	Assessment Phase	Design Phase	Implementation Phase	Pilot & Support	2023 Price[1],[2]	2024	2025	2026	2027	2028	2029
1. Data Lakehouse	Infrastructure System Integration Data Governance Security ROI	Data Architecture Implementation Cost Data Governance Advisory	ETL Integration Data Lake Implementation Data Quality Enhancement & Monitoring Data Governance Auditing	1-year support	$100,000	$105,000.00	$110,250.00	$115,762.50	$120,550.62	$127,628.15	$134,009.55
2. Self-service Analytics Platform	Analytic Capability Analytic Collaboration ROI	BI Solution Architecture Advanced Analytics Solution Architecture	Advanced Analytics Environment BI Solutions Integration Feature Store Implementation Data Catalog Implementation	1-year support	$200,000	$210,000.00	$220,500.00	$231,525.00	$243,101.25	$255,256.31	$268,019.12
3. Student Matriculation Module	Data Coverage Data Quality Feasibility Analysis ROI	Student Intervention Solution Architecture Exploratory Analysis	Predictive Model Simulation Model Factor Analysis Intervention Strategy Recommendation Automation	1-year support	$100,000	$105,000.00	$110,250.00	$115,762.50	$120,550.62	$127,628.15	$134,009.55
					($75,000 when purchased with the Student Retention Module)	($78,750 when purchased with the Student Retention Module)	($82,687.50 when purchased with the Student Retention Module)	($86,821.87 when purchased with the Student Retention Module)	($91,162.96 when purchased with the Student Retention Module)	($95,721.11 when purchased with the Student Retention Module)	($100,507.16 when purchased with the Student Retention Module)
4. Student Retention Module	Data Coverage Data Quality Feasibility Analysis ROI	Student Intervention Solution Architecture Exploratory Analysis	Predictive Model Simulation Model Factor Analysis Intervention Strategy Recommendation Automation	1-year support	$100,000	$105,000.00	$110,250.00	$115,762.50	$120,550.62	$127,628.15	$134,009.55
					($75,000 when purchased with the Student Matriculation Module)	($78,750 when purchased with the Student Matriculation Module)	($82,687.50 when purchased with the Student Matriculation Module)	($86,821.87 when purchased with the Student Matriculation Module)	($91,162.96 when purchased with the Student Matriculation Module)	($95,721.11 when purchased with the Student Matriculation Module)	($100,507.16 when purchased with the Student Matriculation Module)

[1] Resultant is amenable to discussions around innovative pricing models, such as income share agreements, grant-writing collaborations, etc.

[2] The prices noted above are inclusive of the embedded consulting services associated with each phase, all cloud hosting fees and third-party tools (often this cost is already paid by the university for other services offered to the c

ampus).

Service Catagory	Sample Work	Role(s)	Level	2023	2023 Discount	2024	2024 Disco	2025	2025 Disco	2026	2026 Disco	2027	2027 Disco	2028	2028 Disco	2029	2029 Discount
Business Analysis	Business Analysts can evaluate, document and recommend changes to business processes and the development, implementation and support of process improvements to eliminate redundancy and increase productivity and reduce cost; interview subject matter experts and others to develop requirements for engineered or commercial off the shelf software and systems.	Business Analyst	1	$143.78	$137.03	$150.96	$143.88	$158.51	$151.07	$166.44	$158.62	$174.76	$166.55	$183.50	$174.88	$192.67	$183.63
			2	$191.70	$182.70	$201.29	$191.84	$211.35	$201.43	$221.92	$211.50	$233.01	$222.07	$244.66	$233.18	$256.90	$244.84
			3	$223.65	$213.15	$234.83	$223.81	$246.57	$235.00	$258.90	$246.75	$271.85	$259.09	$285.44	$272.04	$299.71	$285.64
Project Management	Project Management: project manager executing any or all of the following: development of Project Charter, development of project plan and schedule, coordination and scheduling of project activities across customer and functional areas , consultation on operational and infrastructure requirements, standards and configurations, facilitate project status meetings, timely project status reporting address project issues with functional areas and management, escalation of significant issues to customers and executive management, manage project scope and deliverable requirements, document changes to project scope and schedule ,facilitate and document project closeout	Project Manager	1	$175.73	$167.48	$184.51	$175.85	$193.74	$184.64	$203.42	$193.87	$213.59	$203.57	$224.27	$213.75	$235.49	$224.43
			2	$202.35	$192.85	$212.47	$202.49	$223.09	$212.62	$234.25	$223.25	$245.96	$234.41	$258.26	$246.13	$271.17	$258.44
			3	$234.30	$223.30	$246.02	$234.47	$258.32	$246.19	$271.23	$258.50	$284.79	$271.42	$299.03	$284.99	$313.98	$299.24
Infrastructure (Physical/Virtual) Support Services	Various roles can provide expert technical services in all aspects of infrastructure design, setup, installation, diagnosis, repair and maintenance. This includes supporting enterprise class storage, blade and server technologies; and perform inter connectivity, performance, failover, deployment and/or administration of VMware product suite. Services range from advance system administrative functions in a VMware environment to various complex blade and storage (SAN/ISCSI/etc.) to ongoing support of Citrix and Windows Server environments. Additional capabilities include: Installation, procurement and maintenance of storage sub systems and processing capacity (blade and standard servers). Technical support of associated infrastructure necessary for the quality, security, performance, availability, recoverability, and reliability of the system. Ensuring scheduled preventive maintenance for equipment is properly and promptly performed. And finally, developing operations, administrative, and quality assurance back-up plans and procedural documentation	Systems Engineer	1	$189.00	$186.37	$198.45	$195.69	$208.37	$205.47	$218.79	$215.75	$229.73	$226.53	$241.22	$237.86	$253.28	$249.75
			2	$223.65	$213.15	$234.83	$223.81	$246.57	$235.00	$258.90	$246.75	$271.85	$259.09	$285.44	$272.04	$299.71	$285.64
			3	$266.25	$253.75	$279.56	$266.44	$293.54	$279.76	$308.22	$293.75	$323.63	$308.43	$339.81	$323.86	$356.80	$340.05
		Solutions Architect	1	$202.35	$192.85	$212.47	$202.49	$223.09	$212.62	$234.25	$223.25	$245.96	$234.41	$258.26	$246.13	$271.17	$258.44
			2	$244.95	$233.45	$257.20	$245.12	$270.06	$257.38	$283.56	$270.25	$297.74	$283.76	$312.63	$297.95	$328.26	$312.85
			3	$292.88	$279.13	$307.52	$293.08	$322.89	$307.74	$339.04	$323.12	$355.99	$339.28	$373.79	$356.24	$392.48	$374.05
		Systems Administrator	1	$154.43	$147.18	$162.15	$154.53	$170.25	$162.26	$178.77	$170.37	$187.70	$178.89	$197.09	$187.84	$206.94	$197.23
			2	$170.40	$162.40	$178.92	$170.52	$187.87	$179.05	$197.26	$188.00	$207.12	$197.40	$217.48	$207.27	$228.35	$217.63
			3	$228.98	$218.23	$240.42	$229.14	$252.44	$240.59	$265.07	$252.62	$278.32	$265.25	$292.24	$278.52	$306.85	$292.44
Online Collaboration Support Services	This includes a range of SharePoint support and/or development services. This could be anything from building custom sites using out-of-the-box features to full System Development Life Cycle (SDLC) of custom SharePoint business applications Following Capabilities for this Service: •Develop, support and maintain large farm SharePoint deployments in an enterprise environment •Support SharePoint in a large multi-forest Active Directory environment •SharePoint •Successful Microsoft Office SharePoint Online site development, application development or custom configurations •Successful SharePoint site development, application development or custom configurations, Enterprise Content Management (ECM) and using SharePoint as a component of an enterprise ECM framework •Web Content Management (WCM) and using SharePoint as a WCM platform •Develop information architectures and utilizing metadata and content types in an enterprise environment •Solid understanding of SharePoint tools and best practices for records and information management in the context of enterprise records management •Implement Best Practices for WCM •Develop and deliver custom or standard SharePoint training to technical staff and/or to end users who publish departmental Web content •Migrate data from a wide variety of legacy data sources into SharePoint •Relocate thousands of pages of Web Content •Perform SharePoint upgrades in an enterprise environment •Information Technology Infrastructure	Software Developer	1	$178.92	$162.40	$187.87	$170.52	$176.40	$179.05	$185.22	$188.00	$194.48	$197.40	$204.21	$207.27	$214.42	$217.63
			2	$213.00	$203.00	$210.00	$213.15	$220.50	$223.81	$231.53	$235.00	$243.10	$246.75	$255.26	$259.09	$268.02	$272.04
			3	$239.62	$228.38	$236.25	$239.79	$248.06	$251.78	$260.47	$264.37	$273.49	$277.59	$287.16	$291.47	$301.52	$306.04

Consulting services for LAN/WLAN network Services

including functional specifications, network design, network management, data conversion, interfaces, integration, network testing/QA, implementation, training, documentation, and maintenance including version control, support, and issue tracking.
Following are Capabilities for this Service:
• Provide ongoing system, network maintenance and troubleshooting;
• Analyze and document complex network requirements;
• Interpret network requirements, design specifications, manage network development and, integrate and test network components;
• Estimate network development costs and schedules;
• Network integration of multiple complex systems;
• Review existing networks and assist in making refinements, performance improvements, and improving current techniques.

Hardware/Software/Application Security Support

Work includes providing strategies and solutions to defend hardware and software IT and telecommunications resources against adversaries such as viruses, worms and hackers for operating systems and applications, penetration testing and related IT security activities.

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

Sample work includes developing long-range information technology plans, IT-enabled business plans, and program effectiveness measures related to proposed IT investments. Assistance with campus-level strategic planning for IT to ensure consistency with enterprise-level plans and initiatives.

Following are capabilities for this Service:
• Analyze customer and citizen demand for IT-enabled services;
• Evaluate current and emerging technologies and assist campuses with planning the tactical and strategic migration of business services to these technologies in accordance with enterprise strategy;
• Analyze existing and planned systems and platforms and develop enterprise architectures aligned with applicable strategic goals and policies.
• Develop IT strategic plans that align business and technology plans with business technology and goals and objectives; and,
• Perform strengths, weaknesses, opportunities, and threats (SWOT) analyses, critical success factor analyses, strategic business planning, strategic information systems planning, electronic government assessments, and other techniques used to establish strategic

Role	Level														
Network Engineer	1	$186.38	$177.63	$195.69	$186.51	$205.48	$195.83	$215.75	$205.62	$226.54	$215.90	$237.87	$226.70	$249.76	$238.03
	2	$218.33	$208.08	$229.24	$218.48	$240.70	$229.40	$252.74	$240.87	$265.38	$252.92	$278.64	$265.56	$292.58	$278.84
	3	$266.25	$253.75	$279.56	$266.44	$293.54	$279.76	$308.22	$293.75	$323.63	$308.43	$339.81	$323.86	$356.80	$340.05
Solution Architect	1	$202.35	$192.85	$212.47	$202.49	$223.09	$212.62	$234.25	$223.25	$245.96	$234.41	$258.26	$246.13	$271.17	$258.44
	2	$244.95	$233.45	$257.20	$245.12	$270.06	$257.38	$283.56	$270.25	$297.74	$283.76	$312.63	$297.95	$328.26	$312.85
	3	$292.88	$279.13	$307.52	$293.08	$322.89	$307.74	$339.04	$323.12	$355.99	$339.28	$373.79	$356.24	$392.48	$374.05
Security Engineer	1	$189.04	$180.16	$198.49	$189.17	$208.41	$198.63	$218.83	$208.56	$229.78	$218.99	$241.27	$229.94	$253.33	$241.43
	2	$223.65	$213.15	$234.83	$223.81	$246.57	$235.00	$258.90	$246.75	$271.85	$259.09	$285.44	$272.04	$299.71	$285.64
	3	$266.25	$253.75	$279.56	$266.44	$293.54	$279.76	$308.22	$293.75	$323.63	$308.43	$339.81	$323.86	$356.80	$340.05
Engagement Manager	1	$247.61	$235.99	$259.99	$247.79	$272.99	$260.18	$286.64	$273.19	$300.97	$286.84	$316.02	$301.19	$331.82	$316.25
	2	$287.55	$274.05	$301.93	$287.75	$317.02	$302.14	$332.88	$317.25	$349.52	$333.11	$366.99	$349.76	$385.34	$367.25
	3	$375.95	$358.30	$394.74	$376.21	$414.48	$395.02	$435.20	$414.77	$456.96	$435.51	$479.81	$457.29	$503.80	$480.15
Data Governance Specialist	1	$170.40	$162.40	$178.92	$170.52	$187.87	$179.05	$197.26	$188.00	$207.12	$197.40	$217.48	$207.27	$228.35	$217.63
	2	$202.35	$192.85	$212.47	$202.49	$223.09	$212.62	$234.25	$223.25	$245.96	$234.41	$258.26	$246.13	$271.17	$258.44
	3	$223.65	$213.15	$234.83	$223.81	$246.57	$235.00	$258.90	$246.75	$271.85	$259.09	$285.44	$272.04	$299.71	$285.64
Solution Architect	1	$202.35	$192.85	$212.47	$202.49	$223.09	$212.62	$234.25	$223.25	$245.96	$234.41	$258.26	$246.13	$271.17	$258.44
	2	$244.95	$233.45	$257.20	$245.12	$270.06	$257.38	$283.56	$270.25	$297.74	$283.76	$312.63	$297.95	$328.26	$312.85
	3	$292.88	$279.13	$307.52	$293.08	$322.89	$307.74	$339.04	$323.12	$355.99	$339.28	$373.79	$356.24	$392.48	$374.05
	2	$255.60	$243.60	$268.38	$255.78	$281.80	$268.57	$295.89	$282.00	$310.68	$296.10	$326.22	$310.90	$342.53	$326.45

Service	Description	Role	Lvl														
Strategic Planning Assistance	information technology plans.	Data Architect	3	$330.15	$314.65	$346.66	$330.38	$363.99	$346.90	$382.19	$364.25	$401.30	$382.46	$421.36	$401.58	$442.43	$421.66
Enterprise Content Management	Services include establishing or maintaining electronic document imaging, document management, document workflow, and associated technologies in the context of enterprise strategy, records management policies, and existing assets. The Association for Information and Image Management (AIIM) defines ECM as the technologies used to capture, manage, store, preserve, and deliver content and documents related to organizational processes. Following are capabilities for this Service: •Accomplish workflow analysis; •Develop/implement document indexing schemes and workload management; •Provide implementation and support services; •Develop system interfaces; •Develop/implement system migration strategies; •Provide document conversion services (hardcopy to electronic or electronic to electronic); •Provide performance monitoring/measurement; •Accomplish system stress testing/benchmarking; and, •Implement document and records retention/archiving strategies/plans. •Provide software maintenance and support activities, including staff training	Software Developer	1	$170.40	$162.40	$178.92	$170.52	$187.87	$179.05	$197.26	$188.00	$207.12	$197.40	$217.48	$207.27	$228.35	$217.63
			2	$213.00	$203.00	$223.65	$213.15	$234.83	$223.81	$246.57	$235.00	$258.90	$246.75	$271.85	$259.09	$285.44	$272.04
			3	$239.63	$228.38	$251.61	$239.79	$264.19	$251.78	$277.40	$264.37	$291.27	$277.59	$305.83	$291.47	$321.12	$306.04
DBA/SQLDBA/Relational Database Support	Services that support the function of database administration. Following are capabilities for this service: •Support of Oracle Software •Upgrades •Complex Query •Understanding Database Rules •Metadata •Online Transactional (OLATP) •Online Analytical (OLAP) •Database Administration •Data Warehousing •Master Data Management	Data Governance Specialist	1	$170.40	$162.40	$178.92	$170.52	$187.87	$179.05	$197.26	$188.00	$207.12	$197.40	$217.48	$207.27	$228.35	$217.63
			2	$202.35	$192.85	$212.47	$202.49	$223.09	$212.62	$234.25	$223.25	$245.96	$234.41	$258.26	$246.13	$271.17	$258.44
			3	$223.65	$213.15	$234.83	$223.81	$246.57	$235.00	$258.90	$246.75	$271.85	$259.09	$285.44	$272.04	$299.71	$285.64
		Data Engineer	1	$170.40	$162.40	$178.92	$170.52	$187.87	$179.05	$197.26	$188.00	$207.12	$197.40	$217.48	$207.27	$228.35	$217.63
			2	$207.68	$197.93	$218.06	$207.82	$228.96	$218.21	$240.41	$229.12	$252.43	$240.58	$265.05	$252.61	$278.30	$265.24
			3	$239.63	$228.38	$251.61	$239.79	$264.19	$251.78	$277.40	$264.37	$291.27	$277.59	$305.83	$291.47	$321.12	$306.04
Agile Coaching Services	Services include helping project teams properly use an Agile project management framework such as Scrum or Kanban, increasing the likelihood of a project's overall success. When providing Scrum-specific services, Contractor shall use Certified Scrum Masters (CSMs) who will have an understanding of Scrum values, practices, and applications and provide a level of knowledge and expertise above and beyond that of typical project managers. CSMs will act as "servant leaders," helping the rest of the Scrum team work together and learn the Scrum framework. Category 1: Leadership and Cultural Change: This category includes services related to coaching, mentoring, and training leaders to help organizations change their culture to become an Agile organization. This category includes a planning component. Category 2: Training: This category includes services related to training state employees to understand and apply Agile concepts and tools. Category 3: Facilitating Agile Process Improvement: This category includes the implementation, deployment, measurement, and follow up to Agile process improvement efforts and events as well as project management and facilitation experience and approach.	Organizational Change Management Lead	2	$191.70	$182.70	$201.29	$191.84	$211.35	$201.43	$221.92	$211.50	$233.01	$222.07	$244.66	$233.18	$256.90	$244.84
			3	$242.29	$230.91	$254.40	$242.46	$267.12	$254.58	$280.48	$267.31	$294.50	$280.68	$309.23	$294.71	$324.69	$309.44
		Agile Consultant	1	$175.73	$167.48	$184.51	$175.85	$193.74	$184.64	$203.42	$193.87	$213.59	$203.57	$224.27	$213.75	$235.49	$224.43
			2	$202.35	$192.85	$212.47	$202.49	$223.09	$212.62	$234.25	$223.25	$245.96	$234.41	$258.26	$246.13	$271.17	$258.44
			3	$234.30	$223.30	$246.02	$234.47	$258.32	$246.19	$271.23	$258.50	$284.79	$271.42	$299.03	$284.99	$313.98	$299.24
		Data Analyst	1	$170.40	$162.40	$178.92	$170.52	$187.87	$179.05	$197.26	$188.00	$207.12	$197.40	$217.48	$207.27	$228.35	$217.63
			2	$181.05	$172.55	$190.10	$181.18	$199.61	$190.24	$209.59	$199.75	$220.07	$209.74	$231.07	$220.22	$242.62	$231.23
			3	$202.35	$192.85	$212.47	$202.49	$223.09	$212.62	$234.25	$223.25	$245.96	$234.41	$258.26	$246.13	$271.17	$258.44
	Following are capabilities for this service:		1	$178.39	$170.01	$187.31	$178.51	$196.67	$187.44	$206.51	$196.81	$216.83	$206.65	$227.67	$216.98	$239.06	$227.83

Service	Capability	Role	Lvl													
	•IBM Coremetrics		2	$234.30	$223.30	$246.02	$234.47	$258.32	$246.19	$271.23	$258.50	$284.79	$271.42	$299.03	$284.99	$313.98	$299.24
	•Google Analytics Implementation		3	$266.25	$253.75	$279.56	$266.44	$293.54	$279.76	$308.22	$293.75	$323.63	$308.43	$339.81	$323.86	$356.80	$340.05
	•Search Engine Marketing	Data Scientist	4	$319.50	$304.50	$335.48	$319.73	$352.25	$335.71	$369.86	$352.50	$388.35	$370.12	$407.77	$388.63	$428.16	$408.06
	•Search Engine Optimization		1	$165.08	$157.33	$173.33	$165.19	$182.00	$173.45	$191.09	$182.12	$200.65	$191.23	$210.68	$200.79	$221.22	$210.83
	•Web Optimization		2	$191.70	$182.70	$201.29	$191.84	$211.35	$201.43	$221.92	$211.50	$233.01	$222.07	$244.66	$233.18	$256.90	$244.84
	•Microsoft PowerBI Analytics	BI Developer	3	$223.65	$213.15	$234.83	$223.81	$246.57	$235.00	$258.90	$246.75	$271.85	$259.09	$285.44	$272.04	$299.71	$285.64
	•Socrata OpenData analytics and visualizations		1	$143.78	$137.03	$150.96	$143.88	$158.51	$151.07	$166.44	$158.62	$174.76	$166.55	$183.50	$174.88	$192.67	$183.63
Analytics, SEO, SEM, Business Intelligence	•Machine Learning Frameworks (TensorFlow, Synaptic, Keras)		2	$175.73	$167.48	$184.51	$175.85	$193.74	$184.64	$203.42	$193.87	$213.59	$203.57	$224.27	$213.75	$235.49	$224.43
	•Analytics/Statistical programming languages: Python, R	BI Analyst	3	$202.35	$192.85	$212.47	$202.49	$223.09	$212.62	$234.25	$223.25	$245.96	$234.41	$258.26	$246.13	$271.17	$258.44

Delivery Manager Services

Sample work includes: setting up teams for successful delivery by removing obstacles (or blockers to progress), constantly helping the team to become more self-organizing, and enabling the work the team does rather than impose how it's done.

Program managers delivering this service are able to Manage one or more agile projects, typically to deliver a specific product or transformation via a multi-disciplinary, high-skilled digital team. Adept at delivering complex digital projects, breaking down barriers to the team, and both planning at a higher level and getting into the detail to make things happen when needed.

Following are capabilities for this service:
•Delivering projects and products using the appropriate agile project management methodology, learning & iterating frequently
•Working with the Product Manager to define the roadmap for any given product and translating this into user stories
•Leading the collaborative, dynamic planning process – prioritizing the work that needs to be done against the capacity and capability of the team
•Matrix-managing a multi-disciplinary team
•Ensuring all products are built to an appropriate level of quality for the stage (alpha/beta/production)
•Actively and openly sharing knowledge of best practices.

Role	Lvl														
Program Manager	3	$234.30	$223.30	$246.02	$234.47	$258.32	$246.19	$271.23	$258.50	$284.79	$271.42	$299.03	$284.99	$313.98	$299.24

DevOps Engineer Services

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

Role	Lvl														
	1	$207.68	$197.93	$218.06	$207.82	$228.96	$218.21	$240.41	$229.12	$252.43	$240.58	$265.05	$252.61	$278.30	$265.24
	2	$266.25	$253.75	$279.56	$266.44	$293.54	$279.76	$308.22	$293.75	$323.63	$308.43	$339.81	$323.86	$356.80	$340.05
DevOps Engineer	3	$298.20	$284.20	$313.11	$298.41	$328.77	$313.33	$345.20	$329.00	$362.46	$345.45	$380.59	$362.72	$399.62	$380.86

Digital Performance Analyst Services

Staff utilized for this type of engagement have experience specifying, collecting, and presenting key performance data and analysis for a given digital service. Supports Product Managers by generating new and useful information and translating it into actions that will allow them to iteratively improve their service for users. Possesses analytical and problem-solving skills necessary for quickly developing recommendations based on the quantitative and qualitative evidence gathered via web analytics, financial data, and user feedback. Confident in explaining technical concepts to senior officials with limited technological background. And comfortable working with data, from gathering and analysis through to design and presentation.

The following are capabilities for this service:
•Support the Product Manager to make sure their service meets performance requirements
•Communicate service performance against key indicators to internal and external stakeholders
•Ensure high-quality analysis of campus transaction data
•Support the procurement of the necessary digital platforms to support automated and real-time collection and presentation of data
•Share examples of best practice in digital performance management across government
•Identify delivery obstacles to improving transactional performance and working with teams to overcome those obstacles.

Role	Lvl														
	1	$165.08	$157.33	$173.33	$165.19	$182.00	$173.45	$191.09	$182.12	$200.65	$191.23	$210.68	$200.79	$221.22	$210.83
	2	$191.70	$182.70	$201.29	$191.84	$211.35	$201.43	$221.92	$211.50	$233.01	$222.07	$244.66	$233.18	$256.90	$244.84
Business Intelligence	3	$223.65	$213.15	$234.83	$223.81	$246.57	$235.00	$258.90	$246.75	$271.85	$259.09	$285.44	$272.04	$299.71	$285.64

Interaction Designer Services

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

Labor Category	Level														
User Experience and Quality Services Manager	1	$143.78	$137.03	$150.96	$143.88	$158.51	$151.07	$166.44	$158.62	$174.76	$166.55	$183.50	$174.88	$192.67	$183.63
	2	$175.73	$167.48	$184.51	$175.85	$193.74	$184.64	$203.42	$193.87	$213.59	$203.57	$224.27	$213.75	$235.49	$224.43
Senior UI Buisness Analyst	2	$175.73	$167.48	$184.51	$175.85	$193.74	$184.64	$203.42	$193.87	$213.59	$203.57	$224.27	$213.75	$235.49	$224.43
	3	$202.35	$192.85	$212.47	$202.49	$223.09	$212.62	$234.25	$223.25	$245.96	$234.41	$258.26	$246.13	$271.17	$258.44

Product Manager Services

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

Labor Category	Level														
	2	$202.35	$192.85	$212.47	$202.49	$223.09	$212.62	$234.25	$223.25	$245.96	$234.41	$258.26	$246.13	$271.17	$258.44
Project Manager	3	$234.30	$223.30	$246.02	$234.47	$258.32	$246.19	$271.23	$258.50	$284.79	$271.42	$299.03	$284.99	$313.98	$299.24
	1	$202.35	$192.85	$212.47	$202.49	$223.09	$212.62	$234.25	$223.25	$245.96	$234.41	$258.26	$246.13	$271.17	$258.44
	2	$244.95	$233.45	$257.20	$245.12	$270.06	$257.38	$283.56	$270.25	$297.74	$283.76	$312.63	$297.95	$328.26	$312.85
Product Manager	3	$292.88	$279.13	$307.52	$293.08	$322.89	$307.74	$339.04	$323.12	$355.99	$339.28	$373.79	$356.24	$392.48	$374.05

Security Engineer Services

Staff utilized for this type of engagement have experience serving as the security engineer of complex technology implementations in a product-centric environment. Comfortable with bridging the gap between legacy development or operations teams and working toward a shared culture and vision. Works tirelessly to ensure help developers create the most secure systems in the world while enhancing the privacy of all system users. Experience with white-hat hacking and fundamental computer science concepts strongly desired.

The following are capabilities for this service
•Performing security audits, risk analysis, application-level vulnerability testing, and security code reviews
•Develop and implement technical solutions to help mitigate security vulnerabilities
•Conduct research to identify new attack vectors.

Labor Category	Level														
	1	$239.63	$228.38	$251.61	$239.79	$264.19	$251.78	$277.40	$264.37	$291.27	$277.59	$305.83	$291.47	$321.12	$306.04
	2	$266.25	$253.75	$279.56	$266.44	$293.54	$279.76	$308.22	$293.75	$323.63	$308.43	$339.81	$323.86	$356.80	$340.05
Cyber Security Engineer	3	$287.55	$274.05	$301.93	$287.75	$317.02	$302.14	$332.88	$317.25	$349.52	$333.11	$366.99	$349.76	$385.34	$367.25
	1	$207.68	$197.93	$218.06	$207.82	$228.96	$218.21	$240.41	$229.12	$252.43	$240.58	$265.05	$252.61	$278.30	$265.24
	2	$266.25	$253.75	$279.56	$266.44	$293.54	$279.76	$308.22	$293.75	$323.63	$308.43	$339.81	$323.86	$356.80	$340.05
DevOps Engineer	3	$298.20	$284.20	$313.11	$298.41	$328.77	$313.33	$345.20	$329.00	$362.46	$345.45	$380.59	$362.72	$399.62	$380.86

Technical Architect Services

Staff utilized for this type of engagement have experience serving as the manager of complex technology implementations, with an eye toward constant reengineering and refactoring to ensure the simplest and most elegant system possible to accomplish the desired need. They also understand how to maximally leverage the open source community to deploy systems on infrastructure as a service providers. Comfortable with liberally sharing knowledge across a multi-disciplinary team and working within agile methodologies. A full partner in the determination of vision, objectives, and success criteria.

Primarily responsible for Architecting the overall system, by using prototyping and proof of concepts, which may include:
• modern programming languages (e.g., Ruby, Python, Node.js) and web frameworks (e.g., Django, Rails)
• modern front-end web programming techniques (e.g., HTML5, CSS3, RESTful APIs) and frameworks (e.g., Twitter Bootstrap, jQuery)
• relational databases (e.g., PostgreSQL), and "NoSQL" databases (e.g., Cassandra, MongoDB)
• automated configuration management (e.g., Chef, Puppet, Ansible, Salt), continuous integration/deployment, and continuous monitoring solutions
• Use of version control systems, specifically Git and GitHub
• Ensuring strategic alignment of technical design and architecture to meet business growth and direction, and stay on top of emerging technologies
• Decomposing business and system architecture to support clean-interface multi-team development
• Developing product roadmaps, backlogs, and measurable success criteria, and writing user stories (i.e., can establish a path to delivery for breaking down stories)
• Clearly communicates and works with stakeholders at every level.

Role	Tier														
Software Architect	1	$202.35	$192.85	$212.47	$202.49	$223.09	$212.62	$234.25	$223.25	$245.96	$234.41	$258.26	$246.13	$271.17	$258.44
	2	$244.95	$233.45	$257.20	$245.12	$270.06	$257.38	$283.56	$270.25	$297.74	$283.76	$312.63	$297.95	$328.26	$312.85
	3	$292.88	$279.13	$307.52	$293.08	$322.89	$307.74	$339.04	$323.12	$355.99	$339.28	$373.79	$356.24	$392.48	$374.05
Data Scientist	1	$178.39	$170.01	$187.31	$178.51	$196.67	$187.44	$206.51	$196.81	$216.83	$206.65	$227.67	$216.98	$239.06	$227.83
	2	$234.30	$223.30	$246.02	$234.47	$258.32	$246.19	$271.23	$258.50	$284.79	$271.42	$299.03	$284.99	$313.98	$299.24
	3	$266.25	$253.75	$279.56	$266.44	$293.54	$279.76	$308.22	$293.75	$323.63	$308.43	$339.81	$323.86	$356.80	$340.05
	4	$319.50	$304.50	$335.48	$319.73	$352.25	$335.71	$369.86	$352.50	$388.35	$370.12	$407.77	$388.63	$428.16	$408.06
Data Architect	2	$255.60	$243.60	$268.38	$255.78	$281.80	$268.57	$295.89	$282.00	$310.68	$296.10	$326.22	$310.90	$342.53	$326.45
	3	$330.15	$314.65	$346.66	$330.38	$363.99	$346.90	$382.19	$364.25	$401.30	$382.46	$421.36	$401.58	$442.43	$421.66

Visual Designer Services

The Visual Designer starts with a deep understanding of the goals of customers and the business so that they can create experiences that delight. Visual Designers will be well-versed in all aspects of current visual design standards and trends and will be responsible for managing project design reviews, resource planning, and execution for all project work related to visual design.

The following are capabilities for this service
• Oversees all visual design efforts
• Guides, mentors, and coaches team members while leading projects to successful completion
• Develops and maintains relationships with key peers in Marketing, Branding, UX leaders, IT leaders, and others to identify and plan creative solutions
• Manages external service resources and budgets for visual design
• Ensures successful completion of all work executed by the team (on time, on budget, and ensuring quality)
• Ensures compliance with the project management methodologies and the Project Management Office processes and standards
• Develops, maintains, and ensures compliance of application release management, outage management and change control processes and standards
• Defines, creates, communicates, and manages resource plans and other required project documentation such as style guides and provides updates as necessary.

Role	Tier														
UI / UX Consultant	1	$149.10	$142.10	$156.56	$149.21	$164.38	$156.67	$172.60	$164.50	$181.23	$172.72	$190.29	$181.36	$199.81	$190.43
	2	$191.70	$182.70	$201.29	$191.84	$211.35	$201.43	$221.92	$211.50	$233.01	$222.07	$244.66	$233.18	$256.90	$244.84

Service Category	Description	Role	Level														
Writer/Content Designer/Content Strategist Services	Staff utilized for this type of engagement experience developing the strategy and execution of content across digital channels. The following are capabilities for this service •Improves content creation efforts by helping to lead the research & development of interactive and experiential storytelling for projects •Advise how to improve the ongoing iteration of content models •Collaborate with designers and other content strategists to improve how the effectiveness of digital, print, and other content is measured •Develop and maintain appropriate voice for produced content •Advise how to streamline content production and management solutions and processes, based on user research •Assign, edit, and produce content for products, services, and various projects •Plan and facilitate content strategy workshops and brainstorming sessions on developing content and content services (including API development) •Collaborate closely with developers and designers to create, test, and deploy effective content marketing experiences using the Agile method of software development •Offer educated recommendations on how to deliver a consistent, sustainable and standards-driven execution of content strategy across products, services, and projects •Collaborate with content managers, writers, information architects, interaction designers, developers, and content creators of all types •Participate, as needed, on an Agile software development scrum teams	Content Designer	2	$175.73	$167.48	$184.51	$175.85	$193.74	$184.64	$203.42	$193.87	$213.59	$203.57	$224.27	$213.75	$235.49	$224.43
		Content Designer	3	$202.35	$192.85	$212.47	$202.49	$223.09	$212.62	$234.25	$223.25	$245.96	$234.41	$258.26	$246.13	$271.17	$258.44
		Technical Writer	1	$170.40	$162.40	$178.92	$170.52	$187.87	$179.05	$197.26	$188.00	$207.12	$197.40	$217.48	$207.27	$228.35	$217.63
		Technical Writer	2	$197.03	$187.78	$206.88	$197.16	$217.22	$207.02	$228.08	$217.37	$239.49	$228.24	$251.46	$239.65	$264.03	$251.64
		Technical Writer	3	$251.61	$239.79	$264.19	$251.78	$277.40	$264.37	$291.27	$277.59	$305.83	$291.47	$321.12	$306.04	$337.18	$321.35
Cyber Security Incident Response and Management	Service category to provide Cyber Security Incident Response and Management services necessary to ensure personnel at all levels respond to security incidents in a way that is rapid, compliant and thoughtful. Examples of Potential Statements of work: •Classifying data stored or transmitted between computing platforms (e.g. PC, servers, mainframe) and networks; •Provide incident response and related training; •Exercise/simulate incident response scenarios; •24/7 incident response assistance •Vulnerability management •Policy/procedure development; •Provide operational and analytical support related to security for computing platforms (e.g. PC, servers, and mainframe) and networks. •Consultation on operational and infrastructure requirements, standards and configurations •Facilitate meetings •Address security and incident response issues with functional areas and management •Analyze and evaluate new and emerging security technologies as well as vendor security products for their applicability and feasibility of use in securing hardware/software IT and telecommunications resources; •Perform security audits and/or penetration testing of IT systems and applications in the context of NIST, IRS 1075, CJIS, HIPAA and so on; •Provide operational and analytical support related to security for computing platforms (e.g. PC, servers, and mainframe) and networks.	Cyber Security Engineer	1	$149.10	$142.10	$156.56	$149.21	$164.38	$156.67	$172.60	$164.50	$181.23	$172.72	$190.29	$181.36	$199.81	$190.43
		Cyber Security Engineer	2	$165.08	$157.33	$173.33	$165.19	$182.00	$173.45	$191.09	$182.12	$200.65	$191.23	$210.68	$200.79	$221.22	$210.83
		Cyber Security Engineer	3	$175.73	$167.48	$184.51	$175.85	$193.74	$184.64	$203.42	$193.87	$213.59	$203.57	$224.27	$213.75	$235.49	$224.43

Software License Optimization

This Service category to provide Information gathering and consultation regarding license position to include: discovery, accounting, tracking, compliance, costs analysis and/or cost projection.

The following are capabilities for this service

•Services may include the use of a software solution in addition to consultative services.

•The Supplier is able to advise and provide experienced, strategic advice through an audit process.

•The Supplier has the ability to produce license position reports for software by merging supplied software license purchase, contract and entitlement information with assets, including software usage and hardware information as required.

•The Supplier has the ability to identify unused or infrequently used software and recommend harvesting or eliminating such licenses, thus facilitating software acquisition and disposal decisions that reduce costs.

•Supplier has the ability to provide visualizations of software license utilization.

•The Supplier has the ability to suggest alternative licensing and/or configuration entitlements, such as upgrade/downgrade, named versus concurrent users, reassignment/right of second use, multiple versions, capacity and sub capacity, processor and cores, virtual machine (VM) use rights and cloud services.

•The Supplier can demonstrate past experience in producing license optimization reports that specific software vendors have accepted as valid license accounting.

•The Supplier has the ability to provide what-if analysis capabilities that would allow clients to determine the impact of hardware and software changes on license position (before the changes are actually made). Actions such as modifying hardware properties, moving virtual machines across hosts or installation of a new software can be simulated, providing an estimated license position and financial impact that reflects these changes.

Examples of Potential Statements of work:

•Evaluation and consultation regarding:

ocompliant and effective license utilization and maximization, especially within virtualized environments (can include roadmaps)

oLegal considerations regarding software licensure

•Evaluations may include the following software:

oMicrosoft Products

oIBM Products

oSAP Products

Software License Optimization	oAdobe Products	Engagement Manager																
			1	$247.61	$235.99	$259.99	$247.79	$272.99	$260.18	$286.64	$273.19	$300.97	$286.84	$316.02	$301.19	$331.82	$316.25
			2	$287.55	$274.05	$301.93	$287.75	$317.02	$302.14	$332.88	$317.25	$349.52	$333.11	$366.99	$349.76	$385.34	$367.25
			3	$346.13	$329.88	$363.43	$346.37	$381.60	$363.69	$400.68	$381.87	$420.72	$400.97	$441.75	$421.01	$463.84	$442.06