> </ul>	Solution Developer (Oracle)		\$114.09
<b>Database Administrator (Oracle)</b> <ul style="list-style-type: none"> <li>• Must work within State of Vermont standards, policies, procedures, templates SDLC</li> <li>• Experience with PL/SQL, XML, Java, JavaScript and HTML languages</li> <li>• Experience with Oracle server patching</li> <li>• Experience with SSL certification administration</li> </ul>	Database Administrator (Oracle) (		\$126.77



<ul style="list-style-type: none"><li>• Experience with performance tuning, monitoring and alerting</li><li>• Experience with indexing and statistics strategies</li><li>• Experience with extraction, load and transformation (ETL) constructs</li><li>• Experience with generating data dictionaries, data migration plans, data flows, entity relationship diagrams and deployment plans documentation</li></ul>			
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## 6 CERTIFICATE OF COMPLIANCE [3.7]

RFP/PROJECT:

DATE:

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### CERTIFICATE OF COMPLIANCE

**For a bid to be considered valid, this form must be completed in its entirety, executed by a duly authorized representative of the bidder, and submitted as part of the response to the proposal.**

- A. **NON COLLUSION:** Bidder hereby certifies that the prices quoted have been arrived at without collusion and that no prior information concerning these prices has been received from or given to a competitive company. If there is sufficient evidence to warrant investigation of the bid/contract process by the Office of the Attorney General, bidder understands that this paragraph might be used as a basis for litigation.
- B. **CONTRACT TERMS:** Bidder hereby acknowledges that is has read, understands and agrees to the terms of this RFP, including Attachment C: Standard State Contract Provisions, and any other contract attachments included with this RFP.

- C. **FORM OF PAYMENT:** Does Bidder accept the Visa Purchasing Card as a form of payment?

☒ Yes ☐ No

- D. **WORKER CLASSIFICATION COMPLIANCE REQUIREMENT:** In accordance with Section 32 of The Vermont Recovery and Reinvestment Act of 2009 (Act No. 54), the following provisions and requirements apply to Bidder when the amount of its bid exceeds \$250,000.00.

**Self-Reporting.** Bidder hereby self-reports the following information relating to past violations, convictions, suspensions, and any other information related to past performance relative to coding and classification of workers, that occurred in the previous 12 months.

Summary of Detailed Information	Date of Notification	Outcome
Nothing to report		

**Subcontractor Reporting.** Bidder hereby acknowledges and agrees that if it is a successful bidder, prior to execution of any contract resulting from this RFP, Bidder will provide to the State a list of all proposed subcontractors and subcontractors' subcontractors, together with the identity of those subcontractors' workers compensation insurance providers, and additional required or requested information, as applicable, in accordance with Section 32 of The Vermont Recovery and Reinvestment Act of 2009 (Act No. 54), and Bidder will provide any update of such list to the State as additional subcontractors are hired. Bidder further acknowledges and agrees that the failure to submit subcontractor reporting in accordance with Section 32 of The Vermont Recovery and Reinvestment Act of 2009 (Act No. 54) will constitute non-compliance and may result in cancellation of contract and/or restriction from bidding on future state contracts.

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E. **Executive Order 05 – 16: Climate Change Considerations in State Procurements Certification**

**Bidder certifies to the following (Bidder may attach any desired explanation or substantiation. Please also note that Bidder may be asked to provide documentation for any applicable claims):**

1. Bidder owns, leases or utilizes, for business purposes, space that has received:

- ☐ Energy Star® Certification
- ☐ LEED®, Green Globes®, or Living Buildings Challenge™ Certification
- ☐ Other internationally recognized building certification:

2. Bidder has received incentives or rebates from an Energy Efficiency Utility or Energy Efficiency Program in the last five years for energy efficient improvements made at bidder's place of business. Please explain:

n/a

3. Please Check all that apply:

- ☐ Bidder can claim on-site renewable power or anaerobic-digester power ("cow-power"). Or bidder consumes renewable electricity through voluntary purchase or offset, provided no such claimed power can be double-claimed by another party.
- ☐ Bidder uses renewable biomass or bio-fuel for the purposes of thermal (heat) energy at its place of business.
- ☐ Bidder's heating system has modern, high-efficiency units (boilers, furnaces, stoves, etc.), having reduced emissions of particulate matter and other air pollutants.
- ☐ Bidder tracks its energy consumption and harmful greenhouse gas emissions. What tool is used to do this? \_\_\_\_\_
- ☐ Bidder promotes the use of plug-in electric vehicles by providing electric vehicle charging, electric fleet vehicles, preferred parking, designated parking, purchase or lease incentives, etc..
- ☐ Bidder offers employees an option for a fossil fuel divestment retirement account.
- ☐ Bidder offers products or services that reduce waste, conserve water, or promote energy efficiency and conservation. Please explain:

4. Please list any additional practices that promote clean energy and take action to address climate change:

n/a

**RFP/PROJECT:**  
**DATE:**  
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**F. Acknowledge receipt of the following Addenda:**

Addendum No.: _____	Dated: _____
Addendum No.: _____	Dated: _____
Addendum No.: _____	Dated: _____

Bidder Name: Technuf, LLC	Contact Name: Faisal Quader
Address: 40 W Gude Drive	Fax Number: _____
Suite 220	Telephone: 301-526-7888
Rockville, MD 20850	E-Mail: faisal.quader@technuf.com
By: <u>Faisal Quader</u>	Name: Faisal Quader
Signature of Bidder (or Representative)	(Type or Print)

**END OF CERTIFICATE OF COMPLIANCE**

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