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## 10/03/2024 – DHS CISA CSD Datacall to Graham

2 – Past Performance References	
Contract Overview	
<b>Customer Agency:</b> Department of Homeland Security (DHS), Transportation Security Administration Integrated Program Management Support Services (IPMSS) Blanket Purchase Agreement (BPA)	<b>Contract Number:</b> 70T05019A9NMED049
<b>Contract Type:</b> BPA	<b>Total Contract Value:</b> \$267M
<b>POC 1:</b> Ingrid Pascall, CO Email: Ingrid.Pascall@tsa.dhs.gov Phone: 571-227-2773	<b>POC 2:</b> Megan Nasir, COR Email: megan.orloski@tsa.dhs.gov Phone: 202-716-2779
<b>Period of Performance:</b> 5/10/19 - 5/9/24 (Base +4)	
<b>FTE(s):</b> 300+	
<b>Project Description:</b> RELI supports the TSA through our single award, HUBZone set-aside BPA, valued at \$276 million over five years. RELI currently supports multiple active TOs with hundreds of full-time equivalents (FTEs), creating a presence that extends to numerous TSA offices. Part of TSA's mission is to secure the nation's airports, roads, bridges, railroads, pipelines, and coastlines. In support of this, we provide comprehensive program management services, including general program and project management support, acquisition management, strategic planning, business process analysis, customer experience, knowledge management, financial management, cost estimating support, and administrative management support. We provide TSA leadership with audit support services during Government Accountability Office audits.	<b>Scope/Complexity:</b> The contract is an agency-wide BPA available to all TSA components to obtain support as defined by the nine task areas in the scope of work. To achieve the desired results across the BPA, we tightly integrate into the TSA culture by blending industry-leading methodologies with TSA's standard approved processes, allowing for capacity and consistency. The current workload of this BPA consists of 21 active (32 inactive) TOs, spans 16 TSA offices, and employs more than 250 FTEs. The BPA team has also successfully closed out an additional 15 TOs. Complexity: Over the last four years, the TSA IPMSS BPA has grown exponentially. It began with three TOs and approximately 30 staff in the base year, while in the most recent contract year, it encompasses eight times as many concurrent TOs. At one point, the team prepared responses to seven TOs in one month, including technical and pricing proposals, staffing plans, and management plans. At peak workload, more than 300 FTEs supported the BPA. Achieving growth of this size and pace while maintaining superior performance demonstrates RELI's ability to simultaneously kick-off and transition in TOs, meet delivery schedules and successfully close out operations on a continuous basis.
Relevance to PWS	
<b>Task 1: Task Order Management (PWS 2.1):</b> <ul style="list-style-type: none"> <li>Project organization and overall management to accomplish the work</li> <li>Determine how the technical management will be performed</li> <li>Manage personnel and physical resources</li> <li>Manage cost and schedule control</li> </ul> <p>RELI has collaborated with over 60 TSA stakeholders to develop customized program strategies, integrating effective program management tools and processes tailored to TSA's needs. Across 39 call orders, RELI successfully manages schedules, costs, risks, and quality. Utilizing Agile/SAFe, PMBOK frameworks, and tailored PM plans, RELI delivers consistent, high-quality support and comprehensive deliverables for TSA program offices.</p> <p>Our TO management process ensures collaboration and performance across internal teams, partners, and clients through comprehensive project management. Key elements include the Corporate PMO providing resources and</p>	

## TSA IPMSS BPA

monitoring contract performance, monthly PMRs for proactive issue resolution and project updates, and a customized tracking portal for transparency and accountability. AI-generated meeting summaries enhance communication efficiency, while recovery plans are developed under the oversight of the RELI Executive Steering Committee (RESC) for prompt issue resolution. Additionally, continuous risk management is maintained using DRAIC processes with detailed risk logs.

### **Task 2: Mission Support Tasks (PWS 2.2):**

- Program Coordination Support
- Planning Support
- Executive Support
- Analysis and Technical Support
- Communications Support
- Technology Platform Development
- Stakeholder Engagement and Relationship Management Support
- Finance and Budget Support
- Executive Secretariat Support
- Technical Strategy Support
- Program/Project Analysis/Management Support
- Initiative Support (Optional)
- Training Support
- Additional Organizational Support Requirements (Optional)

Under the BPA, the Information Technology Mission Support Services (ITMSS) call order combined five existing contracts to create one unified program to support five IT Divisions—End User Services (EUSD), Information Assurance and Cybersecurity (IAD), Mission Support (MSD), Operations & Engineering (OED), and Information Technology Government and Industry Liaison (ITGIL). During the transition, the team established program-wide knowledge management practices to ensure the proper documentation of all responsibilities and continuity of service. RELI's Knowledge Management support incorporates industry best practices to provide documentation support and design standardized taxonomies. RELI's developers use these taxonomies as a guide to organize and configure SharePoint components such as document libraries, folders, and lists. While reorganizing sites, knowledge managers perform audits to identify unused information assets that can be archived or deleted. Utilizing Agile methodologies, RELI's program leadership ensures the timely completion of contract deliverables. It provides updates to TSA through Quarterly Management Reviews (QMRs) to ensure transparency on the team's progress against milestones, risks/issue management, and change requests. Further, RELI has supported specific TSA initiatives to improve the acquisition process for IT Security contracts, including assessing the current process, identifying opportunities for improvement, and creating/conducting training specific to the improved process. RELI also supports critical day-to-day IT tasks, including tracking all TSA assets through inventory control measures, enabling accurate budget and asset forecasting while ensuring TSA is compliant with GSA asset disposal guidelines. Through this work, RELI's IT Points of Contact (POCs) have imaged more than 3,000 laptops, processed more than 5,000 property hand receipt forms, and handled more than 2,100 IT request tickets.

### **Detailed Description of Tasks**

As prime, RELI supports multiple active TOs with hundreds of full-time equivalents (FTEs), creating a presence that extends to numerous TSA offices. We provide comprehensive program management services, including general program and project management support, acquisition management, strategic planning, business process analysis, customer experience, knowledge management, financial management, cost estimating support, and administrative management support. We provide TSA leadership with audit support services during Government Accountability Office audits.

Relevant tasks include:

**5.1. End User Services Division (EUSD):** RELI provides comprehensive support in Project Management and Asset Management, focusing on deployment activities. Project Management includes offering technical oversight, managing costs, schedules, and scopes, and ensuring compliance with industry standards while leading documentation and risk management efforts. Asset Management involves monitoring, tracking, and reconciling IT assets,

maintaining inventory systems, and providing analysis and reporting on asset life cycles. RELI also provides Project Specialist support, identifying and resolving hardware issues and supporting computer imaging. Additionally, RELI assists in IT technical business process re-engineering, optimizing SharePoint functionalities, and managing user accounts. Research Analytics and Acquisition Program Management support includes COTS software provisioning, acquisition document development, and software asset management. In contrast, optional support encompasses managing Special Install Move Add Change (SPIMAC) projects related to end-user devices and field equipment, ensuring project tracking and documentation.

**5.2. Information Assurance and Cybersecurity Division (IAD):** RELI provides comprehensive support in cybersecurity. Key responsibilities include creating documents for governmental approval, managing the Cybersecurity Roadmap Implementation Plan, coordinating communications with stakeholders, and preparing detailed Project Management Plans that encompass risk management and performance metrics. RELI also offers Acquisition Program Management Support, including consultation on compliance with DHS and TSA policies, and assists with financial management by performing lifecycle cost estimating activities. Additionally, RELI manages knowledge solutions, maintains organizational documentation, and delivers analytical products to support IAD operations and decision-making. Optional tasks may include further acquisition support for IAD procurements, ensuring all documentation aligns with relevant directives.

**5.3. Information Technology Government and Industry Liaison Division (ITGIL):** RELI provides comprehensive program and project management support to the Information Technology Government and Industry Liaison Division (ITGIL), encompassing strategic planning, financial planning, project management, and scheduling. This includes maintaining the ITGIL program plan, preparing special studies, and developing tactical roadmaps. Communication support involves coordinating responses to oversight agencies and drafting executive briefs. Facilitation support encompasses organizing cross-TSA meetings and coordinating with external organizations. RELI also assists in solution integration, providing support for Integrated Project Team meetings and documentation needs. Additional requirements include proficiency in MS Office, project management tools, and the ability to handle various professional tasks independently while maintaining confidentiality and professionalism. Ad hoc support for conferences and workshops is also expected, along with optional tasks related to strategic planning and IT policy management.

**5.4. Mission Support Division (MSD):** The Mission Support Division (MSD) requires RELI's support for the efficient execution of IT operational missions, including business management, strategic planning, and organizational functions. RELI assists the Agency CIO in IT strategic planning, providing expert analysis and facilitating TSA IT initiatives. They also support the annual review of the Information Resource Management Strategic Plan (IRMSP) and help maintain a capital planning process for major IT investments. Responsibilities include developing training materials, conducting customer relationship management, offering procurement support for IT acquisitions, and ensuring compliance with DHS and OMB guidelines. Furthermore, RELI enhances IT communications to improve stakeholder awareness and provides administrative support to IT leadership, ensuring effective governance and management processes.

**5.5. Operations and Engineering Division (OED):** RELI provides comprehensive support to the Operations and Engineering Division (OED) by operating and maintaining critical tracking tools, including the Tracking Tool for OED (TT-OED) and the Total Asset Library (TOTAL), which manage data related to TSA's IT portfolio and assets. Responsibilities include data normalization, report generation, and supporting independent validation and verification (IV&V) for contract quality assurance, ensuring compliance with engineering design reviews and other contractual requirements. RELI also assists with acquisition and procurement support, reviewing and tracking procurement artifacts, and conducting data analysis and reporting across OED functions. Additionally, they develop and maintain various documentation and dashboards to facilitate the effective execution of IT portfolio activities, recommend efficiencies, and ensure the achievement of strategic objectives. Performance measures include timely reviews of procurement requests and monitoring their status.

#### **Achievements, Successes, and Accomplishments**

RELI uses a proactive recruiting approach to meet staffing needs, which includes retaining incumbent hires with valuable institutional knowledge for critical support and organizational stability of mission-focused processes at TSA. Rated Exceptional in Quality, Schedule, and Management, our CPARs Contract includes feedback that RELI "consistently maintained a close to 100% staffing approach...and continued to provide a seamless delivery of quality

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work products to TSA through diligent planning of every staff transition to minimize the impact on the services delivered and ensuring a low turnover on the ITMSS contract.”

Other highlighted accomplishments include:

- RELI provided task impact analysis and collaborated with TSA stakeholders to support Aviation Policy while reassigning 40% of resources to the Surface branch for a national security emergency. We prioritized tasks through a resource utilization plan, maintained bi-weekly touchpoints with the Branch Manager, and reassigned work across team members. Strong customer relationships and effective planning ensured consistent performance and support without additional costs or impact on quality despite the resource shift.
- RELI was tasked with creating a Unified Customer Experience (CX) Vision and Communication strategy for TSA, initially planned as an in-person summit to gather consensus among TSA leadership. Due to the COVID shutdowns, RELI adapted by conducting individual leadership meetings with key stakeholders, which allowed RELI to gather high-quality insights on internal and external engagement, surface opportunities for improvement, and align TSA’s leaders on the need for collaboration. Based on this input, RELI developed a TSA-wide CX strategy, which was approved by leadership and led to the implementation of five pilot initiatives aimed at enhancing TSA’s customer experience.
- RELI developed two key tools for TSA under the ITMSS initiative. The SharePoint Certification Tracker Tool was created to centralize certification information and provide timely notifications for upcoming renewals and training, ensuring TSA staff avoid credential expirations. The EUSD Search Equipment Lookup (SEL) Tool was designed to generate equipment reports for various End User Services Division teams, pulling data from systems like SCCM and Sunflower. This tool supports TSA's asset deployment, inventory tracking, and report generation, enhancing overall asset management and daily operations.

## 04/30/2024 - DHS Cybersecurity and Infrastructure Security Agency (CISA) Grants Operations Support Services

Customer & Contract Name	Total Contract Value	Role	Period of Performance
TSA National Explosive Detection Canine Team Program (NEDCTP)	\$5,568,794.32	Prime	10/25/2019 – 10/24/2024
Description of Relevant Services			
<b>Task 1: Contract Management</b>  RELI assists the TSA’s National Explosives Detection Canine Team Program (NEDCTP) Office in coordinating, developing, and implementing acquisition program management support, budget and finance support, capital planning and investment control support, and procurement support. RELI Chemistry and Explosives Branch (CEB) led the initiative to bring the Chemistry and Explosive Branch into compliance with the Federal Information Technology Acquisition Reform Act (FITARA), requiring all procurement packages that contain information technology to go through an IT Determination process. RELI spearheaded the development of a CEB standard operating procedure and process flow for Information Technology Acquisition Review (ITAR) package requirements, submission, and tracking to meet all procurement deadlines.			
<b>Task 2: Leadership Group Support</b>  RELI has supported numerous executive-level administrative functions, including building and tracking the Administrators Intent 2.0 Initiatives in Salesforce and coordinating inputs and tracking for NEDCTP OIG responses. RELI developed multiple strategic tracking tools to assist in monitoring all procurement packages,			

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contracts, and purchase card transactions. These tracking tools aided in structuring and documenting mission-essential procurements needed by the CEB and providing real-time status updates.

### Task 4: Analysis Section Support

RELI continues to support NEDCTP modernization efforts, providing strategic technological solutions and subject matter expertise. RELI has identified multiple NEDCTP processes for improvement and has worked to deploy efficient and innovative solutions. RELI managed the re-engineering efforts for NEDCTP's budget process, streamlining a previously labor-intensive data consolidation effort into an automated process with the inclusion of executive-level data visualization dashboards in Tableau. RELI assisted the NEDCTP Program Management Office develop a formalized Roles and Responsibilities Matrix to analyze current processes, process owners, and stakeholders and identify opportunities to identify and implement operational efficiencies.

### Task 5: Communications Support

RELI manages communications to NEDCTP field personnel via a centralized operational inbox to ensure team operational statuses are reported and tracked in real time. RELI coordinates directly with NEDCTP leadership, Human Capital, and the Canine Training Center to track and monitor handlers throughout the hiring process and streamline NEDCTP mission essential personnel training. Through constant communication with NEDCTP Headquarters Canine Coordinators (HQCCs), K9 Supervisors, and other field liaisons, RELI helps ensure operational personnel are scheduled for required training as soon as possible to maximize operational efficiency.

## 02/28/2024 – IRS – TXO Services Support

Customer Name & Contract Name	Customer POC	Total Contract Value	Period of Performance	CPARS?
Transportation Security Administration (TSA)  Customer Experience (CX) Support Services	DaShawn Biddy, COR 571-227-3207 <a href="mailto:dashawn.biddy@tsa.dhs.gov">dashawn.biddy@tsa.dhs.gov</a>	\$1,129,393.44	11/01/19 - 01/05/21	Yes
<b>Description of Services:</b>  TSA's Customer Service Branch (CSB) engaged RELI to support the development and implementation of TSA's enterprise-wide CX strategy. Aligning to OMB Circular A-11 Section 280 High Impact Service Provider (HISP) requirements, the RELI team worked closely with TSA leadership to establish a unified vision for the agency's CX and prioritize key initiatives. Through stakeholder interviews, focus group facilitation, passenger data analysis, and strategically designed surveys, we developed a CX roadmap, focusing primarily on the airport security checkpoint screening process. The roadmap included the execution of 5 pilot initiatives across the agency.  1. Customer Service Manager (CSM) Support: The RELI team created a Community of Practice that brought together more than 100 employees throughout the US and territories and energized in-airport CX champions.				



2. **Screening Workforce Training & Recognition:** By creating a front-line focused CX training and recognition program, RELI brought CX to the forefront of the screening workforce's minds.
3. **Unified CX Metrics:** The RELI team addressed CX needs at TSA Headquarters by developing an agency-wide CX dashboard tracking both data points required by OMB and data points identified as KPIs by TSA leadership and CX best practices. Data is collected from multiple offices and required collaboration with Public Affairs and Security Operations. Our efforts evolved to include a comparative CX/employee engagement dashboard using Federal Employee Viewpoint Survey (FEVS) Employee Engagement Index (EEI) data overlayed with TSA Call Center data, which was presented at numerous Government-wide CX events resulting in TSA's CX initiatives being named among the most progressive within the government by OMB.
4. **Unified CX Vision and Communication:** Working closely with TSA leadership and leveraging our expertise in customer and employee experience, organizational development, and human-centered design, we crafted tailored solutions aimed at enhancing the overall CX landscape. Despite the challenges posed by the COVID-19 pandemic, we remained agile, pivoting our strategies to ensure continued progress. Initially planning an in-person TSA CX Summit, we adeptly transitioned to virtual platforms, maintaining engagement and stakeholder involvement. Through individual leadership meetings and strategic sessions, we gathered invaluable insights, shaping a TSA-wide CX strategy aligned with organizational objectives. This inclusive approach identified areas for improvement and fostered a culture of collaboration among TSA offices.
5. **Passenger Communication Channel Awareness:** Through collaboration with TSA's Strategic Communications and Public Affairs' Social Cares and Web Content teams, RELI incorporated passenger feedback collected through website utilization data, social media interactions, and TSA Contact Center information requests to identify opportunities to align messaging across the agency.

Building on the success of our Unified CX Vision project, RELI extended support to TSA's Diversity, Equity, and Inclusion (DEI) initiatives. By adapting our methodology and providing program management expertise, we facilitated virtual meetings to establish DEI goals and solutions, driving TSA towards its diversity objectives. Detailed documentation ensured transparency and accountability throughout the process, laying a solid foundation for future endeavors.

In summary, RELI's tailored approach, coupled with our ability to adapt to evolving circumstances, has empowered TSA to not only enhance its customer experience but also advance its commitment to diversity and inclusion. The work conducted during this period of performance also translated into ongoing follow-on work with the Customer Service Branch where RELI provides CX program management support, survey development, survey execution, data analytics, and communication support as a subcontractor.

## 01/30/2024 – CISA OSS

### Task Two – Mission Support Tasks

#### 2.1 Program Coordination Support

RELI Group has successfully supported multiple federal clients in program coordination through management of mission support needs, assisting in responding to requests information responses, technical writing, and program operation support. At TSA, RELI has extensive experience providing program coordination support on the TSA

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IPMSS BPA, leveraging our toolbox that includes repeatable processes and procedures for Agile/SAFe and PMBOK, tailored PM plans and schedule templates, and resources designed to deliver consistent written support with complete deliverables for program offices. Our support extends to meet the varying needs of Integrated Product Teams (IPTs), Project Management Reviews (PMRs), Executive Steering Committees (ESCs), and Change Control Boards (CCBs). Our support ranges from basic project management requests to more complex and customized support ensuring meeting preparedness, coordination, and meeting outputs.

Agency	Contract Number & Project Name	Total Contract Value	Period of Performance
TSA	70T02019F1NNCP074 <b>National Explosives Detection Canine Team Program (NEDCTP)</b>	\$ 5,568,794.32	10/25/19 - 10/24/24
<b>Relevance to Task Area</b>			
RELI assists the NEDCTP in the coordination, development, and implementation of a variety of TSA activities, including acquisition program management, budget and finance, capital planning and investment control, data analytics, procurement support, special events planning, and strategic guidance development. Our team also manages communications to NEDCTP field personnel via a centralized operational inbox to ensure team operational statuses are reported and tracked in real-time. RELI coordinates directly with NEDCTP leadership, Human Capital, and the Canine Training Center to track and monitor handlers throughout the hiring process and streamline NEDCTP mission essential personnel training. Through constant communication with NEDCTP Headquarters Canine Coordinators (HQCCs), K9 Supervisors, and other field liaisons, RELI helps ensure that operational personnel are scheduled for required training timely to maximize operational efficiency.			

## 01/30/2024 – CISA OSS

### Task Two – Mission Support Tasks

#### 2.1 Program Coordination Support

RELI Group has successfully supported multiple federal clients in program coordination through management of mission support needs, assisting in responding to requests information responses, technical writing, and program operation support. At TSA, RELI has extensive experience providing program coordination support on the TSA IPMSS BPA, leveraging our toolbox that includes repeatable processes and procedures for Agile/SAFe and PMBOK, tailored PM plans and schedule templates, and resources designed to deliver consistent written support with complete deliverables for program offices. Our support extends to meet the varying needs of Integrated Product Teams (IPTs), Project Management Reviews (PMRs), Executive Steering Committees (ESCs), and Change Control Boards (CCBs). Our support ranges from basic project management requests to more complex and customized support ensuring meeting preparedness, coordination, and meeting outputs.

#### Relevant Experience

Agency	Contract Number & Project Name	Total Contract Value	Period of Performance
TSA	70T03020F1NCIO261 <b>Information Technology Mission Support Services (ITMSS)</b>	\$78,567,089.56	09/30/20 - 09/29/24
<b>Relevance to Task Area</b>			
RELI supports TSA's IT Division program coordination needs through knowledge management, and completion of day-to-day IT tasks. RELI incorporates knowledge management best practices such as knowledge mapping, maintaining a centralized database, using collaboration tools, training and feedback mechanisms, to ensure the proper documentation of all responsibilities, ensuring continuity of service. Our team also supports critical day-to-			



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day IT tasks, including tracking all TSA assets through inventory control measures, establishing accurate budget and asset forecasting while ensuring TSA is compliant with GSA asset disposal guidelines.

### 2.3 Communications Support

RELI has effectively coordinated communication efforts for multiple TSA task orders through effective knowledge management, tracking of information requests and reporting requirements, and implementing process improvements. Communications include formal responses to oversight or Congressional inquiries, industry communications, white papers, web pages, blogs, and other presentations. Our processes ensure quality and compelling communication documents are created in a timely manner. RELI works to proactively begin data or information collection processes to ensure documents are created timely and allow ample time for the client to review and comment ahead of deadlines.

#### Relevant Experience

Agency	Contract Number & Project Name	Total Contract Value	Period of Performance
TSA	70T04020F1NAP8005 ITMSS	\$78,567,090	9/30/2020 – 9/29/2024
<b>Relevance to Task Area</b>			
On the ITMSS task order, RELI supported the TSA Mission Support Division (MSD) by developing a robust communications strategy, including a plan, visual placemat, and delivery schedule. They also played a vital role in tracking and responding to taskers and inquiries from oversight agencies, Congress, and stakeholders, handling various communication channels with precision and efficiency.			

#### Planning Support

RELI has assisted TSA programs and portfolios in planning appropriate resource needs to meeting their goals and objectives. This includes multi-year and current year assessments to identify business priorities, processes, and business improvement strategies.

#### Relevant Experience

Agency	Contract Number & Project Name	Total Contract Value	Period of Performance
TSA	70T04020F1NAP8005 ITMSS	\$78,567,090	9/30/2020 – 9/29/2024
<b>Relevance to Task Area</b>			
On the ITMSS task order, RELI provides strategic management support that assists TSA through activities such as updating program plans to outline the customer's vision, facilitating and coordinating meetings, preparing special studies and data analyses, and supporting key deliverables. RELI supported the TSA IT Strategy document that aligned the priorities and objectives of TSA IT with the broader goals outlined in DHS and Administrator Intent 3.0. RELI also provides strategic planning support by reviewing scope documents, statements of work, and performance work statements. In addition, our team facilitated the FY22 and FY23 ITGIL Goals Implementation Plan and contributed to strategy discussions and facilitation of integrated planning team meetings.			

#### Finance and Budget Support

RELI integrates into the TSA environment as an SME to assist with financial management and cost estimating support with the goal of rapidly demonstrating value. Our SMEs are well versed in GAO principles for cost estimating, planning, programming, budgeting, and execution (PPBE), and capital planning and investment control (CPIC) policies and processes.

#### Relevant Experience

## TSA IPMSS BPA

Agency	Contract Number & Project Name	Total Contract Value	Period of Performance
TSA	70T04020F1NAP8005 ITMSS	\$78,567,090	9/30/2020 – 9/29/2024
Relevance to Task Area			
RELI leads annual Spend Plan and RAP cycles by developing the necessary data, tracking forecasting efforts, and implementing process improvements. Our financial management SMEs partner with internal stakeholders to confirm and ensure data accuracy and educate and aid program offices in the timely development and reporting of their funding data for Spend Plans and RAPs.			

### Planning Support

RELI has assisted TSA programs and portfolios in planning appropriate resource needs to meeting their goals and objectives. This includes multi-year and current year assessments to identify business priorities, processes, and business improvement strategies.

### Relevant Experience

Agency	Contract Number & Project Name	Total Contract Value	Period of Performance
TSA	70T04020F1NAP8005  ITMSS	\$78,567,090	9/30/2020 – 9/29/2024
Relevance to Task Area			
On the ITMSS task order, RELI provides strategic management support that assists TSA through activities such as updating program plans to outline the customer's vision, facilitating and coordinating meetings, preparing special studies and data analyses, and supporting key deliverables. RELI supported the TSA IT Strategy document that aligned the priorities and objectives of TSA IT with the broader goals outlined in DHS and Administrator Intent 3.0. RELI also provides strategic planning support by reviewing scope documents, statements of work, and performance work statements. In addition, our team facilitated the FY22 and FY23 ITGIL Goals Implementation Plan and contributed to strategy discussions and facilitation of integrated planning team meetings.			

### Finance and Budget Support

RELI integrates into the TSA environment as an SME to assist with financial management and cost estimating support with the goal of rapidly demonstrating value. Our SMEs are well versed in GAO principles for cost estimating, planning, programming, budgeting, and execution (PPBE), and capital planning and investment control (CPIC) policies and processes.

### Relevant Experience

Agency	Contract Number & Project Name	Total Contract Value	Period of Performance
TSA	70T04020F1NAP8005  ITMSS	\$78,567,090	9/30/2020 – 9/29/2024

## TSA IPMSS BPA

### Relevance to Task Area

RELI leads annual Spend Plan and RAP cycles by developing the necessary data, tracking forecasting efforts, and implementing process improvements. Our financial management SMEs partner with internal stakeholders to confirm and ensure data accuracy and educate and aid program offices in the timely development and reporting of their funding data for Spend Plans and RAPs.

## 11/14/2023 – Cybersecurity & Infrastructure Security Agency (CISA) JCDC Planning Office Support

Agency & Contract Name	Position	Total Contract Value	Period of Performance
Transportation Security Administration (TSA) Information Technology Mission Support Services (ITMSS)	Prime	\$83,453,153.20	09/30/20 - 09/29/24
<b>Description of Services:</b> RELI currently supports the Transportation Security Administration (TSA) as prime on the Integrated Program Management Support Services BPA contract (IPMSS). RELI's Information Technology Mission Support Services (ITMSS) call order combined five existing contracts to create one unified program to support five IT Divisions—End User Services (EUSD), Information Assurance and Cybersecurity (IAD), Mission Support (MSD), Operations & Engineering (OED), and Information Technology Government and Industry Liaison (ITGIL). RELI provides strategic planning and support services for TSA's Information Assurance and Cybersecurity Division, such as creating system vulnerability documentation, managing the Cybersecurity Roadmap Implementation Plan, Cybersecurity Workforce Analysis, and TSA Cyber Incentive Program(s). We guide CORs, managers, and subject matter experts and recommend acquisition strategies and process improvements. We monitor PR package statuses, report progress against planned milestones, due dates, ITAR submissions, and awards, and make recommendations for managing critical procurement timelines and levels of effort. The ITMSS team has provided Acquisition support for 283 Purchase Requests (PRs). PR Packages contain Statements of Work (SOW), Market Research, Justification (J&A), and Independent Government Cost Estimations (IGCE). Technical review of source selections, Appendix A (508 Compliance Document), Statement of Objectives (SOO), which ITMSS IAD team members review, revise, and advise.			

## 10/10/2023 – CMS Department of Health and Human Services (HHS) Centers for Disease Control & Prevention (CDC) HIV Prevention Homeless Youth

Contract Name	Customer Name	Customer POC	Total Contract Value	Period of Performance	Is there a CPARS available?
Information Technology Mission Support Services (ITMSS)	Transportation Security Administration (TSA)	Megan Orloski (Nasir), COR, 571-227-1578, <a href="mailto:megan.orloski@tsa.dhs.gov">megan.orloski@tsa.dhs.gov</a>	\$83,453,153.20	09/30/20 - 09/29/24	Yes
<b>Description of Services:</b> RELI's Information Technology Mission Support Services (ITMSS) call order combined five existing contracts to create one, unified program to support five IT Divisions—End User Services (EUSD), Information Assurance and Cybersecurity (IAD), Mission Support (MSD), Operations & Engineering (OED), and Information Technology Government and Industry Liaison (ITGIL).					

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Related to market research, the ITMSS IAD and ITMSS OED team assists TSA IT with developing and tracking Purchase Requisition (PR) packages throughout their fiscal year and provides ad hoc support. We perform document and artifact reviews including Market Research Reports, Justification and Approvals (J&R), Statements of Work (SOW), Independent Government Cost Estimates (IGCE), Evaluation Criteria, Requests for Equitable Adjustments (REA) with supporting Analysis Memorandums, and Determinations and Findings. We provide guidance to CORs, managers, and subject matter experts and recommend improvements to acquisition strategies and processes. We monitor PR package statuses and reports progress against planned milestones, due dates, ITAR submissions, and awards and make recommendations for managing key procurement timelines and levels of effort. The ITMSS team provided Acquisition support for 283 Procurement Packages (PRs) to date. PR Packages contain Statements of Work (SOW), Market Research, Justification (J&A), Independent Government Cost Estimations (IGCE). Technical review of source selections, Appendix A (508 Compliance Document), Statement of Objectives (SOO) which ITMSS IAD team members review, revise and advise. All PR artifacts are stored in individual folders within specified TSA iShare sites and are reviewed, monitored and tracked daily as part of support activities.

Related to training, RELI's ITMSS Team developed a comprehensive onboarding training which provides a high-level overview of the Department of Homeland Security (DHS), TSA, the ITMSS Contract and support areas and various contract logistic activities to ensure compliance. The onboarding program prepares newly hired staff with foundation knowledge of the TSA organization and processes that support TSAs mission, vision and values. Furthermore, the on-boarding program reduces the learning curve for new staff members and helps to effectively support TSA customers. RELI also designed, developed, and maintains a Certification Tracker, a custom SharePoint application that provides a single-source tracking tool for TSA staff professional certifications and training. It helps staff members stay current with required certifications and training and minimizes the risk of expired certifications by sending staff members notifications before their certifications expire.

## 08/25/2023 – CISA SED risk management

Customer & Contract Name	Total Contract Value	Period of Performance
TSA Enrollment Services and Vetting Programs (ESVP), Program Management and Support Services	\$52,729,243.88	06/17/20 - 06/16/25
<b>Description of Services:</b> RELI Group supports the TSA Enrollment Services and Vetting Programs (ESVP) office by providing comprehensive program management support services. Our team supports TSA's mission through strategic consulting, management, scientific, and technical support services for programs and project initiatives or functions required, authorized, or serviced by the Intelligence and Analysis (I&A) division. The support services are essential to ESVP projects, operations, initiatives, and other vital stakeholders supported by an I&A-managed program, project, and initiative where the use of strategic consulting, management, and technical support services is TSA I&A mission-related.		

## 8/21/2023 - CERT Review Contractor - Sources Sought Notice (SSN)

**Experience with Developing and Maintaining Robotic Process Automation (RPA) Solutions**

## TSA IPMSS BPA

### **TSA Information Technology Mission Support Services Program Management Support Services (ITMSS):**

Team RELI built a proof of concept to assist TSA in collecting, categorizing, and adjudicating industry and stakeholder comments on draft policy. We briefed Aviation and Air Cargo stakeholders on an automation platform called UiPath and are currently preparing to brief an industry working group on ways they can support the future automation initiative by standardizing the way they provide comments and what information to include. This is part of an ongoing effort to reduce TSA's time to adjudicate comments, and, ultimately, to publish new or revised policy programs more quickly.

### **8/10/2023 - National Science Foundation (NSF) - Information Technology Solution Integration Services (ITSIS)**

<b>Contract No.:</b> 70T05019A9NMED049	<b>Contract Name:</b> DHS/TSA BPA Enterprise-Wide Integrated Program Management Support Services (IPMSS) BPA
<b>Performance Dates:</b> 05/10/2019 – 05/09/2024	<b>Location:</b> Multiple contractor sites nationwide, including remote office locations
<b>Dollar Value:</b> \$276,000,000	<b>Issuing Organization:</b> Department of Homeland Security, Transportation Security Administration
<b>Brief Description of the Work:</b>	
RELI supports the TSA through our single award, HUBZone set-aside BPA valued at \$276 million over five years. RELI currently supports multiple active TOs with hundreds of full-time equivalents (FTEs) creating a presence that extends to numerous TSA offices. Part of TSA's mission is to secure the nation's airports, roads, bridges, railroads, pipelines, and coast lines. In support of this, we provide comprehensive program management services including general program and project management support, acquisition management, strategic planning, business process analysis, customer experience, knowledge management, financial management, cost estimating support, and administrative management support. We provide TSA leadership with audit support services during Government Accountability Office audits.	
<b>How the Contract is Similar in Scope and Complexity to this BPA:</b>	
<b>Scope:</b> The contract is an agency-wide BPA available to all TSA components to obtain support as defined by the nine task areas in the scope of work. To achieve the desired results across the BPA, we tightly integrate into the TSA culture by blending industry-leading methodologies with TSA's standard approved processes, allowing for capacity and consistency. The current workload of this BPA consists of 24 active TOs, spans 16 TSA offices, and employs more than 250 FTEs. The BPA team has also successfully closed out an additional 15 TOs. <b>Complexity:</b> Over the last four years, the TSA IPMSS BPA has grown exponentially. It began with three TOs and approximately 30 staff in the base year while in the most recent contract year encompasses eight times as many concurrent TOs. <b>At one point, the team prepared responses to seven TOs in one month, including technical and pricing proposals, staffing plans, and management plans.</b> At peak workload, more than 300 FTEs supported the BPA. Achieving growth of this size and pace while maintaining superior performance demonstrates RELI's ability to	

simultaneously kick-off and transition-in TOs, meet delivery schedules, and successfully close out operations on a continuous basis.

**How the Effort Supports One or More of the Technical Areas Envisioned for this BPA:**

**SharePoint:** RELI provides Knowledge Management Support services for multiple divisions serving multiple stakeholders that incorporate knowledge management best practices to design standardized taxonomies, build new SharePoint sites, reorganize existing sites, implement document management best practices, and provide documentation services. RELI provides operations, maintenance, enhancements, defect management, and manages system performance of SharePoint-based custom tools and databases. These tools are essential to helping TSA IT's day-to-day operations and to house large data sets. These data sets are used for data calls and service level agreement and service level requirement performance measurements. In addition, we use SharePoint to deliver content management, collaboration, and communications capabilities on a TSA-wide portal called iShare. iShare is the central web portal for all TSA employees, allowing members to organize and manage information for easier access and use. Policies, procedures, regulations, safety guidelines, security requirements, training, and essential operations information are available on this SharePoint platform. To support the Office of Strategic Communications & Public Affairs, we leverage Kanban boards to prioritize and monitor the progress of work. We use SharePoint to build websites, integrate with external data sources, create workflows to facilitate collaboration and knowledge sharing, and foster improvements to business and IT processes. **eRecords:** RELI supported senior staff at the Transportation Security Operations Center (TSOC), including Command Duty Officers and Supervisory Air Marshals in Charge, to provide data-driven recommendations related to data collection, analysis, and utilization capabilities. RELI helped improve TSOC operations based on changing priorities to better align TSOC's capabilities with present and future mission needs. **Robotic Process Automation (RPA):** RELI built a proof of concept to assist TSA in collecting, categorizing, and adjudicating industry and stakeholder comments on draft policy. We briefed Aviation and Air Cargo stakeholders on an automation platform called UiPath and are currently preparing to brief an industry working group on ways they can support the future automation initiative by standardizing the way they provide comments and what information to include. This is part of an ongoing effort to reduce TSA's time to adjudicate comments, and, ultimately, to publish new or revised policy programs more quickly. **Web Content Management:** RELI supported TSA to identify the agency's highest-impact customer journey (airport security checkpoint screening), collect feedback, and submit the data to the Office of Management and Budget on a quarterly basis. RELI provided support in aligning TSA leaders to a shared vision for customer experience (CX) and top CX priorities; the customer ecosystems, journey maps, personas, and analytics; and identifying, prototyping, and piloting CX improvement initiatives.



RELI's TSA CX project team brought experts in customer and employee experience, organizational development, human-centered design, analytics, and change management.
<b>How the Effort Addressed Stakeholder Management:</b>
<p>RELI has worked closely with more than 60 TSA stakeholders, including other DHS agencies, to develop customized program strategies that bring together the most effective program management tools, processes, and procedures while adapting to the unique needs of TSA and its staff. Across our TOs, both active and completed, we successfully manage schedule, cost, risk, and quality management objectives. Under the <b>Enrollment Services and Vetting Programs (EVSP)</b>, RELI regularly provides reports and consultative guidance to program leadership and government stakeholders. This reporting assists management in their decision-making processes and keeps them apprised of industry trends related to current and future Secure Flight and Crew Vetting initiatives. In 2022, RELI organized a two-day offsite to engage EVSP Office and Branch leadership in a series of interactive exercises designed to challenge their thinking and inform ESVP's collective decisions about its future and how to get there. The offsite resulted in a cohesive set of objectives, outcomes, and initiatives that guided ESVP in advancing its mission and identifying a strategy and vision for the next three years. TSA concluded it would be beneficial to share the resulting briefing with other TSA programs (e.g., Customs and Border Protection and Immigration and Customs Enforcement) to help drive cross-agency coordination, ensuring future outcomes are met and travelers' safety and security are preserved.</p> <p>In another scenario, RELI's <b>IT Mission Support Services</b> combined five existing contracts to create one, unified program to support five IT Divisions at TSA. Our team members provide recurring weekly and monthly Independent Verification and Validation reports which TSA relies on to manage the IT Management, Performance Analysis and Collaborative Technologies contractor.</p>
<b>How the Effort Overcame Changes with Various Distributed Stakeholders:</b>
<p>In response to a major national security emergency, RELI was challenged to reassign 40% of our Aviation Policy resources to provide surge support to the Surface branch while maintaining the same level of support for Aviation Policy. RELI engaged with stakeholders and, after assessing the request, provided staff utilization and deliverable impact analyses. Due to competing requirements, the Aviation Policy branch needed to prioritize our workload due to reassignment of resources to Surface Stakeholders affecting the Aviation, Air Cargo, and Surface Divisions in Aviation Policy. To meet this challenge, our Program Manager maintained a resource utilization plan that provided the transparency TSA needed with a view of task activity (current and future) at a resource level allowing us to shift work assignments while continuing to support active projects. RELI established biweekly touchpoints with the Aviation Policy Branch Manager to discuss resource utilization, competing priorities, and new projects. Because of the longevity of our staff and their cross training, we were able shift work assignments to other team members without impacting performance or quality.</p>

## 7/21/2023 - FEMA Enterprise Acquisition Support Services RFI

On the **Information Technology Management Support Services (ITMSS)** call order, RELI assists 5 TSA IT divisions with developing and tracking more than 283 Purchase Requisition (PR) packages,

## TSA IPMSS BPA

including reviewing Market Research Reports, Justification and Approvals (J&A), Statements of Work (SOW), Independent Government Cost Estimates (IGCE), Evaluation Criteria, Requests for Equitable Adjustments (REA) with supporting Analysis Memorandums, and Determinations and Findings. We provide guidance to CORs, managers, and SMEs by recommending improvements to acquisition strategies and processes, monitor PR package statuses, report progress against milestones, conduct technical reviews of source selections, and provide Appendix A (508 Compliance Document), and Statement of Objectives (SOO) support. We developed and used automated tools to easily monitor key System Engineering Lifecycle (SELC) metrics and reveal trends that would otherwise go unnoticed. Our custom databases track financial information, project approvals, lifecycle costs, purchase requisitions, physical assets, virtual assets, service level agreements, change requests, and contractor deliverables. Using purpose-built data tools reduces manual work and our team completes IV&V contractor review tasks more efficiently, responds to data calls quickly, and delivers higher quality reports.

RELI's ITMSS team also supports the TSA Mission Support Division (MSD) Capital Planning and Investment Control (CPIC) team that manages a \$1.6B annual Information Technology (IT) investment portfolio consisting of multiple business cases and monthly IT dashboard reporting requirements. RELI leads annual Spend Plan and RAP cycles by developing the necessary data at various levels, tracking forecasting efforts, and implementing process improvements. Our financial management SMEs partner with IT MSD Budget and Finance and Cost Estimating Branches to confirm and ensure data accuracy and educate and aid program offices in the timely development and reporting of their funding data for Spend Plans and RAPs. To perform data management and reporting activities, we use electronic CPIC systems such as DHS Investment Evaluation, Submission, & Tracking (INVEST) to develop business cases and complete performance reporting. After developing business cases, we lead kickoffs and team meetings while collecting input and performing reviews throughout the process to ensure a high-quality annual submission. We support the business case process by regularly updating Risk Management Plans, Operational Analyses, and IPT Charters which are critical to TSAs IT Modernization and strategic planning efforts.

For the **Checkpoint Baggage Technology Division (CBTD)** call order, RELI supported the TSA through several Original Equipment Manufacturer (OEM) led preliminary design review (PDR) and critical design review (CDR) events including the Reveal Cybersecurity Remediation PDR, Reveal Cybersecurity Remediation CDR, Reveal On Screen Alarm Resolution Protocol in the Checked Baggage Resolution Area PDR, and Leidos Network Remediation CDR. Our support included providing comments on OEM materials—including post-implementation review (PIR) slides as part of EBSA's first joint Decision Brief/PIR event, organizing comment trackers, taking minutes and providing meeting planning and administrative support.

"The TSA CPIC Team's effort resulted in early submission to DHS and green scores ahead of the initial submission deadline. Congratulations to MSD team members... and support contractors **Kevin Shortall, Jahnvi Iyer, and Beatriz Urdininea** for all the hard work to make this happen." *RELI employees recognized in the MSD IT Weekly Summary 09-01-2022*

RELI also supports TSA's Electronic Baggage Screening Program's (EBSA) Bi-Weekly, Monthly, and Quarterly Integrated Program Team (IPT) meetings including the System Engineering IPT, the Test and Evaluation IPT, the Airport Projects IPT, and the EBSA IPT. RELI has supported all bi-annual EBSA Program Management Reviews (PMR) since Q4 FY2020 by developing the meeting agenda/content, developing/maintaining distribution lists, facilitating the meeting/meeting invitation, and documenting action items as needed. EBSA has supported a number of TSA ARB-like events, including the decision brief presented to the TSA Component Acquisition Executive to approve a change to a critical End of Life Component for the Smiths Detection CTX 9800 and the pre-brief/decision brief and decision memorandum for the CTX 5800 7.2 algorithm.

### **PWS 2.2 Acquisition Policy Support**

RELI assisted TSA's **Acquisition Program Management (APM)** office in achieving various Acquisition Decision Events (ADE) approvals for the TSA Checkpoint Technology Division (CTD). Our team's understanding of this process enables us to assist with each phase of the acquisition lifecycle framework (ALF) to achieve a successful ADE and tailor it when applicable to seek efficiencies and best meet FEMA's mission needs.

Our team members have fostered strong working relationships with program liaisons within TSA's Acquisition Advisory Directive (AAD), cost support within Enterprise Services, and DHS's Office of Program Accountability and Risk Management (PARM) to coordinate and complete approval requirements at both TSA and DHS. RELI led and supported efforts for the Credential Authentication Technology (CAT) re-baseline of Full Operational Capability (FOC) to improve the posture of passenger identity verification at airports, reviewed and updated the APB to include cost and schedule parameters and milestones to meet new objectives, and developed, managed, and engaged with PARM to communicate risks in compliance with DHS guidance. The team created and edited the Enterprise Architecture Board (EAB), Acquisition Review Team (ART), and Acquisition Review Board (ARB) presentations. For the DHS Level 1 Checkpoint Property Screening System (CPSS) program, our team developed and implemented a spreadsheet-based cost model to forecast program costs and procurements through FOC in FY22 enabling the program to provide more accurate procurement forecasting, management of their integrated funding profile, and reporting to TSA leadership, OMB, and GAO.

### **PWS 2.3 Coaching, Awareness, and Training**

In support of the TSA **ITMSS** program, RELI developed and delivered market research acquisition training materials, coaching support, and brown bag training sessions on procurement package artifacts such as: Independent Government Cost Estimate (IGCE), Market Research (MR), Justification and Approvals (J&A), and SOW development. The team developed and scheduled the training sessions in a way that demonstrated how each of the artifacts is unique and stands alone, yet also how the artifacts depend on and complement each other. "This enlightened the federal staff and reduced their frustration about what they had previously perceived as duplicative work."

More broadly, in support of TSA **APM**, RELI has delivered comprehensive training development and delivery services in Instructor-Led standards-driven acquisition training and APM's Acquisition Workshop program. These courses are designed and developed by highly qualified and experienced instructional systems designers and leaders in federal acquisition and program and project management. The courses are delivered by highly qualified and experienced training facilitators. Our training cadre stays up to date on all laws, statutes, and regulations using continual research and monitoring to ensure all APM courses remain current and relevant to current policies and processes.

RELI works with APM to define workshop target audiences for marketing outreach. We develop a marketing strategy to attract interest in the workshops by designing effective and enticing marketing materials and content, as well as provide updates to marketing materials as needed. We also implement the marketing plan and monitor and measure it for success.

RELI develops a list of workshops and maintains the master schedule of workshop dates. We make all arrangements to reserve and set up training rooms including all communications and manage training equipment inventory and set up for each session. Team RELI keeps a record of who registered and attended and deliver certificates to attendees.

Our administrative staff ensure all course offerings and scheduling are up to date on TSA's intranet, ensuring course enrollment statistics are accurate. Our staff also compiles and analyzes training statistics and provides recommendations and advice to TSA ensuring APM employees continue to receive timely and relevant training. We use these statistics to conduct a demand analysis that allows

## **TSA IPMSS BPA**

us to recommend several instructor-led offerings, web-based training, and topics for new offerings based on acquisition trends and TSA workforce training needs.

RELI develops and maintains all Standard Operating Procedures (SOP) and marketing material on a continual basis. We partner with APM staff to ensure all material reflects updates to APM policies, regulations, and goals. As SOPs are updated, they are submitted to a “virtual” review board comprised of both Team RELI and OAPM representatives. We then conduct a review of existing SOPs and related documentation and develop new or revise existing SOPs as training needs and requirements dictate.

RELI develops one or more methodologies to collect data for acquisition workshop analysis. Once the data is collected it is analyzed to examine course survey responses, who attended versus who enrolled, opportunities to enhance the workshop content, and any need to update content due to changing directives, regulations, or SOPs.

### **PWS 2.4 Support Onboarding, Knowledge Transfer, and Transition**

Through our five year engagement with TSA, RELI understands the DHS vetting and credentialing process with all of its timelines and risks. To ensure smooth onboarding, RELI’s human resources team and program management stay in contact with all candidates throughout the vetting process, serving as a point of contact for both CORs/program management and the candidate. We connect with candidates weekly throughout the vetting process, ensuring all steps of the vetting process are completed in a timely manner.

Once an employee is onboarded, each contract’s leadership works directly with the project COR and program team to onboard the employee to the project. This includes ensuring that the employee obtains any Government Furnished Equipment (GFE) as quickly as possible and has access to all required files, folders, and SharePoint sites to obtain all applicable information and briefings.

During contract transitions, we work with the incumbent to ensure as smooth a transition as possible, closely reviewing existing documentation and, if feasible, have RELI employees work alongside the incumbent, physically or virtually, to ensure information not captured in documents is also retained.

Across the IPMSS BPA, RELI uses knowledge management best practices to support TSA.

Knowledge management involves ensuring that all organizational information is:

- Retained preferably digitally
- Accurate with information integrity and checks for corruption
- Current by purging outdated information
- Relevant by directly relating to the organization in question
- Safe with mature provisions for cybersecurity
- Private with strong provisions for privacy (as required)
- Available via appropriate channels for the intended audience, such as mobile, online, and/or offline channels
- Accessible with user-friendly designs/plain language copy
- Backed up to prevent intentional or unintentional loss of information

We utilize this documentation to both onboard new team members as well as transition to new vendors as required by TSA.

## 06/09/2023 - Centers for Medicare & Medicaid Services (CMS) Health Plan Management System (HPMS) - Website Maintenance and Enhancement Services

Contract Name	Agency	Total Contract Value	Period of Performance
Information Technology Mission Support Services Program Management Support Services (ITMSS)	Transportation Security Administration (TSA)	\$78,567,089.56	09/30/20 - 09/29/24
<p><b>Description of Relevance Services:</b> The ITMSS call order combines five separate tasks orders supporting five TSA Information Technology (IT) divisions – the Operations and Engineering Division (OED), End User Services Division (EUSD), Information Assurance and Cybersecurity Division (IAD), Mission Support Division (MSD), and the Information Technology Government and Industry Liaison Division (ITGIL). These divisions support over 60,000 users at TSA headquarters and other locations around the world.</p> <p>RELI provides project management support to TSA with technical, operational oversight, and advisory support to deployment project activities. These activities include managing cost, schedule, and scope to ensure objectives of projects are met; defining and adapting Industry Standards to provide streamlined oversight in support of Project Management; developing and maintaining consistent and repeatable deployment; leading requirements gathering and analysis, data collection, systems and tools, and support to deliver project requirements needs.</p>			

## 05/09/2023 – DHS CISA; Cyber Safety Review Board (CSRB) Support

TSA Administrative Support/Technical Editing Support Aviation and Surface Transportation Security Advisory Committees (ASAC/STSAC)	
Customer Name and Address	Transportation Security Administration (TSA); 6595 Springfield Center Drive, Springfield, VA 22150
Name and Contact Information of Reference that can Substantiate the Work Performed	Steven Galotti (COR); (571) 227-3336; <a href="mailto:Steven.Galotti@tsa.dhs.gov">Steven.Galotti@tsa.dhs.gov</a>
Dates of Contract Performance	12/08/2021 – 12/07/2022
Contract Type and Total Value	FFP / \$200,287.20
Description of Services Performed	
<p>RELI Group provided administrative, technical editing, and communications support to the Surface Transportation Advisory Committee (STSAC) and the Designated Federal Official (DFO). RELI staff assisted in developing the STSAC Roadmap and supported STSAC and subcommittee meetings by creating agendas, read-ahead, and meeting minutes. Team RELI also supported TSA's response to the Colonial Pipeline cyber-attack by assisting with meeting facilitation and providing meeting minutes. STSAC is a public/private partnership comprising TSA SMEs and industry representatives who advise the TSA Administrator on essential matters facing the surface transportation ecosystem and America's pipeline system.</p>	
Project's Relevance to PWS Tasks	
<p><b>Relevance to Task 1 Contract Management:</b> RELI Group utilized existing templates, tools, and processes developed to support other TSA offices and tailored them to STSAC's needs. Team RELI used monthly Program Management Reviews (PMRs) to review past and planned activity, staffing needs, risks, issues, and overall customer satisfaction.</p> <p>Team RELI provided program management support to the STSAC DFO in communications and meeting support for the full STSAC meetings and the meetings of the four STSAC subcommittees. Our staff assisted with meeting planning and compiling and editing the STSAC Roadmap.</p> <p>Our RELI Corporate PMO actively supports RELI delivery teams by providing best practices, templates, and other tools and monitoring the performance of all our contracts/task orders. <b>The Corporate PMO includes monitoring and controlling all active task orders through a monthly Project Management Review (PMR).</b> For each Contract and Task Order, PMRs are where the <b>Project Manager provides a status from a deliverable, risk, schedule, staff, subcontractor performance, and customer satisfaction.</b></p> <p>Leveraging internal referrals, RELI's recruiting database, third-party recruiters specializing in government recruitment, and direct resume submission through our Career Portal. Our recruiting team maintains contact with these resources once hired as they progress through the suitability process. <b>Our recruiting team reaches out to the candidate providing PERSEC processing updates and any risk factors with the candidate, such as additional job offers or potential delays in beginning work. In this competitive market, we have invested in critical positions by onboarding a candidate at RELI's cost until final suitability.</b></p>	

## TSA IPMSS BPA

Our HR administration team provides a work environment founded on trust, integrity, and respect. They ensure our employees are cared for from a benefit and compensation perspective. **Our HR team is available to our staff to address any issues/ concerns.**

Our Finance team manages invoices. As RELI has grown, our back-office team and benefits have grown in line with employee and contract growth.

Contract onboarding activities include helping new hires navigate the vetting process, complete required government forms, obtain Personal Identity Verification (PIV) cards, acquire Government Furnished Equipment (GFE), and gain access to the information systems they will use daily to perform their contractual duties. The most important aspect of the onboarding process is a series of briefings designed to help new staff members understand the TSA's mission, organizational structure, policies, IT processes, and contract logistics.

TSA issues PIV cards to all vetted employees and contractors. For Personal identification (badge), PC login, building access, and day-to-day support work on RELI's task orders.

At the TSA contract, staff must use TSA-provided government-furnished equipment (GFE) to perform their support duties. The RELI PM coordinates with TSA regarding the request for GFE and schedules the appointments for pickup. Tracking GFE inventory as part of contract administration duties, the RELI PMs maintain the inventory of all GFE in use on the programs they manage.

At TSA, technical support staff may require a different level of system access to support our TSA customers. During onboarding activities, we promptly submit the PAR to the right TSA POCs following TSA processes.

Program offboarding activities include collecting all Government Furnished equipment (GFE) and PIV badges for the contractor to ensure TSA property is returned and accounted for.

**Team RELI documented our reporting approach with quality checkpoints facilitating communication across the program team, COR, subcontractors, and other stakeholders as part of our monthly status reviews.** This communication approach incorporated the collaboration of stakeholders through the SAFE methodology. **The scope of reporting techniques and key communications includes planned and unplanned, structured and unstructured communication reporting requirements.** These plans include various TSA Stakeholders (public and private), their processes, and the establishment of new procedures to identify and execute the maintenance of consistent communications levels. We also define and use templates for status reporting of all components supporting ASAC/STSAC functions, all new and ongoing activities, and program deliverables.

*Relevance to Task 2 Cybersecurity-Related Administrative, Program Management, and Drafting Support:* TSA ASAC STSAC task order (ASAC II): For those programs or events that are high visibility and include industry and TSA senior leadership, such as ASAC, STSAC, and relevant subcommittees, our teams provide extensive support to the committee meetings to include planning and preparation activities, agenda development, presentation preparation, capturing meeting minutes, and ad-hoc day-of support. Our facilitation and support efforts are critical to ensuring these meetings are productive and valuable to attendees.

RELI worked closely with more than **60 TSA stakeholders to develop customized program strategies that bring together the most effective program management tools, processes, and procedures while adapting to the unique needs of TSA and its staff.**

Industry engagement is at the core of STSAC's mission and central to Team RELI's support. RELI staff worked with the DFO and other TSA SMEs to engage with industry partners efficiently and effectively on cybersecurity and other essential matters. Team RELI supported the work of the four STSAC's Security Risk and Intelligence, Cybersecurity Information Sharing, Insider Threat, and Emergency Management and Resiliency subcommittees. **We assisted the subcommittees with meeting facilitation, agenda development, meeting minutes, action item tracking, and drafting communication products.**

*Relevance to Task 3 Cyber Research Services and Cyber Forensics Support:* Team RELI assisted in reviewing and adjudicating alternate measure requests submitted by industry stakeholders in response to TSA's proposed new cybersecurity directive. RELI staff **worked closely with TSA SMEs who evaluated over 400 alternate measure requests** and determined if the Agency would accept them. Team RELI tracked those decisions and reported daily metrics to TSA leaders and Stakeholders—the importance of these transcribed documents aided in **creating the Security Directive Pipeline-2021-02C in July 2022.**



## 04/28/2023 - Defense Health Agency (DHA) E-Commerce Operational Systems Support (EOSS)

Contract Name	Customer Name	Customer POC	Total Contract Value	Period of Performance	Is there a CPARS available, yes or no?
Information Technology Mission Support Services Program Management Support Services (ITMSS)	Transportation Security Administration (TSA)	Megan Orloski (Nasir), COR 571-227-1578 <a href="mailto:megan.orloski@tsa.dhs.gov">megan.orloski@tsa.dhs.gov</a>	\$78,567,089.56	09/30/20 - 09/29/24	Yes

**Description of Services:** RELI Group provides support program management and independent verification and validation (IV&V) support for TSA to the five TSA IT divisions and the TSA HQ in Springfield, VA. The ITMSS call order combines five separate tasks orders supporting five TSA Information Technology (IT) divisions – the Operations and Engineering Division (OED), End User Services Division (EUSD), Information Assurance and Cybersecurity Division (IAD), Mission Support Division (MSD), and the Information Technology Government and Industry Liaison Division (ITGIL).

Example of our support includes:

**Operational Support:** RELI supports the Project Management Office (PMO), which defines and maintains standards, compliance, guidelines management within the contract. On the TSA ITMSS contract, the PMO oversees, supervises and reviews all contractor staff work products to ensure deliverables are submitted on time, at an acceptable level of quality. The PMO consists of the Program Director, Two PMs and the Project Coordinator and QA Specialist.

**Application Development:** RELI has designed, developed, and maintained several custom applications that support TSA IT asset management, staff certifications, training, contract monitoring, and system configuration change management.

**Systems Engineering Life Cycle (SELC) Support:** For SELC data analysis and reporting, RELI develops and uses custom database tools to collect information, consolidate data from multiple sources, process data, automate IV&V review workflows, and generate comprehensive reports. The automated tools make it possible to easily monitor key SELC metrics and reveal trends that would otherwise go unnoticed. Our custom databases track financial information, project approvals, lifecycle costs, purchase requisitions, physical assets, virtual assets, service level agreements, change requests, and contractor deliverables. Using purpose-built data tools reduces manual work and our team to complete IV&V tasks more efficiently, respond to data calls quickly, and deliver higher quality reports.

**Data Management:** At TSA IT-OED, RELI provides data sciences support services collecting, maintaining, tracking, analyzing, reporting of TSA infrastructure data across the entire TSA enterprise through various technical solutions utilizing WebEOC data as part of the reporting responsibilities.

## 3/27/2023 – TSA IPMSS BPA Recompete Phase I

### PRIOR EXPERIENCE REFERENCE 1

#### A. Description of Specific & Recent Work [RFQ Section V.7.A.I.a]

## TSA IPMSS BPA

The Transportation Security Administration (TSA) requires strategic thinking and practical problem solving to meet its complex program management needs. RELI Group, Inc. (RELI) employs a consulting mindset and offers prior experience meeting TSA program management needs using a standards-based, metric driven approach to performance.

The soundness of our approach is substantiated by a track record of *Very Good and Exceptional CPARS* across call orders on the IPMSS BPA. In RELI, TSA maintains a relationship with a responsible and effective HUBZone prime contractor that offers TSA the lowest risk option with access to a robust roster of subcontractors. This project experience is the same in relevancy, recency, and scope as the current IPMSS BPA that RELI has held as the HUBZone prime contractor since May of 2019.

**Relevancy of Reference.** The matrix presented in **Exhibit 1**, demonstrates the depth, breadth, and magnitude that aligns directly to the IPMSS BPA Program. Individually and in totality, we demonstrate *full* coverage across tasking under this BPA.

Legend	Primary Scope Area				Agency Functional Components						Magnitude and Complexity			
<ul style="list-style-type: none"> <li>● Current Project</li> <li>■ Previous Project</li> <li>▲ HUBZone Prime</li> <li>★ Key and/or Cleared Personnel</li> </ul>	PWS Section 2 (1)	PWS Section 2 (2)	PWS Section 2 (3)	PWS Section 2 (4)	Administrator Components	IT Support	Operations Support	Enterprise Support	Security	Law Enforcement	Agency Policies and Directives	Number of Task Orders	Total Contract Value and Type	Number of Staff
TSA IPMSS BPA ●▲★	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	Yes	39	\$267m - FFP/T&M	300+

**Scope:** We continuously integrate into TSA culture using its tailored instantiations of industry standard program/project management methodologies allowing for capacity and consistency. RELI provides TSA with the following cross-cutting areas of work agency-wide: Program and Project Management, Acquisition, Financial Management, and Information Technology Program Management services.

**Magnitude:** Through 39 call orders (24 active and 15 completed), averaging \$7.2M, and 300+ staff, RELI's work spans 16 TSA offices to improve operational effectiveness. TSA has obligated \$190M in 3.5 years, with a Total Contract Value (TCV) of \$271M.

**Complexity:** RELI's support ranges from comprehensive program/project management across TSA on 39 call orders, to acquisition support on 10 call orders including the Checkpoint Technology Division program, to IT management support for 2 call orders, including Information Technology Mission Support Services, a complex project consisting of 5 call orders combined in support of 5 divisions.

### Exhibit 1: RELI Demonstrates Full Coverage Across the Scope, Components, and Magnitude and Complexity of the TSA IPMSS BPA

#### A.1 Recent Support: General Program/Project Management Support & Training [RFQ Section II PWS Section 2]

RELI worked closely with more than 60 TSA stakeholders to develop customized program strategies that bring together the most effective program management tools, processes, and procedures while adapting to the unique needs of TSA and its staff. Across our 39 issued call

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orders, both active and completed, we successfully manage the schedule, cost, risk, and quality management objectives. **Table 1** highlights examples of call orders under the BPA that are relevant to this scope of work area.

**Table 1. Examples for Section 2 PWS. General Program/Project Management Support & Training**

RELI's **Information Technology Mission Support Services (ITMSS) [TSA Call Order #70T03020F1NCIO261]** call order combined five existing contracts to create one, unified program to support five IT Divisions—End User Services (EUSD), Information Assurance and Cybersecurity (IAD), Mission Support (MSD), Operations & Engineering (OED), and Information Technology Government and Industry Liaison (ITGIL). During transition in, the team received limited support from the incumbents transitioning out, which empowered the team to establish program-wide knowledge management practices to ensure the proper documentation of all responsibilities, ensuring continuity of service (**PWS 3.1.2**). RELI's Knowledge Management support incorporates industry best practices to provide documentation support and design standardized taxonomies. RELI's developers use these taxonomies as a guide to organize and configure SharePoint components such as document libraries, folders, and lists. While reorganizing sites, knowledge managers perform audits to identify unused information assets that can be archived or deleted (**PWS 3.1.3**). Utilizing Agile methodologies, RELI's program leadership ensures the timely completion of contract deliverables and provides updates to TSA through Quarterly Management Reviews (QMRs) to ensure transparency on the team's progress against milestones, risks/issue management, and change requests. Further, RELI has supported specific TSA initiatives to improve the acquisition process for IT Security contracts, including assessing the current process, identifying opportunities for improvement, and creating/conducting training specific to the improved process (**PWS 3.1.1, 3.1.2**). RELI also supports critical day-to-day IT tasks, including tracking all TSA assets through inventory control measures, enabling accurate budget and asset forecasting while ensuring TSA is compliant with GSA asset disposal guidelines. Through this work, RELI's IT Points of Contact (POCs) have imaged more than 3,000 laptops, processed more than 5,000 property hand receipt forms, and handled more than 2,100 IT request tickets (**PWS 3.1.1**).

Under the **Enrollment Services and Vetting Programs (ESVP) [TSA Call Order #70T02020F1NOIA026]** call order, RELI regularly provides periodic reports and consultative guidance to program leadership and government stakeholders. This reporting assists ESVP management in their decision-making processes and keeps them apprised of current industry trends related to current and future Secure Flight and Crew Vetting initiatives (**PWS 3.1.1**). RELI organized a two-day offsite to engage ESVP Office and Branch leadership in a series of interactive exercises designed to challenge their thinking and inform ESVP's collective decisions about its future and how to get there. The offsite resulted in a cohesive set of objectives, outcomes, and initiatives that guided ESVP in advancing its mission and identifying their strategy and vision for the next three years. TSA concluded that it would be beneficial to share the resulting briefing with other TSA programs to help drive the cross-agency coordination needed to achieve those future outcomes (**PWS 3.1.2**). Additionally, RELI provides technical writing support that includes day-to-day document review and editing as well as support for annual reporting (**PWS 3.1.4**).

RELI provides administrative and HR specialist support to Acquisition Program Management (APM) under our IPMSS **Acquisition Program Management & Procurement Support call order [TSA Call Order #70T04020F1NAP8005]**. Our two Executive Assistants, embedded at TSA headquarters and the TSA Systems Integration Facility (TSIF), directly support the Test & Evaluation (TED) and Mission Support (MSD) directors by preparing and coordinating meetings, developing, and delivering reports and presentations, managing distribution lists, and distributing pertinent information to APM employees. Additionally, under this call order, two HR Specialists serve as Tier 1 support for APM employees using TSA's Online Learning Center's (OLC's), provide OLC compliance reports, and serve as the primary POC for vendors supporting OLC (**PWS 3.1.4**). Further, RELI's TSA Classified Security Custodian ensures compliance with Executive Order (EO), Classified National Security Information and functions as POC with TSA headquarters Security Control Point Officer (SCPO) to provide control over and evaluate the effectiveness of the office's handling and safeguarding of classified information (**PWS 3.1.1**).

RELI's **Vetting and Analysis Division (VAD) Training Team (VTT) [TSA Call Order #70T02020F1NOIA082]** provided critical curriculum development, training materials development, and delivery of new hire and special training for over 627 Federal and contractor employees including the production and presentation of in-person and virtual training sessions over the last two years. This work includes, but is not limited to, developing and delivering standard operating procedure training, systems user training, immersive call center roles training, and the flagship new hire training (**PWS 3.1.1**).

In late 2020, TSA engaged RELI to perform a full analysis and revision of the Government Accountability Office (GAO) cost estimation methodology utilized by the Screening Partnership Program (SPP) under the **SPP Screening Services Contract [TSA Call Order #70T05020F1NSPP221]**. After completing an analysis of the current state documents, we provided an updated cost estimation methodology document and Excel based estimation template. RELI's revised documents enabled the SPP office to more effectively meet program requirements established by law and provided a more efficient process in establishing financial cost estimates to set contract ceilings and provides a higher level of accuracy in reporting SPP annualized cost comparisons to Congress (**PWS 3.1.5**).

RELI's seven Federal Acquisition Certification in Contracting (FAC-C), or Defense Acquisition Workforce Improvement Act (DAWIA) certified contract specialists are embedded within TSA's **Contracting and Procurement (C&P) office [TSA Call Order #70T01020F1NOCP012]**, providing day-to-day support for new and active TSA procurements. The team has worked

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closely with our Federal counterparts within C&P to become subject matter experts with TSA's contract systems and to conduct inter-team training on the Electronic Contract Filing System and Acquisition Planning Forecast System (APFS). RELI's team members complete an average of 40 contract actions per month (PWS 3.1.2, 3.1.6).

### A.2 Recent Support: Acquisition Program Management Support [RFQ Section II PWS Section 2 SOW]

RELI integrates into the TSA environment as a subject matter expert (SME) in managing TSA acquisition strategies in accordance with DHS's Acquisition Management Directive 102-01 and its associated processes. Our expertise is grounded in our experience supporting both strategically across programs as well as operationally supporting day-to-day operations. **Table 2** highlights examples of call orders under the BPA that are relevant to this scope of work area.

**Table 2. Examples for Section 2 PWS, Acquisition Program Management Support**

RELI assisted APM in achieving various Acquisition Decision Events (ADE) approvals under **Checkpoint Technology Division (CTD) [TSA Call Order #70T04020F1NAP2054]**. Our team's understanding of this process enables us to assist with each phase of the acquisition lifecycle framework (ALF) to achieve a successful ADE and tailor it when applicable to seek efficiencies and best meet program mission needs. Our team members have fostered strong working relationships with program liaisons within TSA's Acquisition Advisory Directive (AAD), cost support within Enterprise Services, and DHS's Office of Program Accountability and Risk Management (PARM) to coordinate and complete approval requirements at both TSA and DHS (PWS 3.2.1). RELI led and supported efforts for the Credential Authentication Technology (CAT) re-baseline of Full Operational Capability (FOC) to improve the posture of passenger identity verification at airports, reviewed and updated the APB to include cost and schedule parameters and milestones to meet new objectives, and developed, managed, and engaged with PARM to communicate risks in compliance with DHS guidance. The team created and edited the Enterprise Architecture Board (EAB), Acquisition Review Team (ART), and Acquisition Review Board (ARB) presentations. For the DHS Level 1 Checkpoint Property Screening System (CPSS) program, our team developed and implemented a spreadsheet-based cost model to forecast program costs and procurements through FOC in FY22 enabling the program to provide more accurate procurement forecasting, management of their integrated funding profile, and reporting to TSA leadership, OMB, and GAO (PWS 3.2.1, 3.2.2).

For the **Checkpoint Baggage Technology Division (CBTD) [TSA Call Order #70T04022F7672N008]**, we supported the Government through several Original Equipment Manufacturer (OEM) led preliminary design review (PDR) and critical design review (CDR) events including the Reveal Cybersecurity Remediation PDR, Reveal Cybersecurity Remediation CDR, Reveal On Screen Alarm Resolution Protocol in the Checked Baggage Resolution Area PDR, and Leidos Network Remediation CDR. Support includes providing comments on OEM provided materials—including post-implementation review (PIR) slides as part of EBSP's first joint Decision Brief/PIR event, organizing comment trackers, taking minutes and providing meeting planning and administrative support. RELI also supports TSA's Electronic Baggage Screening Program's (EBSP) Bi-Weekly, Monthly, and Quarterly Integrated Program Team (IPT) meetings including the System Engineering IPT, the Test and Evaluation IPT, the Airport Projects IPT, and the EBSP IPT. RELI has supported all bi-annual EBSP Program Management Reviews (PMR) since Q4 FY2020 by developing the meeting agenda/content, developing/maintaining distribution lists, facilitating the meeting/meeting invitation, and documenting action items as needed. EBSP has supported a number of TSA ARB-like events, including the decision brief presented to the TSA Component Acquisition Executive to approve a change to a critical End of Life Component for the Smiths Detection CTX 9800 and the pre-brief/decision brief and decision memorandum for the CTX 5800 7.2 algorithm (PWS 3.2.2, 3.2.3).

On the **ITMSS** call order, RELI has assisted TSA IT with developing and tracking 283 Purchase Requisition (PR) packages, including reviewing Market Research Reports, Justification and Approvals (J&A), Statements of Work (SOW), Independent Government Cost Estimates (IGCE), Evaluation Criteria, Requests for Equitable Adjustments (REA) with supporting Analysis Memorandums, and Determinations and Findings. We provide guidance to CORs, managers, and SMEs. We recommend improvements to acquisition strategies and processes, monitor PR package status, report progress against milestones, conduct technical reviews of source selections, and provide Appendix A (508 Compliance Document), and Statement of Objectives (SOO) support. We developed and used automated tools to easily monitor key System Engineering Lifecycle (SELC) metrics and reveal trends that would otherwise go unnoticed. Our custom databases track financial information, project approvals, lifecycle costs, purchase requisitions, physical assets, virtual assets, service level agreements, change requests, and contractor deliverables. Using purpose-built data tools reduces manual work and our team completes IV&V tasks more efficiently, responds to data calls quickly, and delivers higher quality reports (PWS 3.2.1, 3.2.2). We also developed and delivered market research acquisition training materials, coaching support, and brown bag training sessions on procurement package artifacts such as: Independent Government Cost Estimate (IGCE), Market Research (MR), Justification and Approvals (J&A), and SOW development. Developed and scheduled the training sessions in a way that demonstrated how each of the artifacts is unique and stands alone, yet also

how the artifacts depend on and complement each other. “This enlightened the federal staff and reduced their frustration about what they had previously perceived as duplicative work” (PWS 3.2.4).

### A.3 Recent Support: Financial Management & Cost Estimating Support

RELI integrates into the TSA environment as an SME to assist with financial management and cost estimating support with the goal of rapidly demonstrating value. Our SMEs are well versed in GAO principles for cost estimating, planning, programming, budgeting, and execution (PPBE), and capital planning and investment control (CPIC) policies and processes. **Table 3** highlights examples of call orders under the BPA that are relevant to this scope area.

“The TSA CPIC Team’s effort resulted in early submission to DHS and green scores ahead of the initial submission deadline. Congratulations to MSD team members... and support contractors **Kevin Shortall**, **Jahnvi Iyer**, and **Beatriz Urdininea** for all the hard work to make this happen.” RELI employees recognized in the MSD IT Weekly Summary 09-01-2022.

**Table 3. Examples for Section 2 PWS. Financial Management & Cost Estimating Support**

On **ITMSS**, RELI supports the TSA Mission Support Division’s (MSD) Capital Planning and Investment Control (CPIC) team that manages a \$1.6B annual Information Technology (IT) investment portfolio consisting of multiple business cases and monthly IT dashboard reporting requirements (**PWS 3.3.1**). RELI leads annual Spend Plan and RAP cycles by developing the necessary data at various levels, tracking forecasting efforts, and implementing process improvements. Our financial management SMEs partner with IT MSD Budget and Finance and Cost Estimating Branches to confirm and ensure data accuracy and educate and aid program offices in the timely development and reporting of their funding data for Spend Plans and RAPs. To perform data management and reporting activities, we use electronic CPIC systems such as DHS Investment Evaluation, Submission, & Tracking (INVEST) to develop business cases and complete performance reporting. After developing business cases, we lead kickoffs and team meetings while collecting input and performing reviews throughout the process to ensure a high-quality annual submission. We support the business case process by regularly updating Risk Management Plans, Operational Analyses, and IPT Charters which are critical to TSAs IT Modernization and strategic planning efforts. This support often requires multiple levels of reviews and approvals, which presented efficiency and consistency challenges to the CPIC Team, including management updates taking up to 24 business hours or more to finalize. To address these challenges, we:

- Consolidated multiple tracking tools into a single forms engine to capture and present data in a collaborative environment saved the team an average of 8-10 hours/week of duplicative work and quality checks, ensuring consistent application of CPIC principles across the investment portfolio.
- Developed web-based forms to capture requirements and development of a repository of information that reduces audit reviews from 3 weeks to 1 week and, in some instances, 2 days.
- Streamlined the Azure financial report process that provides TSA IT leadership Azure financial cost data by developing three scripts to automate this validation process that reduces effort and improves productivity and accuracy.

### A.4 Recent Support: IT Program Management Support [RFQ Section II PWS Section 2 SOW]

RELI is intimately familiar with TSA’s structure for implementing and adopting new technologies including the TSA Playbook and the necessary procedures involved in the technical planning and design at TSA. **Table 4** highlights examples of call orders under the BPA that are relevant to this scope of work area.

**Table 4. Examples for Section 2 SOW. IT Program Management Support**

Under **ITMSS**, RELI maintains and manages the O&M and enhancements, bug fixes, and platform performance of five SharePoint and database custom tools (DFD, SEL, TOTAL DB, TT-OED, and MSDT), which are essential for TSA IT’s day-to-day operations. At TSA’s request, RELI replaced the Life Cycle Cost Estimate (LCCE) framework in the financial Tracking Tools for the Operations and Engineering Division (TT-OED) database with the Taxonomy Technology Business Management (TBM) framework. This effort required our database developer and engineer to reverse engineer the Visual Basic for Applications (VBA) code and conduct data cleanup to prepare the new TBM module. Our database developer also supports, maintains, and conducts VBA development updates for the IMPACT Deliverable Admin Application. From 2021 through March 2022, our developer successfully improved the functionality of the application to run without errors, resulting in increased reliability (**PWS 3.4.1**).



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ITMSS team members provide more than 17 recurring weekly and monthly Independent Verification and Validation (IV&V) reports. TSA relies on the data to manage the IT Management, Performance Analysis, and Collaborative Technologies (IMPACT) contractor. To streamline IV&V tasks, we developed custom database tools to collect and analyze metrics associated with SELC activities. For example, our team developed the Technical Configuration Diagram (TCD) Template Solution, which helps TSA customers facilitate the Request for Change (RFC) process by ensuring proposed changes to the TSA IT infrastructure are captured correctly. TCD auto-generates certain fields and validates that data adheres to TSA naming conventions and IT best practices. To ensure ongoing TCD usability and maintainability, RELI produced documentation for users, administrators, and developers. The ITMSS team continues to assist TSA with iShare migration to Microsoft 365 SharePoint Online. We facilitate Center of Excellence requests and stakeholder meetings. Additionally, we conduct SharePoint site audits, clean up document libraries, configure user permissions, document technical issues, and provide administrative support (**PWS 3.4.2, 3.4.3, 3.4.5**).

RELI partnered with IT Strategic Planning (ITSP) focus group members from across the IT enterprise to establish and develop strategic pathways for implementing the Administrator's FY21-24 ITSP objectives. We also conducted a hot wash assessment to provide TSA IAD leadership with acquisition process improvement recommendations. This assessment helped improve the information flow process, increase efficiencies, and streamline project acquisition procurements (**PWS 3.4.4**).

### Challenges, Constraints, and Risks

The volume, velocity, and variety of support rendered through the IPMSS BPA affords RELI the opportunity to manage, multi-task, and perform with solutions that help mitigate challenges, constraints, and risk, as they arise. **Table 5** provides three examples encountered during the delivery of call orders issued against the IPMSS BPA and solutions implemented.

**Table 5. Challenges, Constraints, and Risks Encountered on this Work**

**Challenge.** The reassignment of 40% of Aviation Policy resources to provide surge support to the Surface branch for a major national security emergency event with the challenge of maintaining the same level of support for Aviation Policy.

**Involved Stakeholders.** Aviation, Air Cargo, and Surface Divisions in Aviation Policy. RELI provided staff utilization and task impact analysis in support of internal TSA discussions in moving forward. Post TSA decision, RELI interacted across stakeholders engaging in task prioritization discussions and ensuring performance and quality remained consistent.

**Competing Requirements.** The Aviation Policy branch needed to prioritize RELI workload due to reassignment of resources to Surface.

**Methods Used to Prioritize.** Our Program Manager maintained a resource utilization plan that provided TSA with a view of task activity (current and future) at a resource level allowing the shifting of work assignments while continuing to support active projects. RELI established bi-weekly touchpoints with the Aviation Policy Branch Manager to discuss resource utilization, competing priorities and new projects. Based on the longevity of our staff and the cross training, we were able shift work assignments to other team members without impact on performance or the quality of our work products.

**Solution.** The solution was based on our strong customer relationship that had developed through a transparent and trusted relationship. RELI worked collaboratively with Aviation Policy by providing workable, no-cost solutions to meeting the workload of the contract. We overcame the challenge of maintaining the same level of support for Aviation Policy with 60% of FTEs through highly effective planning to ensure appropriate coverage and support with current staff. These efforts resulted in our supporting all active projects as well as new projects without any impact on performance or the level of support we provided.

**Constraint:** RELI was tasked with creating a Unified Customer Experience (CX) Vision and Communication strategy with the goal to gain consensus across TSA Leadership on what Customer Experience meant. The original plan was to hold a TSA CX Summit where TSA leaders would be brought together in a collaborative forum to gain this understanding. Planning around the approach supported an in-person session with specific tools & techniques leveraged to drive collaboration and discussion. When COVID shutdowns occurred, RELI needed to shift our approach in building a strategy around individual meetings that enabled the same result.

**Involved Stakeholders.** Christine Griggs, Assistant Administrator of Civil Rights & Liberties, Ombudsman and Traveler Engagement to conduct outreach to the TSA Executives. The TSA Executives identified by her, Director of the Traveler Engagement Division – Jose Bonilla, and Branch Manager of the Customer Service Branch – Nicole French to identify those TSA leaders key to the program's success.

**Competing Requirements.** RELI and TSA needed to balance the needs of the project – to develop the unified CX vision – with the safety of the workforce and the public health guidance from Executive Branch leadership.

**Methods Used to Prioritize.** RELI conducted strategy sessions internally to identify alternative methods of obtaining stakeholder input and buy-in. Those methods were presented to, and approved by, our direct stakeholders, Ms. Griggs, Mr. Bonilla, and Ms. French.

**Solution:** RELI and TSA stakeholders shifted to conducting individual leadership stakeholder meetings. We pivoted to find a solution that would gather the same level of high-quality information about internal and external engagement upon which to develop a unified CX vision and strategy that responded to the goals and objectives of key players. These conversations gave



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RELI a thorough view of the state of the customer experience within the agency, brought opportunities for improvement to the surface, and most importantly tuned TSA's leaders into the need for collaboration across offices. *Through the information collected in these conversations, RELI drafted the TSA-wide CX strategy, which was then shared by Ms. Griggs with her peers, and we were given the green light to move forward with five pilot initiatives to try to shift the needle of TSA's CX.*

**Risk.** The incumbent contractor had limited or no availability during transition. This impacted RELI's ability to maintain business continuity during the early months of the transition.

**Involved Stakeholders.** Contracting Officer (CO), COR, Business Stakeholders. During the transition phase, RELI engaged proactively to provide TSA status updates regarding transition activities, risks, and issues. RELI engaged with the COR to remove roadblocks during the transition process.

**Competing Requirements.** RELI understands that the incumbent and business stakeholders are key to a successful transition. Based on our experience at TSA, the incumbent does not have a focus on transition and is finalizing deliverables to close out the program, or, in the worst case, the incumbent is no longer supporting the customer.

**Methods Used to Prioritize.** RELI develops transition plans for each task order that prioritizes task delivery areas by business priority and by risk level. We work directly with the business to understand their high-level needs and focus on those areas.

**Solution.** In mitigating the risk of transition, RELI proactively deployed numerous strategies to minimize impact to business continuity. These strategies included incumbent capture, transition of TSA badged resources with similar experience to mitigate knowledge loss, transition activities that focused on high-risk delivery areas, and collaborative communication with the business.

Although not associated with a challenge, constraint, or risk, RELI continuously identifies opportunities to implement creative solutions and innovations to achieve IPMSS objectives. **Table 6** provides two additional examples.

**Table 6. Additional Challenges, Constraints, and Risks Managed and Mitigated on This Work**

**Requirement.** Multiple End User Services Division (EUSD) teams, such as the Asset Management Team, Computer Refresh Program team, and HQ support team, needed to generate lists and reports from different sources.

**Creative Solution/Innovation.** RELI built a Search Equipment Lookup tool, the ITMSS EUSD SEL Tool, that has the capability of generating listings of equipment that is used across TSA.

**Result.** This tool has become an essential part of the everyday routine for multiple EUSD teams, such as the Asset Management Team, Computer Refresh Program team, and HQ support team. The tool utilizes data from different sources like Microsoft System Center Configuration Manager (SCCM) and Sunflower to generate lists and reports. The reports are shared with TSA leadership and then used to complete tasks. TSA benefits from this tool by having the capability of generating much needed reporting; different teams count on the reports to be able to deploy assets to the field, follow up with inventory in different TSA locations, and assess the accuracy of equipment listed in two separate locations like SCCM and Sunflower.

**Requirement.** Even though TSA has their own proprietary tool, it does not notify the staff of approaching dates for renewing certifications or needs to receive credits for new levels of training. The goal is to minimize the risk of certifications expiring, which would make TSA Federal Staff unable to do their jobs.

**Creative Solution/Innovation.** RELI developed the ITMSS SharePoint Certification Tracker Tool that provides a single source of tracking information related to the TSA staff's certifications and training.

**Result.** TSA benefits because this tool will have an impact on the ease of tracking past and current certifications, and it will ensure that TSA Federal staff members get timely notifications to help them prepare to take new courses or other steps necessary to renew their current certifications, resulting in no down time due to expired certifications.

## Consolidated Response: Experience Retaining Contractor Staff

RELI offers 10 years of corporate experience leading and staffing multi-faceted teams on mission critical programmatic and strategic initiatives. On the TSA IPMSS BPA from 2019 to the present, we have filled positions in an average of 24 days. As part of onboarding, we work closely with each TSA COR to ensure the employees obtain their Personal Identity Verification (PIV) card and Government Furnished Equipment (GFE) in a timely fashion.

- RELI maintains a 90% retention rate across staff supporting work at TSA on IPMSS.
- Through employee engagement surveys, RELI has found that 90% of our staff remain with us because of our robust, benefit rich employee package as demonstrated in 2022, 2021, and 2020 annual survey years.

## TSA IPMSS BPA

To retain staff, RELI cross-trains our project team to help maintain continuity, sharpen skills, and provide leadership opportunities. We align our staff to specific clients and utilize a staffing model that allows team members the flexibility to move among projects, expand their skills, and grow into leadership roles. Our continuous recruitment lifecycle approach includes performance management with goal/career growth tracking; opportunities for certification, education, and tuition reimbursement; and a monetary bonus/merit increase structure.

**Table 14. Examples of Proven Success Retaining Staff**

**TSA ESVP:** RELI demonstrated the ability to maintain business continuity and performance by ensuring the team had the right balance of ESVP Subject Matter Experts (SMEs) and staff. *As indicated on our CPARS Contract #70T02020FINOIA026, rated Very Good in Quality, Schedule, and Management, RELI has successfully maintained a stable team “to provide consistent support to ensure that critical tasks have been either satisfied or have a solution defined that is being prepared for execution.”*

**TSA ITMSS:** RELI uses a proactive recruiting approach to meet staffing needs that includes retaining incumbent hires with valuable institutional knowledge for critical support and organizational stability of mission-focused processes at TSA. *Rated Exceptional in Quality, Schedule, and Management, our CPARS Contract #70T03020F1NCIO261, includes feedback that RELI “consistently maintained a close to 100% staffing approach...and continued to provide a seamless delivery of quality work products to TSA through diligent planning of every staff transition to minimize the impact on the services delivered and ensuring a low turnover on the ITMSS contract.”*

**TSA ITMSS/TSA EXIS:** RELI developed and implemented a Contract Onboarding Process consisting of training briefings and written materials covering important information, policies, procedures, PIV cards, GFE, email accounts, and OLC training, to ensure that the staff member is ready to successfully support TSA customers.

**TSA SCPA:** TSA added a content specialist labor category to the TSA SCPA call order in the project’s third year. RELI identified a communication specialist supporting the TSA BMSS task order whose interests and career goals aligned to the scope of the content specialist role. The employee successfully transitioned to support TSA SCPA from day one of the PoP, helped identify and onboard her backup, and continues to provide support by answering one-off questions as challenges or tasks come up that are new to her backup.

## 03/16/2023 - Centers for Medicare & Medicaid Services (CMS) Marketplace Independent Testing

### TSA Integrated Program Management Support Services (IPMSS) BPA

- Our team provides enterprise-level program management support across the TSA with 300 badged staff members supporting 16 offices across the agency including the Acquisition Program Management (APM) office. We provide reporting support across the BPA that accounts for each program's strategic plan and addresses key challenges of the acquisition lifecycle. Our reporting approach takes a strategic enterprise-wide view of risks and accounts for all critical business and mission functions.
- On our Information Technology Mission Support Services (ITMSS) task order, RELI provides Independent Verification and Validation (IV&V) by completing and reviewing compiled data while reporting on server data. ITMSS team members provide more than 17 recurring weekly and monthly Independent Verification and Validation (IV&V) reports that average 50 submissions each month.

## 01/17/2023 – TSA Enrollment Services and Vetting Programs Quality Assurance Services

### Provide details about your training program for quality assurance evaluators.

*TSA’s Vetting Analysis Division (VAD)/Security Threat Analysis Division (STAD)*

## **TSA IPMSS BPA**

RELI has a strong history of developing and providing training within the federal government. On our TSA Vetting Analysis Division (VAD)/Security Threat Analysis Division (STAD) Program Management Support Services task order, RELI is engaged to provide strategic consulting, management, scientific, and technical support services for programs, projects, initiative or functions required, authorized or serviced by TSA's Intelligence and Analysis (I&A) office. RELI supports a range of I&A consulting functions for ongoing vetting operations and maintenance support including optimization, mission support, reporting, quality control and assurance, training support, and transition support. RELI is confident that similar strategies and practices will properly train QA evaluators to meet the requirements for successful enrollment inspections.

On the VAD/STAD contract, we provided training support that is specifically tailored to I&A workforce needs, incorporating current best practices in instructional systems design (ISD) tradecraft, and ensuring training is flexible and cost-effective for diverse audiences and purposes across distant locations. We maintain and update a repository of all available training courses offered by I&A as well as communicate about the availability of those courses to support I&A in meeting their training goals and objectives.

Key elements in our training approach include:

- Creating a list of competencies required for the I&A workforce, maintaining a course catalog with training courses that are mapped to the list of competencies required, and performing an analysis of the I&A workforce.
- Reviewing the existing list of trainings and tools currently utilized by I&A and developing a standardized list of training processes and tools to help promote efficiency and support resource management.
- Working with I&A stakeholders to review new program initiatives and developing a list of the competencies needed to support the new program initiatives.
- Reviewing the existing master training plan and working with I&A and operational stakeholders to develop a training approach that addresses the new or updated initiative. After obtaining feedback, RELI updates the training approach for the new or updated initiative.

As part of our training approach, we provided New Hire Training Program, New Joiner Orientation, and Refresher Training modules. We incorporate continuous process improvement into our training experiences including using participant feedback, adopting new educational concepts, and refreshing the course with evolving events and circumstances. We collaborated with I&A personnel to update or develop means to fully gauge new hire training effectiveness through surveys, online suggestions and critiques, sampling interviews of participants. RELI will adopt a similar approach to work with ESVP stakeholders to evaluate the training's effectiveness. In addition to surveys, we may add training quizzes to measure the effectiveness of the training.

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As the training course is refined and enhanced, RELI continuously coordinated with I&A to ensure training was fully in line with all new hire orientation activities. We constantly monitored all orientation activities and verified training is coherent and aligned. Along those lines, we propose and coordinate domain and initiative awareness programs for I&A vetting and adjudication with I&A and key stakeholders. We ensure that employees receive credit for the completion of training and that it is properly recorded in management systems.