Skylight

ACME Corp — DevOps Transformation Consulting Technical Proposal

Tender Number: 123456

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1.0 Administrative information

A	**Prime Contractor's Name and Location**	Skylight Inc. Sarasota, Florida, USA
B	**Subcontractor's Name and Location**	DevOps Research and Assessment LLC Portland, Oregon, USA
C	**Point of Contact**	Chris Cairns chris@skylight.digital
D	**Date of Submission**	MM/DD/YYYY
E	**Authorizing Official**	Chris Cairns

2.0 Executive summary

The Chief Information Officer (CIO) of ACME Corp ("ACME") is undertaking an organizational-wide transformation of its IT delivery capabilities. Currently, the primary focus of this transformation is on the adoption of DevOps practices and technologies. And for good reason. According to the 2017 State of DevOps Report, high-performing organizations that effectively use DevOps principles achieve such benefits as:

- 46x more frequent software deployments than their competitors
- 96x faster recovery from failures
- 440x faster lead time for changes
- Higher levels of customer satisfaction, employee happiness, and operational efficiency

Unfortunately, the CIO's previous attempts at transformation yielded only a small fraction of such benefits, fell short of preparing management for full-scale adoption, and left the organization questioning the value of DevOps. Given the current situation, the CIO is seeking to engage with an outside partner who can help reignite and accelerate the organization's DevOps transformation journey. (Note: we view DevOps as inclusive of Agile.)

Given Skylight's experience in driving transformational change within large, complex enterprises such as ACME, we're eager, excited, and honored for the opportunity to forge a successful partnership with you. Our mission is to deliver you an incredible client experience that produces immediate and enduring results. To that end, we are teaming-up with DevOps Research and Assessment (DORA), founded by the world's foremost DevOps experts.

- Launched in June of 2017
- Comprised of world-class digital experts, including five former White House Presidential Innovation Fellows
- Members of the team built 18F, a 200-person digital center of excellence housed within the U.S. federal government that's earned international recognition (e.g., a featured *Wired* magazine article) for driving large-scale change in areas such as DevOps
- Members of the team have earned recognition for turning around large federal IT programs due to the poor performance of traditional service providers
- Currently supporting multiple clients undertake digital transformation, including the U.S. Department of Homeland Security and Centers for Medicare & Medicaid Services

- Launched in 2016
- Founded by world-renowned DevOps experts, including Gene Kim (author of *The Phoenix Project*), Jez Humble (author of *Continuous Delivery and DevOps Handbook*), and Dr. Nicole Forsgren (lead investigator for the State of DevOps Report)
- Their DORA product provides a unique, outcome-oriented, science-based DevOps assessment methodology that benchmarks your performance against 23,000 teams and pinpoints exactly which DevOps capabilities you should invest in improving in order to deliver software with speed and stability
- The core philosophy behind the DORA assessment approach is that "maturity models" fail because they only provide static one-size-fits-all views; the key to impacting performance is the use of a metrics-driven, continuous improvement cycle that's custom to your organization
- The DORA product has been adopted by

several *Fortune Global 1000* companies

- DORA also offers exclusive access to the DORA knowledgebase, curated and authored by industry experts, that shows you how to start developing DevOps capabilities across your teams

Together, Skylight and DORA have developed an approach that is designed to reignite and jumpstart the acceleration of your DevOps transformation journey. Core to our approach is the focus on building-up your DevOps capacity as quickly as possible so you can manage the journey sustainably, self-sufficiently, and effectively (i.e., only do the things that actually make an impact). No outside firm can transform you. Only you can. We're here to help prepare and position you to do that.

3.0 Solution approach

Our proposed approach consists of five phases, detailed in the sections below. Breaking down the engagement this way offers several advantages, including: (a) a construct for organizing the overall work, including what is to be done, by whom, and when; (b) a common, intuitive view of the project that gives everyone visibility into status and progress; and (c) frequent, logical breakpoints where ACME decision-makers can assess the state of the project, and decide whether to proceed or pivot.

A	**Phase**	Kick-off the engagement	Conduct an assessment	Prepare for change	Jumpstart change	Sustain change
B	**Owner**	Skylight Team + ACME	Skylight Team + ACME	Skylight Team + ACME	Skylight Team + ACME	ACME
C	**Purpose**	Ensure everyone has a common understandin g of the project	Gain a thorough understandin g of your present situation	Develop an adaptable, executive plan for change, and create the conditions for	Assist with executing the plan while building-up your DevOps capacity	Manage the journey to becoming a DevOps high performer on your own

				change to materialize		
D	**Timeframe**	X days after agreement execution	X days after end of the previous phase	X days after end of the previous phase	X days after end of the previous phase	Ongoing

Note: Assuming a mid [MONTH] start, the engagement would conclude at the end of [MONTH] 2021.

3.1 Kick-off the engagement

The purpose of this phase is to arrive at a shared understanding of the project, including how it will be delivered and how the two parties will work collaboratively together. In coordination with ACME, we will prepare and execute a plan for a formal kickoff meeting, the aim of which is to:

- Understand the fundamental problem that needs to be solved.
- Develop a project vision statement (desired outcomes).
- Provide an overview of the DORA assessment methodology.
- Develop working relationships with each other through fun, useful team-building exercises (e.g., journey lines).
- Build a shared understanding of how the project will be delivered.
- Establish standards, conventions, and guidelines related to managing the project (e.g., format of project status reports, format of deliverables).
- Decompose the organization into specific “value streams” (or series of steps taken to build solutions that provide continuous flow of value to customers). This is necessary for conducting a DevOps assessment.
- Finalize the plan for the Conduct an Assessment phase.

- Clarify any questions, concerns, or uncertainties.

Key outputs from this phase:

- Problem statement
- Project vision statement
- Roles & responsibilities matrix
- Project data sheet (a single-page summary of project management information such as scope, schedule, resources, risks, issues, dependencies)
- Project standards, conventions, and guidelines
- Organizational decomposition (i.e., value streams)
- Conduct an assessment phase plan

3.2 Conduct an assessment

The purpose of this phase is to gain a thorough understanding of your present situation. To accomplish this, we will use a mix of qualitative and quantitative research techniques that focuses on multiple dimensions of your organization. Specifically, we will:

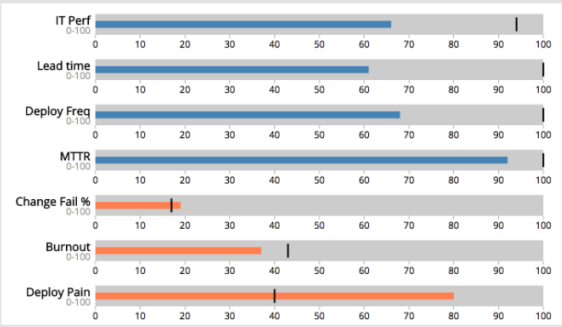
- Conduct workshops and/or interviews with key stakeholders to understand what is and isn't working well with regards to your current software development, architecture, delivery infrastructure, technology, culture, suppliers, and IT performance.

- Conduct the DORA assessment to gain empirical insight into the state of your organization's DevOps capabilities (see the table below for a more detailed overview). For each value stream, we will prepare and administer a survey to be completed by people across the full delivery spectrum, including development, testing, operations, and security. The cloud-based survey takes roughly 20 minutes to complete and is currently English-only. We recommend that only practitioners (including employees and contractors) take the survey in order to provide a ground-level view of your current organizational capabilities.

- Analyze and synthesize the assessment results, and deliver an assessment report that outlines key findings.

- Finalize the plan for the Prepare for Change Phase.

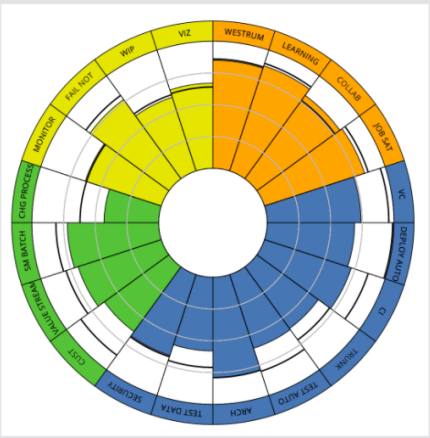
Overview of the DORA method (notional survey and analysis results)



(Example)
This outcomes chart shows us that we have room for improvement compared to the industry high performers.

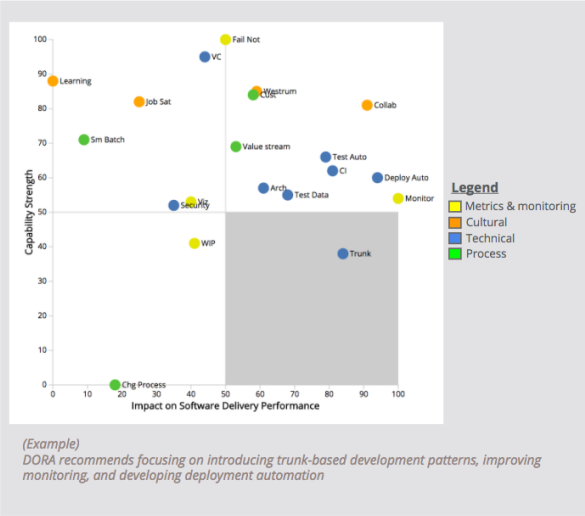
Our practitioners report burnout below industry averages, but significantly higher than average levels of deploy pain.

Assess key outcomes that drive performance gains. High-level measures indicate your software delivery performance and its sustainability across teams. This helps you: measure and track your most important key outcomes; benchmark against industry, industry vertical, and/or company-wide; get individual team performance against different views; identify outcomes to maximize; and identify outcomes to minimize (e.g., "burnout").



(Example)
High: Architecture, Security, Collaboration, Learning, Westrum culture, Visibility, WIP limits
Low: Test data management, Test Automation, Trunk-based development, Deploy automation

Benchmark current capabilities as a baseline. Capabilities are levers that drive improvement: as these grow, so does your ability to deliver software quickly and reliably. The DORA product shows you which capabilities you have now: where you shine and where you need help. With it, you can benchmark your team's capabilities against industry, industry vertical, and/or company-wide. (Developing your team's capabilities will drive improved outcomes.)



(Example)
DORA recommends focusing on introducing trunk-based development patterns, improving monitoring, and developing deployment automation

Identify priorities most impactful for capability improvement. The DORA product performs a customized analysis that identifies your constraints, or bottlenecks, to achieving high performance. This shows you which capabilities to focus on first, enabling leaders to plan allocations so investments have the highest impact (in other words, avoid wasting money on non-impactful activities). Capabilities with the lowest strength and highest impact on software delivery performance should be prioritized.

Note: all images and content in the table above are copyright of DORA.

Key outputs from this phase:

- DevOps assessment report
- Prepare for change phase plan

3.3 Prepare for change

The purpose of this phase is to translate the insights gained from the assessment into an adaptable, executable plan for change, and to create the conditions necessary for that change to materialize. To accomplish that, we'll:

- Help your teams gain a shared understanding of their current state by actively engaging stakeholders across functions (e.g., development, operations, business) in a dialog around what is and isn't working well (e.g., processes, tools), and what needs to change in order to realize the benefits of DevOps principles.

- Deliver DevOps training sessions (3–4) to both executive and delivery audiences to help ensure everyone has a fundamental understanding of key DevOps principles, practices, and technologies. For executives, we'll emphasize the critical role they can

play in supporting change through the adoption of specific leadership styles and behaviors (e.g., encouraging a culture of continuous improvement).

- Facilitate a workshop with key stakeholders to craft a clear, compelling, aspirational vision for DevOps transformation that articulates what needs to change and why.

- Facilitate a workshop with key stakeholders to define a set of guiding principles (e.g., "change for the better everyday") that provides guidance to the organization on the new behaviors and mindsets needed in order to change the culture.

- Develop a model and plan for establishing a DevOps Center of Excellence (CoE), similar to Disney's highly successful DevOps CoE. The purpose of the CoE would be to push ACME's DevOps transformation forward continually through coaching, consulting, and community-building support. Given the size of your organization, we generally recommend staffing such a CoE with a single, dedicated, empowered leader who possesses strong technical and coaching skills, along with 3–4 other DevOps experts. (The CoE team, as well as others in the organization, would benefit from access to DORA's extensive knowledge base on DevOps best practices.)

- Assist in developing a talent model, recruiting plan, and hiring plan for sourcing high-end DevOps talent to staff the DevOps CoE. We possess significant experience with designing various talent models — like Capital One did with its Tech Fellows Program — that attract high-end talent, minimize human-capital investment, and move the organization forward in transformational ways.

- Facilitate a workshop with key stakeholders to develop a DevOps transformation roadmap using Google's Objectives and Key Results (OKRs) framework, covering a period of 3–6 months and focusing on the 2–3 priorities that will be most impactful on capability improvement, as revealed by the assessment results. This involves: formulating objectives (e.g., "accelerate business value delivery"); defining key results for each objective in order to measure success (e.g., reduce average lead time for changes by 25%); and defining required actions for each key result in order to achieve that outcome (e.g., assign an empowered product owner who can make rapid decisions). Effective use and periodic maintenance of OKRs facilitates strategic alignment across the organization, communicates performance progress, and builds a culture of continuous performance improvement.

- Assist with making change visible through the design and creative placement of items such as posters, stickers, stories, and metrics dashboards. This is a powerful technique for aligning organizations around transformational change. It makes the abstract concept of change concrete by answering such questions as: “Why do we need to change?” “How do we need to change?” “How well are we progressing with change?”

- Prepare a DevOps Transformation Health Check Model that will be used in the subsequent phases for periodically assessing cultural health, leadership alignment, and specific leadership behaviors. The purpose of the health checks are to identify opportunities to course-correct, helping to ensure that positive cultural drivers and new leader behaviors are embedded throughout the organization.

- Finalize the plan for the Jumpstart Change Phase.

Note: In performing the above list of activities, we’ll aim to involve as many people as practical in order to create broad-based support for change. Co-creation and conversation are powerful change management techniques.

Key outputs from this phase:

- DevOps transformation vision statement
- DevOps guiding principles
- DevOps Center of Excellence establishment plan
- DevOps Center of Excellence talent sourcing plan
- DevOps transformation roadmap (OKRs)
- DevOps transformation change radiators (e.g., posters)
- DevOps transformation health check model
- Jumpstart change phase plan

3.4 Jumpstart change

The purpose of this phase is to provide you with assistance in executing the DevOps Transformation Roadmap, with a focus on building-up your DevOps capacity so you can

manage the transformation journey sustainably, self-sufficiently, and effectively. To accomplish that, we'll:

- Provide recruiting and hiring support to onboard the DevOps CoE staff, including the leader (4–5 total), from internal and/or external sources.
- Provide coaching, workshops, training, and other tailored support as needed to help align your development and operations teams.
- Conduct 1–2 health checks, and provide recommendations and assistance for making any necessary course corrections to keep the transformation on-track.
- Prepare and execute a transition plan to turn the scope of our support over to the DevOps CoE team. This will include any necessary coaching, training, and process documentation.

Key outputs from this phase:

- DevOps Center of Excellence team
- DevOps transformation health checks
- Transition materials

3.5 Sustain change

During this phase, ACME will pick-up where we left off and continue to drive the DevOps transformation forward. At a high level, the sustainment phase will involve:

- Periodically reassessing progress toward improving your IT performance and capabilities, and focusing on the 2–3 capabilities that will deliver the highest impact on performance.
- Periodically updating and communicating the DevOps Transformation Roadmap (OKRs), and managing progress against that.
- Periodically conducting health checks, and using insights from those to make course corrections.

- Expanding the focus of the DevOps transformation to other parts of the organization.
- Winding down the DevOps CoE after it's clear that the entire organization is fully embodying DevOps principles.

Key outputs from this phase:

- A continuously-improving and high-performing IT organization

4.0 Customer references

To support your independent evaluation of the Skylight Team's ability to execute the proposed scope work, we've provided two customer references for you to contact.

4.1 Customer reference #1 [redacted]

A	**Company Name**
B	**Contact Name**
C	**Company Address**
D	**Contact Telephone Number**
E	**Contact Email Address**
F	**Notes**

4.2 Customer reference #2 [redacted]

A	**Company Name**
B	**Contact Name**
C	**Company Address**

D	**Contact Telephone Number**
E	**Contact Email Address**
F	**Notes**

5.0 Project experiences

The following relevant project experiences highlight the Skylight team's ability to execute this proposed engagement with you successfully.

5.1 Cloud & DevOps adoption acceleration at the Transportation Security Administration

Project title: Cloud & DevOps Adoption Acceleration
Client: U.S. Department of Homeland Security/Transportation Security Administration (TSA)
Delivery organization: 18F; Chris Cairns served as the Project Executive and Solution Architect

Summary	The TSA CIO needed help undertaking a broad cloud and DevOps transformation initiative, so a specialized team of site reliability engineers was provided to jumpstart the transition.
The challenge	The TSA's CIO organization faced several issues associated with running its on-premise IT infrastructure (such as high operating costs), which were going to be further compounded by imminent budget cuts. Cloud and DevOps adoption presented a way out, but the organization lacked in-depth experience operating in this new way.
The solution	To address this challenge, Chris Cairns, as a member of 18F, designed an approach to kickstart the organization's adoption of cloud and DevOps practices. This involved pairing TSA with an expert team of site reliability engineers who: - Using a mix of quantitative and qualitative methods, performed a holistic assessment of the organization's current situation, covering various strategic, cultural, and technology aspects such as strategic goals, collaboration behaviors, team structures, software delivery practices,

	and delivery infrastructure - Based on the assessment results, designed an agile-based approach to migrating the portfolio of applications over a series of phases while simultaneously introducing DevOps practices - Migrated two low-risk applications within a few months to give leadership immediate insight into what changes needed to be made to the organization's structure, culture, talent mix, practices, tooling, and vendor ecosystem - Showcased the value of combining cloud services with DevOps practices such as infrastructure as code - Imparted cloud and DevOps competencies through training, coaching, and hiring support - Key technologies used: Amazon Web Services, Microsoft Azure Stack, Octopus Deploy, Jenkins, Splunk, GitHub - Key practices used: Agile Cloud Migration, Hybrid-cloud Architecture, Infrastructure as Code, Continuous Integration, Deployment Automation, Version Control, Security Controls Automation, Training and Coaching, Digital Talent Recruiting
The results	- Jumpstarted and accelerated adoption of cloud and DevOps practices, which is projected to save tens of millions of dollars to meet impending budget reductions - Inspired shift toward modern practices such as cloud computing, lean-agile, and DevOps
News coverage	- Creating a Culture for IT Innovation
Timeframe:	Mar. 2015 to Sep. 2017
Resources:	4–5 FTEs
Location:	U.S.; mix of remote and on-site

5.2 Building and scaling the 18F delivery infrastructure

Project title: cloud.gov

Client: 18F

Delivery organization: 18F; Noah Kunin served as the Director of Delivery Infrastructure

Summary	Cloud.gov is a pre-authorized platform-as-a-service (PaaS) for U.S. federal agencies. It represents a hardened version of the Cloud Foundry platform running on Amazon Web Services (AWS), in addition to other services including but not limited to continuous integration and deployment, monitoring, security, and container image management.
The challenge	Due to security and compliance requirements for government systems in the U.S., deploying new systems, even simple applications, can take anywhere from 6–14 months. This presented an unacceptable timeframe, both in terms of delivering value to the public, and in terms of keeping the government's defensive systems up-to-date with an ever-increasing number of outside threats.
The solution	A cross-functional team from 18F's infrastructure, design, and delivery teams formed itself into both a DevOps and product team able to both deliver and maintain the solution. - In less than a year, with a budget of under $1M dollars, the team completely redesigned and redeployed 18F's delivery architecture. In the subsequent 12 months, not only did 18F begin to use cloud.gov exclusively for new deployments, but it was also able to transfer all of its legacy systems over to the new infrastructure. - Cloud.gov itself qualified for an accelerated authorization from the Joint Authorization Board of FedRAMP, comprised of the CIOs from the U.S. General Services Administration, Department of Homeland Security, and the Department of Defense. FedRAMP represents the most stringent unclassified security and compliance requirements in the world. - Key technologies used: Cloud Foundry, Concourse, GitHub, Terraform, AWS - Key practices used: Agile Cloud Migration, Hybrid-cloud Architecture, Infrastructure as Code, Continuous Integration, Deployment Automation, Version Control, Security Controls Automation, Infrastructure Monitoring, Training and Coaching, Digital Talent Recruiting
The results	- Cloud.gov was able to meet these requirements in record time and under cost, while simultaneously keeping the speed of its deployment cycle unmodified.
News coverage	- 18F: More than 300 applications deployed to cloud.gov - Cloud.gov clears FedRAMP
Timeframe	2015–2016
Resources	5–7 FTEs
Location	U.S.; mix of remote and on-site

5.3 DORA assessment of Capital One

Project title: Capital One DORA Assessment
Client: Capital One
Delivery organization: DORA

Summary	The automation and DevOps team at Capital One are known for their strong technical practices. The team was looking for ways to make changes to their systems more frequently without compromising on stability, but weren't sure where to start. As a high performer and innovator in the DevOps space, significant improvements are difficult to achieve because the easy hurdles have already been crossed. The DORA assessment identified precisely where to focus their efforts, leading to over 20x increase in release frequency with no increase in incidents.
The challenge	Capital One's continuous delivery and DevOps transformation wanted to find a way to turbocharge the delivery of new features to their core banking systems. Their technical leadership team were frustrated with the limitations of the various measurement and assessment tools they had been using: the tools were either too narrow, too complicated, didn't offer actionable insights, or didn't show them how they compared against the industry. Engineers had different opinions on prioritization and manifested itself in long planning sessions without consensus on what is important to deliver software faster.
The solution	Capital One needed an assessment tool that would help them measure holistically, benchmark against the industry, and identify the most important areas for them to focus on. The team considered engaging with external consultants to augment their internal tools, but only DORA could address all three requirements. - Following assessment across over a dozen teams and several business units, DORA's analysis showed that Capital One had an opportunity to improve its IT performance by focusing on two key capabilities: **trunk-based development** and **automating its change control processes**. - While the team was aware that their change approval processes were a likely candidate for improvement, the analysis provided an evidence-based second opinion, providing the necessary leverage to prioritize it. - Trunk-based development proved to be a bigger challenge: some were skeptical that this would be a key driver for IT performance improvement. But the data and the analysis were clear; these capabilities were key. The results were staggering. In just two months, the team was able to increase the number of releases to production by

	20x. The team now has many of its cloud-based applications deploying to production multiple times multiple times a day, every day. And all of this improvement happened with no increase in incidents. - Key technologies used: DORA assessment process, reports and knowledge base - Key practices used: scientific survey based on capabilities that are predictive of IT high performance
The results	- Capital One created organization-wide working groups and workshops on branching strategies and worked to reduce the amount of manual approvals happening in their change approval processes. - In just two months, the engineering organization was able to increase the number of releases to production by 20x. - No increase in incidents.
News coverage	- Capital One Case Study
Timeframe	Two months
Resources:	DORA team (2 FTEs)
Location:	U.S.; mix of remote and on-site

6.0 Resources

To support this engagement, we've assembled a top-notch team of digital, agile, and DevOps experts. These individuals are profiled in the sections below.

6.1 Chris Cairns bio

Chris Cairns

Company: Skylight

Project role: Project Manager & Transformation Consultant

Areas of expertise: digital leadership and transformation, digital talent management, digital procurement, product development and management, agile practices

"Improving daily work is even more important than doing daily work."

— Gene Kim

Introduction	Chris possesses nearly 15 years of technology and management experience. In 2013, he served as a White House Presidential Innovation Fellow, and then went on to co-found and scale 18F.
Relevant experience	From 2014 to 2017, Chris served as a senior executive over 18F, which is housed within the U.S. federal government. During that time, he co-built the organization to a 200-person digital center of excellence that successfully executed over 150 client projects and produced notable products such as login.gov and cloud.gov. During his tenure at 18F, Chris developed a best-practice framework for digital transformation through his extensive client-service experience, first-hand research, and co-creation with over 10 federal technology executives. Using this framework, Chris helped multiple agencies such as the Transportation Security Administration undertake comprehensive digital transformation initiatives, yielding immediate progress and maturity in areas such as agile delivery, DevOps, and cloud adoption. He also conceived, developed, launched, and scaled several innovative and game-changing procurement initiatives designed to make the government smarter technology buyers and transform IT procurement outcomes. Most notably of these was the creation of a pre-vetted pool of agile/DevOps vendors that was lauded by Congress as a model for the entire federal government to follow.
Background and interests	Chris holds a Bachelor of Science in Management Information Systems from Penn State University. He's earned multiple agile certifications, including Scrum

		Master, Scrum Product Owner, Agile Programming Professional, SAFe Program Consultant, and Agile Certified Practitioner. Chris is also a certified Project Management Professional. Chris is a frequent speaker on the topics of digital transformation and digital procurement.

6.2 Robert Read bio

Robert Read

Company: Skylight

Project Role: DevOps Coach & Consultant

Areas of Expertise: software engineering, data science and engineering, engineering management, and agile practices

"That is, while there is value in the items on the right, we value the items on the left more." *— The Agile Manifesto*	**Introduction**	Robert has over 20 years of technology and management experience. In 2013, he served as a White House Presidential Innovation Fellow, and then went on to co-found and scale 18F. Originally trained by agile pioneer Kent Beck, Robert has over 15 years experience as an agile practitioner and coach.
	Relevant experience	Since receiving agile training from Kent Beck in the early 2000s, Robert has led a career of practicing and coaching other professionals in the use of agile, with an emphasis on sound technical practices (e.g., simple design, modularity, automated testing, continuous integration). For five years, from 2008 to 2013, he served as the Director of Planview's large product development team, where he institutionalized agile ways of thinking and working. Planview was acquired in 2017. In 2013, he joined the General Services Administration (GSA) as a member of the Presidential Innovation Fellows and 18F. During his time at GSA, Robert proved instrumental in spreading the adoption of agile across the federal government, including major programs such as Treasury's Digital Accountability and Transparency Act (DATA Act) and Social Security Administration's Disability Claims Processing

		System.
	Background and interests	Robert holds a PhD in Computer Science from the University of Texas. He founded and serves as treasurer for the Presidential Innovation Fellows Foundation. He's led several notable and successful agile workshops for multiple clients such as the Social Security Administration. Robert's a frequent speaker on the topics of agile and legacy modernization, including a recent event at the Child Welfare Digital Services Project. Robert spends his leisure time building robots for public good.

6.3 Noah Kunin bio

Noah Kunin

Company: Skylight

Project role: DevOps Coach & Consultant

Areas of expertise: agile development, DevOps, cybersecurity, zero-knowledge systems, modern architectures

"Less is more." — *The Faultless Painter,* Robert Browning 1885	**Introduction**	Noah Kunin has 15 years of experience as a technologist and team leader, including 8 years with the U.S. government, where he co-founded and scaled 18F. His work there included the entire delivery infrastructure of 18F, including cloud.gov. Previously, Noah served as the co-founder of the Technology and Innovation team at the Consumer Financial Protection Bureau (CFPB).
	Relevant experience	Noah created and led the initial DevOps teams at the CFPB and 18F, both of which have the fastest delivery times in government for production-quality software.

	Background and interests	Genetic engineering, artificial intelligence, Dungeons & Dragons.

6.4 Soo Choi bio

Soo Choi

Company: DORA

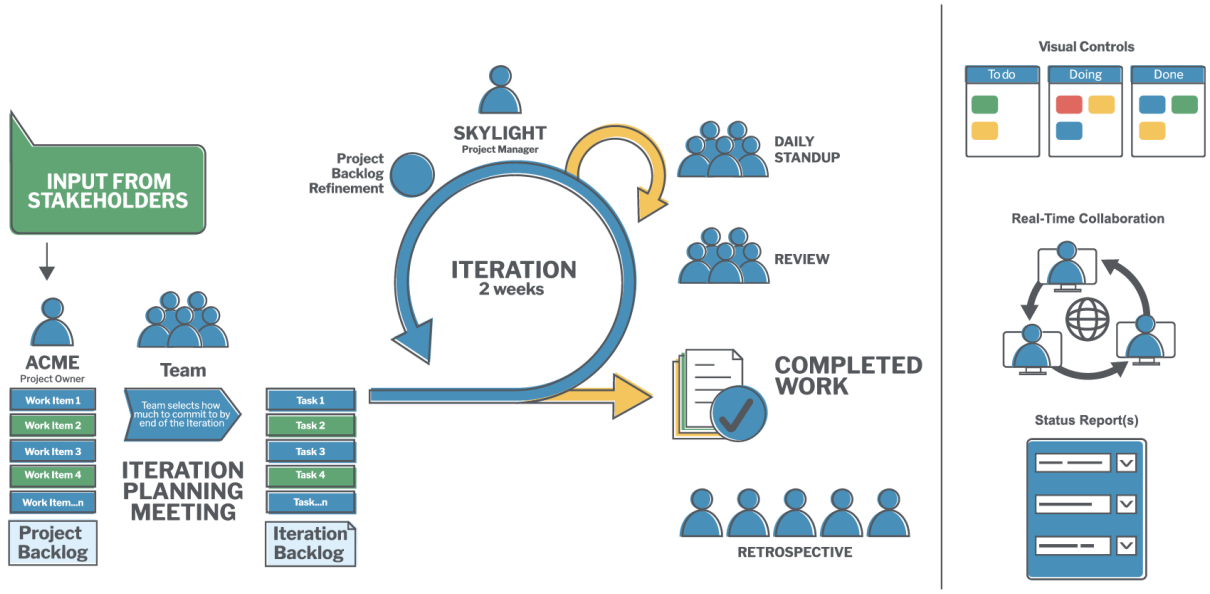
Project role: DORA Assessment Facilitator

Areas of expertise: product management, building award-winning engineering teams

"If you think it's expensive to hire a professional, wait until you hire an amateur." — Red Adair	**Introduction**	Soo Choi is Chief Commercial Officer for DORA. She is responsible for building a certified partner network of only the top DevOps practices and practitioners and customer success. In the past, Soo is a founder of OpenStack Compute, launched several cloud products with commercial success into the marketplace, ran several NASA engineering teams, and co-founded a startup which was acquired by Rackspace.
	Relevant experience	Responsible for product engineering launch of AWS OpsWorks for Chef Automate into the marketplace to expand Chef's cloud power play. She also drove strategy and execution of Chef's service provider strategy and new technologies ecosystem focusing on the go-to-market with AWS, Azure Marketplace, Google Cloud Platform, as well as the top partners for each service provider. As Chief of Staff, Office of the CTO/Engineering, Soo was responsible for program management and strategic initiatives for Chef's engineering team. Main focus to stand-up a product management team, engineering reorg based on features, and develop/normalize engineering career progression and salary bands. As NASA Program Lead, Soo was responsible for day-to-day management and implementation of NASA Nebula Cloud Computing Platform. Served as the main point of contact for the White House project, usaspending,gov, powered by Nebula. Managed the Nebula team made up of civil servants and contractors from six different companies. Focused on

		securing funding through the NASA Procedural Regulation process, business cases, and presenting cloud computing to several NASA councils and other federal agencies.
	Background and interests	Surfing, playing poker, volunteering and fundraising for the Bolinas Children's Center, and chasing her two girls on the beach.

7.0 Project delivery methodology



We employ agile-based project management practices in delivering services to our clients. We do this for two reasons: (1) it educates clients on the core principles behind agile and (2) it's proven far more effective for us and our clients than traditional, documentation-heavy, rigid PMI PMBOK approaches. Our project management delivery approach features the following elements:

- An experienced **Skylight team project manager** to serve as the primary point of contact for an **ACME project owner** in order to facilitate the successful planning and execution of the engagement.
- An agreed-upon **deliverables list** and acceptance criteria for each one. The proposed deliverables are represented as the key outputs for each of the phases outlined in section 3.0.
- A **work backlog** in which deliverables are broken down into lower-level **work items**.
- Two-week iteration cycles that start with an **iteration planning** session. During this session, the Skylight team and the ACME project owner ("the team") create an **iteration backlog**, which represents the amount of work items that the team can commit to and who's responsible for what over the iteration period. For each Work Item, the ACME project owner specifies acceptance criteria to help ensure quality and completeness of work. Over the course of the iteration, work is executed, and the team conducts a brief fifteen-minute **daily standup** to discuss what's been accomplished, what's going to be worked on next, and any blockers holding the team up from delivering. During the last day of the iteration, the team holds an **iteration demonstration** in which all work items are reviewed and either accepted or rejected by the ACME project owner. Those accepted are marked as done, which frees-up capacity to focus on other work items in the work backlog. Those that are rejected are moved back to the work backlog for consideration during the next iteration planning meeting. The team also conducts an iteration **retrospective** in which everyone discusses how we can continuously improve the way we work together.
- A **visual board** using Trello that allows all stakeholders to view the deliverables list, work backlog, current iteration backlog, and the status and flow of work at any time. The visual board is continually updated, which provides real-time transparency into how the project is progressing.
- **Real-time collaboration** using tools such as Slack (real-time messaging), Zoom (reliable video conferencing), and Mural (online brainstorming).
- A **weekly status report** that provides a status of key milestones, including recent accomplishments, planned activities, risks and issues, and financial accounting (burn-to-date, remaining balance, projected burn, and projected total cost).

- Ongoing updates to the **project data sheet** (created during the kick-off the engagement phase), which communicates important high-level information about the project to facilitate alignment and stakeholder engagement.
- **Asset reuse** from previous client delivery work (e.g., templates) that will accelerate the delivery of this project.

8.0 Additional information

Based on what we've proposed, the biggest potential blocker to successful completion is the stand-up of the DevOps CoE with a staff of 4–5 people, which may be dependent upon your budget flexibility and the speed of your human resource processes.

We've made the assumption that you will want to conduct the DORA assessment on two value streams. If you wish to start with a different number, that will affect the price proposal up or down, depending on which direction you go. Access to the DORA knowledge base is dependent on conducting an assessment of at least two value streams.