



Digital Services  
Coalition

# 2023 Membership Policy

## OVERVIEW

The Digital Services Coalition (DSC) is composed of companies from all over the United States that are dedicated to enhancing the world of government digital services. The DSC is looking to build a community of like-minded vendors that can work together to advocate for streamlined, equitable, and user-friendly government services. We're working to implement our goals and strategies as a coalition and we are sending out this application to ensure that all members are invested, aligned with our mission and values, and held accountable for their contribution.

Please review our background, membership criteria, and current [Strategic Plan](#) before filling out the application.

## BACKGROUND

### OUR PURPOSE

We envision a society where government improves the lives of the people it serves and their human experience is valued.

### OUR MISSION

Our mission is to be trusted partners of the government by providing the technical knowledge and thought leadership necessary to continuously mature the delivery of digital services that are accessible, functional, and work seamlessly to support the full range of customer experiences.

### OUR VISION

By elevating companies brought together by shared values, the DSC strives to guide the government and the digital service market through digital transformations to fundamentally improve the technologies, data, processes, and organizational changes necessary to successfully deliver world-class outcomes.

### MANIFESTO

As providers of digital services for public sector clients, and in alignment with the [agile manifesto](#), we value:

- Purpose over Profit
- Users over Stakeholders
- Outcomes over Activities
- Community over Credit
- Innovation over Risk Management
- Delivery over Deliberation

### VALUES

- **Community** – Establish a collaborative community of innovative vendors to influence digital services in the government
- **Education** – Educate the civic tech ecosystem including government agencies, other vendors, and users on best practices in digital services

- **Advocacy** – Promote policies that remove barriers to innovation in government; increase adoption of best practices, methodologies, and processes such as human-centered design and agile delivery
- **Partnership** – Cultivate enduring relationships within our community of vendors and government partners to maintain long-term success in digital service delivery
- **Impact** – Make a meaningful difference in the daily lives of users through improved interactions with government, prioritizing equitable delivery to those who have traditionally been underserved.

## MEMBERSHIP CRITERIA

### 1. MEMBERSHIP CRITERIA

- Completed application, including two digital service case studies where work was performed within the last three years, with customer references for each. (See Appendix A)
- Must actively support two initiatives as a member firm that map into the current DSC yearly priorities.
- Sponsorship from a current DSC member.
- Commitment to attendance at regular meetings with DSC members.

### 2. WHO CAN JOIN?

- Small-sized or mid-tier businesses who perform digital service or digital transformation work for the public sector or have a desire to do work in the public sector. Large firms may be considered at a future date to be determined.
  - i. Small businesses: revenue less than \$30M ( 3 year running average)
  - ii. Mid-tier firms: revenue greater than \$30M and less than \$80M (3 year running average)
  - iii. Large firms: revenue greater than \$80M (3 year running average)
  - iv. Confirmation of size standard will be conducted in on-boarding activities. Firms must provide proof in the form of: tax returns, tax audits, small business size standard certification from SBA, or other means. This information will be kept confidential.
- Digital service work is defined as services supporting the development, implementation, or maintenance of:
  - i. A service that is delivered via the internet or electronic network
  - ii. Automated and requires little to no human intervention

- Digital transformations are efforts that have fundamentally improved the technologies, data, processes, and organizational change necessary to deliver successful outcomes for users and customers
- Academic institutions that align with the values and mission of the DSC
- Firms who are committed to following the DSC's documented Community Standards and Organizational Bylaws.

### 3. HOW CAN THEY JOIN? (Sponsorship)

- An existing member firm must evaluate and agree to sponsor a prospective new member firm.
  - i. Maximum of 3 sponsored firms per existing member firm per calendar year.
  - ii. The existing member firm is responsible for mentoring and guiding the sponsored firm in the mission and values of the coalition.
- Sponsors must complete a sponsorship application for each applicant firm they are sponsoring during a given application cycle. If an applicant does not have a sponsor, there will be a timeframe within the application cycle when non-sponsored firms can be paired with an existing member willing to sponsor them.

### 4. HOW DOES THE REVIEW WORK?

- Prospective firms must pass a review by the coalition membership committee which will include:
  - i. A review of the submitted firm application (includes contacting customer references)
  - ii. A review of the sponsorship application from a current member firm
  - iii. A proven record of delivery and supporting evidence that the firm's values align with those defined by the coalition.
  - iv. An opportunity for existing firms to submit confidential information or feedback on applicants who have passed the initial review by the membership committee.
  - v. Potentially a 30-minute conversation with the applicant firm or the sponsored firm POC once they submit references and records.
- Our Onboarding Goals:
  - i. To ensure that each member is committed and will put consistent energy into the coalition

- ii. To prioritize participation in the community and to our mission which is centered around; Community, Education, Advocacy, Partnership, and Impact

## 5. PRICING/FEEES

- o Annual Fee Dependent upon **company's** revenue over 3 year average and reviewed every 2 years following membership induction to confirm size or ownership status.

ANNUAL REVENUE	MEMBERSHIP DUES
<\$5M	\$2,850
\$5M - \$9,999,999	\$5,225
\$10M - \$19,999,999	\$7,500
\$20M - \$39,999,999	\$10,000
\$40M - \$79,999,999	\$15,000
>\$80M	\$40,000
Academic Institutions	\$1,000

- o Dues: Payment of membership dues are required within 30 calendar days of receiving a DSC invoice. In the event that a member does not pay membership dues when due, the following timelines and penalties apply:
  1. Membership voting rights are suspended for members with membership dues 60 days past due;
  2. Access to benefits of memberships and access to member resources (e.g. DSC Slack access) are suspended for members with membership dues 90 days past due; and
  3. Membership is terminated for members with membership dues 120 days past due

## 6. REMOVAL FROM DSC

- o Firms who have not performed work in the Digital Services space within the last fiscal year.
- o Firms who do not have a desire to work in the Public Sector or are not taking action to do work in the Public Sector.
- o Firms who are unable to meet the requirements for full membership during their active membership tenure.

- Firms who do not adhere to the DSC's documented By Laws & Community Standards.
- Decision among board members that concludes a firm's performance no longer aligns with the vision and values of the DSC.
- Firms may be subject to removal in the event of a merger or acquisition by another company that is not part of the DSC. The board of directors will review on a case by case basis and make the decision related to the action.

## 7. MEMBERSHIP BENEFITS

This organization is committed to the growth and development of the digital service industry. Members in the DSC have access to business resources, mentorship from companies and individuals with similar experiences, exclusive and impactful networking, education, and advocacy opportunities, and business development resources.

### **Education:**

DSC offers varied education opportunities including:

- Webinars and workshops based on topics of interest to both the government and industry with ability to earn continuous education units (CEUs) which support professional development & certification.
- Brown Bag discussions and Ask Me Anything with subject matter experts to provide collaborative experiences that are shared among multiple companies
- Hands - on or strategic training sessions one - on - one with member companies
- Opportunities to speak on behalf of the DSC and its community at trade shows, meet-ups, and other external events

### **Events:**

Networking is the lifeblood of the digital service community and the DSC provides many events - both in-person and online to connect and reinforce relationships, including:

- Yearly all hands meetings for overall DSC updates
- DSC member happy hours and networking events
- Networking and education events with government partners
- Fun events - such as DSC hikes, picnics, and holiday parties
- Virtual happy hours and events to ensure the distributed members have the ability to connect and network.
- Soon to come: DSC Summits & larger events

### **Advocacy & Policy:**

The DSC represents the members' interest in government legislation, policy, and regulations that affect our industry:

- Participates in legislative reviews on upcoming or revision of proposed legislation such as the Clear & Concise Writing Act, FITARA, NDAA, etc.
- Assists government in understanding and applying executive orders such as the Customer Experience Executive Orders and the Cybersecurity Executive Orders.
- Advocates on behalf of and to the government in areas such as accessibility, diversity, equity, and inclusion.
- Conducts activities to improve opportunities for socio-economic categories and under-represented talent in the tech industry.

### **Market Intelligence and Business Development**

Conducts activities to understand and grow the industry opportunities for digital service firms:

- Collaborates with similar non-profit organizations and trade associations to grow the community and ecosystem as a means to build and maintain influence for digital service work
- Reviews RFI's, RFQs, and other government opportunities to provide feedback to government on best practices, better evaluation strategies, or to protect company interests when making decisions on future work.
- Provides strategy or advice on large government contract actions such as GSA Schedules, GWACs, agency contracts, etc.
- Networks with potential large or other partners in other industries to keep up a partnering network for member companies available.
- Socio-economic categories are well represented and special programming exists for each specific category to support set asides and marketing.

### **Member Saving Program:**

Through business relationships with other groups and organizations

- Gets group discounts for DSC member companies, such as for G2Exchange subscriptions, Rosenfeld CivicDesign Conferences, and others.
- Builds in discounts or no charges for any DSC led activity.

## Appendix A:

### Case Study Requirement:

Applicants shall submit two relevant case studies for evaluation. Relevant case studies must demonstrate recent (within the past three (3)-years) performance of tasks related to digital service or digital transformation efforts that are within the applicant's company capabilities. This can include but is not limited to: user research and user story collaboration, emerging technologies, agile software development, DevOps, DevSecOps, accessibility design, strategic marketing for digital transformation, cybersecurity related to digital transformation, or human centered design. Case Studies shall demonstrate adherence to practices found within the Digital Services Playbook (<https://playbook.cio.gov/>).

Case Studies may reflect work completed for Government and/or Commercial clients.

Each Case Study submission is limited to three pages. No more than one project should be represented within a single case study.

Please include the following details for each case study submission:

- A. Client organization name, point of contact email, phone number for reference checks
- B. Period of performance
- C. Company's role for the Case Study (e.g. were you the prime contractor or a subcontractor)
- D. Product or project goals, outcomes, and impact
- E. Technology Stack (highlighting use of modern or innovative technologies)
- F. Delivery Methodology
- G. A description of how the effort/project improved the maturity of the agency or customer in digital services or transformation?

In addition to the above, please submit Artifacts to further demonstrate the capacity outlined in the Case Study. Artifacts can take many formats including but not limited to text files, PDF documents, or image files. However, Artifacts are limited to human-readable data formats and artifacts submitted in machine-readable formats (e.g., CSV, JSON, XML) will not be evaluated. Artifacts must be related to the work described in one or more case studies. Artifacts may include client deliverables, code (although provided in a human-readable format), and/or screenshots. For example, the submission may include a screenshot of a webpage or copy site code into a text file. Multiple screenshots may be submitted as a single artifact as long as they are related to a single case study. Artifacts may be attached to the Case Study attachment and do not count as part of the three page limit.



Artifacts may be anonymized as needed to protect Personally Identifiable Information, Personal Health Information, or other proprietary or sensitive data, but should still demonstrate the vendor's expertise as it relates to performing the work as well as validate the past expertise detailed within the Case Study(s). Artifacts may all be from a single Case Study, or from multiple Case Studies, but there must be at least one artifact specifically related to the company's stated digital service expertise and corporate capabilities. If a specific artifact cannot be anonymized sufficiently to protect a sensitive client, a representative example may be submitted as long as it is specifically identified as a swap for the actual case study artifact.