Stealth Solutions, Inc.
Response
to
Small Business Administration (SBA)
Office of Disaster Assistance (ODA)

For

Shuttered Venue Operators Grant Program (SVOG) Salesforce Software as a Service Systems Development

Sol. Number 73351022Q0138

Volume I – Technical Volume

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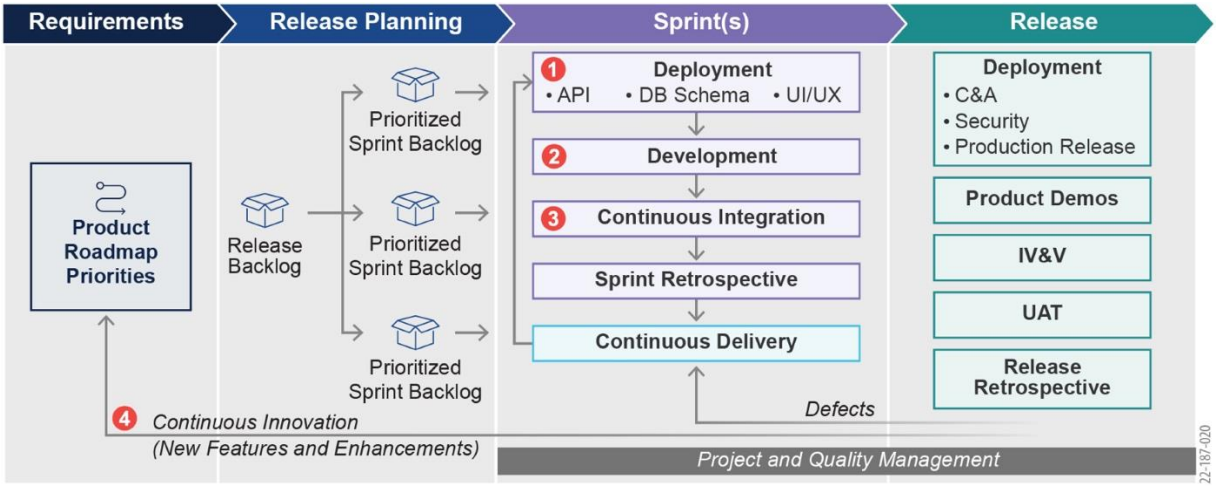
1 Factor 1 (Non-Price Factor): Technical Approach

1.1 Product Backlog Management and User Stories Sizing

Agile Development Lifecycle

Stealth has a strong history of using an Agile methodology for end-to-end software development. Our customer-centric mindset has allowed us to employ an empathic approach throughout the design process. Stealth executes our project delivery using an Agile Framework to improve efficiencies, increase collaboration, coordination of business goals, and team alignment towards a common vision. As depicted below in **Exhibit 1-1**, Stealth goes above and beyond to improve the effectiveness of delivery. The orange circled numbers show how our framework optimizes (1) design is incorporated in active development; (2) developers work to meet user story acceptance criteria in each sprint; (3) code is continuously integrated and tested to achieve a 100% working and releasable product; and (4) a feedback loop of product innovation and enhancements is executed with each release to inform the product roadmap priorities.

Exhibit 1-1. Stealth's Agile Delivery Framework



The Stealth agile team is facilitated by our Project Manager/Scrum Master (SM) who works with the SVOG Product Manager and other stakeholders (including end users and other influencers such as the SBA CIO office and the Security team) to develop the SVOG product backlog, a prioritized list of work for the development team, that is derived from the roadmap and its requirements. Product backlog serves as the foundation for iteration planning and is inclusive of epics, features, user stories, bugs, design changes, technical debates, customer requests, action items from the retrospective, etc. In collaboration with business stakeholders, a product backlog of user stories is sized, and business value is assigned for prioritization. Stealth will ensure that a well-defined Acceptance Criteria and Definition of Done (DoD) is documented with Tasks and Subtasks breakdown.

Backlog Prioritization and User Stories Sizing

The product backlog is prioritized using a two-stage prioritization method with all key stakeholders involved. In the first prioritizing stage, we encourage the participants to decide what items are not critical. Putting the low-priority items aside allows the group to spend valuable time on the higher-priority items.

During the second prioritization stage, we use a grading method for helping people reach an agreement by utilizing the Effort Impact Matrix—a simple yet powerful tool for facilitating a group conversation that clarifies priorities. Items that require the lowest effort for the highest impact rise to the top of the list, and items that require a greater effort and have a lower impact sink to the bottom.

The completion of the prioritization phase results in a refined product backlog – an ordered list of work items that describes all changes, updates, and requirements that are then assigned to the Sprint backlog and committed by the agile team to be tackled in the upcoming sprint, a fixed-length iteration where the agile team focuses on delivering incremental value in the form of working-tested software.

During Sprint planning, in consultation with the Product Manager, the team will pull User Stories to be worked on during each sprint. Stealth follows a thorough and detailed estimation process to ensure all user stories are properly sized, estimated, and can be delivered within the sprint. The stories involve everyone (developers, designers, testers, deployers, etc.) from the agile team. Involving each team member brings a holistic perspective on the product and work required to deliver a user stories. Stealth uses a story points methodology to estimate the user stories. Story points are units of measure for expressing an estimate of the overall effort required to fully implement a product backlog item or any other piece of work. A Fibonacci sequence sizing estimation is applied for the user stories to determine user story size. The team assigns story points relative to work complexity, amount of work, and risk or uncertainty. Values are assigned to break down work more effectively into smaller pieces, so uncertainty can be addressed. The team then decomposes each user story in Tasks and Sub-tasks, individual estimates are aggregated to determine the effort needed to complete the prioritized user stories for each sprint.

Each sprint ends with a review with the SVOG Product Manager, where the Agile team will demonstrate a tested increment of value to the Product Manager and other relevant stakeholders to receive feedback on what they've produced. Feedback is then funneled back into the Product backlog and prioritized for the current sprint or future resolution. The team then conducts a Sprint Retrospective with the focus on identifying what worked well and what did not and the action items the team commits to improving in the next sprint delivery.

Stealth strongly believes in the informed and data-driven decision-making process. We generate and closely monitor metrics to ensure team productivity, and throughput is in the expected range. Additionally, Release Progress Report, Predictability Measure, and Team Performance Reports are key metrics used to provide ongoing insights into Product Development. We use weekly

status update meetings to brief the Product Manager on project status and KPIs. We are also opened to leveraging any specific tools as required and/or preferred by the SBA SVOG program.

1.2 Technical Approach

Stealth's Approach to Meet and Exceed Section 508 Compliance

Stealth provides the utmost importance to Section 508 compliance on all applications we build and deliver. We are knowledgeable about U.S. Access Board's Section 508 standards and have experience working with the SBA office of communication in ensuring section 508 compliance for the SBA agency site (**SBA.gov**).

As part of our approach, all software deliverables (i.e., Portable Document Format (PDF), MS Word documents, Training Videos), go through internal reviews using standard checklists by 508 SMEs to ensure complete 508 compliance. We follow all accessibility guidelines in all phases of software development including **Design**, **Development**, and **Testing**. Below we have provided the key tasks performed by Stealth to ensure 508 Compliance.

Design Phase: Stealth ensures the application built is Section 508 compliant starting with the design phase. Following are the actions performed in the design phase to ensure compliance.

- Define "hover, focused, and active states" for all interactive elements: Stealth always makes it visually apparent to users on which elements they're interacting with. Some interactive elements, such as tabs and vertical navigation, also require a distinction between "selected unfocused" and "selected focused" states. For focused states, we use SLDS patterns (blue box-shadow, text underline, etc.) whenever possible.
- Define alternative text for icons and images in the design specs; we always provide descriptions for informational images and indicate when images are purely decorative (if we need the image to understand the context, it's informational). We always follow the recommendations from web Accessibility in Mind (WebAIM: Alternate Text (https://webaim.org/techniques/alttext/) for all our designs.
- Ensure that text and informational icons have enough **color contrast**: Stealth always plugs the colors into www.AreMyColorsAccessible.com to ensure that most users can see them, with a ratio of 4.5:1 or higher for regular-sized text, 3:1 for icons and large text (24px and above or 18px bolded text).

Development Phase: Accessible pages mean the pages are Perceivable, Operable, Understandable, and Robust. Below are some of the key actions performed by the Stealth Team for 508 Compliance within the development phase:

- Develop device independence by checking all markup files for device-specific references (such as onMouseOver) and changing them to device-independent instances (such as onFocus).

- Develop CSS and JavaScript independence so that markup and content render in a readable format before the application of CSS and JavaScript ensures accessibility for all users.
- Use contextual and descriptive text for links and buttons
- Use text, not images, in page titles and navigational element
- Include links to skip the navigation
- Include descriptions for all site assets
- Provide keyboard interaction alternatives for all mouse-based actions
- Properly identifying all form fields and buttons
- Provide text-based alternatives for all images, icons, and SVGs,
- Build components that properly convey their identity, operation model, and state to assistive technologies.
- Create interactive components in accordance with the latest ARIA Authoring Practices, with attributes that are understandable by screen reader users on key page elements

Testing Phase: Our approach to validation testing uses a combination of Automated, Manual, and Assistive Technology testing to determine 508 conformances. To comply with Section 508, Stealth has developed an in-depth testing approach to address Accessibility issues. During our testing, we track each Section 508 violation in an existing accessibility conformance tracking system. A description of the issue, remediation suggestions, code enhancements, or best practice recommendations is applied to each item in the test report. Our goal as 508 Accessibility and Usability experts is not to merely identify the problem but to provide meaningful, usable directions to the developers on how to make the content Accessible. Below are a few of the key actions performed by the Stealth Team for 508 testing:

- *Ensuring Every interactive element is reachable:* Stealth ensures that users can focus on every interactive element, whether by Tabbing to it or by Tabbing to certain container widgets and using arrow keys to reach an option within the widget.
- *Ensuring Every interactive element can be activated:* Stealth ensures that every click event has a corresponding keyboard event.
- *Ensuring no focus on elements that are not interactive:* The Stealth development team ensures that users are unable to focus on elements that are not interactive.
- *Ensuring Focus moves appropriately:* Stealth ensures a user's focus should never move without a user's action triggering a change.
- *Additional testing* includes:
  - Testing for Error Messages
  - Testing for Lists and Tables
  - Testing for Dialogs
  - Testing Page Loads and Refreshes

Stealth QA team also prepares dedicated test plans for 508 Compliance. This is in addition to the test plans written for user stories. The Accessibility is always included in component specs, acceptance criteria, and user stories.

Stealth Approach to Ensure Compliance with Agency's IT Security Requirements

Stealth understands the SVOG award/management system shall continue to meet Federal security requirements, as defined by Federal Risk and Authorization Management Program (FedRAMP), National Institute of Standards and Technology (NIST), Federal Information Security Management Act (FISMA), and the Agencies own Security Office (SO) or Information System Security Officer (ISSO).

Secure Platform (Salefsorce.com)

Stealth has experience attaining and maintaining security compliance for Salesforce applications with federal agencies, such as USAID. The SVOG application is built on Salesforce and is hosted by the Salesforce.com platform and deployed in Salesforce's Government Cloud environment (FISMA High). Salesforce Government Cloud maintains a Federal Risk and Authorization Management Program (FedRAMP) High Provisional Authority to Operate (P-ATO) from the Joint Authorization Board (JAB), along with comprehensive certifications and compliance attestations such as DoD IL4 PA, IRS 1075, and NIST 800-171. Salesforce maintains a formal company-wide Information Security Management System (ISMS) that conforms to the requirements of the ISO 27001 standard, FedRAMP, DoD cloud computing authorization, and the NIST CSF, FIPS, including security policies, standards, and procedures. Salesforce compliance documents related to system security control are available at https://compliance.salesforce.com/. Incidents related to security and other issues are posted in real-time on the Salesforce Trust website at https://status.salesforce.com/.

Salesforce maintains a Continuity of Operations (COOP) and Disaster Recovery (DR) Plan that supports a robust business continuity strategy for the production services and platforms. The Disaster Recovery plan is constantly measured against strict regulatory and governance requirements and is a crucial part of the acceptance plan when making changes or additions to the production environment. Stealth will ensure that the plan meets the Recovery Time Objectives (RTO) and the Recovery Point Objectives (RPO) established after the Business Impact Analysis (BIA) for the SVOG application. Details can be found at this site: https://compliance.salesforce.com/en/disaster-recovery-bcp.

Salesforce undergoes System and Organization Controls (SOC) 1 examination semi-annually, completes SOC 2 and SOC 3 for Service Organizations audits, and has achieved compliance with PCI-DSS. Salesforce has also obtained ISO 27017 and 27018 certifications. All certifications will remain in place for the duration of the contract.

Given the dependency of the SVOG application on the Salesforce platform, Stealth will work with Salesforce on outages, downtime, and other issues. If there is an outage of the Salesforce/SVOG system, Stealth will escalate to the Salesforce premier support team as soon as we are aware of it. All corrective actions that require more than 24 hours will be documented and

provided to the COR. We will also provide the COR with a mitigation schedule, milestones, and updates.

Secure Development, Testing, and Operations

Stealth will work with SBA to determine the security categorization of the information systems as per Federal Information Processing Standards (FIPS 199). Based on the security categorization, we will select and implement all applicable security controls and determine the current state of residual risks, if any. We will ensure timely reporting of security incidents as per NIST and OMB guidelines and will provide incident information to SBA as per the established Service Level Agreements (SLAs). Stealth will work with Salesforce and SBA staff to support activities listed in **Exhibit 1-2.**

Exhibit 1-2. Supported Activities

Activities	Documentation
Security Control Assessment and Authorization	Part of the security plan
Continuous Monitoring	Part of the security plan
POA&M mitigation	Part of the security plan and configuration management plan
Audit requirements	Part of the security plan

Development

Stealth will ensure that our Development Team follows secure coding practices and integrates security into the design, architecture, and implementation. We will have application security touch points during the entire lifecycle of development to ensure security is built into the application from the ground up, and security impact assessments are performed when there are any changes made to the application and its configuration. We continuously use internal security and vulnerability tools to assess security flaws, and we engage with a third party to evaluate security to further strengthen the system.

Testing

Stealth knows that successfully testing an application for security vulnerabilities is of paramount importance. This requires a combination of testing methods to ensure security flaws that cannot be identified by one method are caught by another method. As such, we utilize a combination of methods such as manual inspections and static code review, threat modeling, and dynamic web application testing. We track all the security flaws found as defects and ensure that these are addressed, and the vulnerabilities mitigated. SVOG application will be continuously tested for security vulnerabilities with the help of internal and third-party tools such as PMD, CheckMarx, and Net sparker to ensure no security flaws and weaknesses. The vulnerability assessment and mitigation strategies are shared with the SBA security staff.

Operations

Stealth will protect customer data by ensuring that only authorized users can access it. Administrators assign data security rules that determine which data users can access. Sharing models define company-wide defaults and data access based on a role hierarchy. All data is encrypted in transfer, and all access is governed by strict role-based access policies. Stealth will

comply with protecting Personally Identifiable Information (PII) data in accordance with Moderate to High FISMA/FedRAMP designation. We will follow the guidance in the NIST SP 800-122 "Guide to Protecting the Confidentiality of PII" to protect PII data. SBA will have full ownership of all its business data throughout the life of the project and can retrieve it at any time. Stealth will also provide any technical and functional artifacts, including custom code/config created during the project implementation. Additionally, Stealth provides the assurance that all assigned employees will get moderate risk clearances (background checks) by SBA and obtain sba.gov email addresses and PIV cards which are required to access any SBA SVOG systems. Additionally, both individually and corporately, all individuals working for Stealth on his project will sign the SBA Non-Disclosure and Conflict of Interest Agreements.

To summarize, by leveraging a secure platform, development, testing, and operations approach, Stealth will ensure that the SVOG application continues to meet the current and emerging FISMA, FIPS, FedRAMP, and NIST Special Publications system security requirements to stay compliant with the SBA IT security requirements.

2 Factor 2 (Non-Price Factor): Hiring and Retention

Stealth has as its core value to be vested in our client's success. We are an IT services business, and the way we assure and support a client's mission is by acquiring and retaining qualified employees. We track employee job satisfaction and training levels as these directly impact overall performance through the ability of our company to offer high levels of service to our customers. Stealth attracts, develops, and retains top talent by offering an exceptional work culture that empowers employees to feel proud of their work and build state-of-the-art technology solutions to serve our clients.

2.1 Hiring, Allocating, and Retaining Key Personnel

Stealth's approach to attracting and retaining talented personnel is shown in **Exhibit 2-1**. The principles behind this process are to recruit and hire talented individuals, provide professional development necessary to help them excel and grow while receiving competitive compensation and benefits for retention.

Exhibit 2-1. Stealth Staffing Approach

Availability

To support the SVOG, Stealth has identified a team of highly skilled resources with in-depth knowledge of the Salesforce platform and grants management-based process, procedures and business operations. Stealth's resources are ready to start on Day 1. As additional needs arise or priorities shift, we will mobilize resources quickly, and draw from our existing Stealth resource pool. Stealth's capabilities are provided by professionals, including Analysts, Designers, Functional Experts, Software Developers, and Agile Project Managers.

Retention

Stealth has proven to attract and retain skilled experts by providing opportunities for professional development, monetary incentives, flexibility, benefits, and progressive employee support initiatives. Stealth provides a supportive culture for our employees to develop their skills, advance their careers, and be recognized for their excellent work. These efforts translate to personnel/workforce stability for our government customers throughout longer-term contracts and assignments. Our organizational structure lends itself to increased retention.

Resource Allocation

Immediately following the contract award, Stealth will mobilize the outlined Team of key personnel and SMEs to begin identification of the most key aspects of SVOG's operations. We actively cross-train and develop "two-deep" backup personnel in key roles, reducing program risk without increasing costs. Our Team's scale allows us to allocate the right resources on a part-time basis if required.

We begin our resource allocation process for a particular task by understanding the scope of work, timelines, and priorities in consultation with the COR. Once the PM has a clear understanding of the priorities and approximate starting timelines, the PM works with the SVOG to compile the types and number of resources needed. Should specialized skills be required that are not available in our resource pool, we work together with our partners in identifying and recruiting the appropriate talent.

2.2 Potential Challenges with Retaining Key Personnel and a Migration Plan to Address Those Challenges

The Stealth team that will be assembled for the SVOG project has been identified and is currently pleased to begin the project based on the RFQ timeline. Stealth has found that timelines may often move "to the right" for many weeks/months. Stealth's focus is to keep our resources constantly allocated to challenging projects. If for any reason this **SVOG project is delayed** from the projected start date then Stealth can get supplemental support by calling on our subcontractor, REI Systems, and our outside network of highly qualified professionals to fulfill the project deliverables for SBA.

2.3 Approach to Replacing Personnel

Stealth's in-house recruiting expert will focus on identifying and attracting qualified replacement staff for the SVOG project. We recruit by applying a rigorous interview process, panel

interviews by technical and management staff, and tests for competency and logic such as Brainbench. We develop the identified staff by filling any gaps with internal training and other educational opportunities and certification. We screen all candidates for creativity and mission orientation to ensure alignment with our purpose-focused culture. We use the following methods to establish a ready pipeline of candidates.

- **Proactive Recruiting:** Our forward-looking approach to recruiting staff involves market scans and interviews in anticipation of future resource needs. By engaging with prospective hires in advance, our team significantly reduces the time needed to onboard a candidate.
- **Mobility Program:** The mobility process exists to provide talented resources with a new avenue to pursue new intellectual challenges and broaden their skill sets and professional experiences. We will use this process to match an employee to a position on the SBA s contract that lets them move in a direction that fits their career objectives and best serves SBA.
- **Referrals:** Stealth referral program provides cash rewards (from $500 to $3,000) when staff refers a new applicant who is hired and retained for at least three months.
- **Partnership Program:** we have a strong working relationship with multiple Salesforce implementors. Specifically, we are partnering with REI Systems for SVOG who have a significant number of resources with experience with Grants, Salesforce, and SBA. Additionally, we have a reach back to five professional talent firms for additional surge support.

2.4 Key Personnel

We are proposing Mr. Sundrani as key personnel in the Project Manager (PM) role for the SVOG project. Mr. Sundrani possesses 25 years of progressive experience in the design, development, and management of large-enterprise applications. Mr. Sundrani is an expert in the **Grants domain** with numerous successful grants management systems implementations for USAID, Department of Energy, DC Department of Health, National Endowment for Democracy, etc., and is a **Salesforce Certified Developer**. He has more than 15 years of Project/Program Management experience working in the private and public sectors including leading **SBA.gov** project. He has managed all stages of the project lifecycle from requirements gathering, user interface design, application coding, testing, deployment, system maintenance, documentation, and end-user support. Please refer to the resume for details.

Resumes and Commitment Letters for Key Personnel

Stealth includes Mr. Sundrani's resume and commitment letter on the following pages.

Rahul Sundrani, PMP, CSM

Technical Program Management

EXPERIENCE OVERVIEW

Rahul Sundrani is a PMP-certified senior IT professional with 25 years of hands-on Systems Development Life Cycle (SDLC) and project and program management experience with large-scale enterprise-wide in the Federal and Commercial sectors. His problem-solving aptitude and ability to work well with complex systems has proven to be a great asset on multi-stakeholder and multi-vendor projects including at DC Department of Health's Grant Management System, Fannie Mae's Identity and Access Governance Program, Department of Energy's scientific research grants management system, and the **Small Business Administration's (SBA).gov** portfolio. Mr. Sundrani is a self-motivated individual with the ability to work independently or within a team. He is detail-oriented with a strong willingness to learn new things. Mr. Sundrani possesses excellent communication skills and is proficient in mentoring.

EDUCATION

M.S., Computer Science, Mississippi State University, Starkville, Mississippi, 1997
B.S., Engineering. Nagpur University, Nagpur, India. 1993

TECHNICAL DOMAIN AND FUNCTIONAL EXPERTISE

- SDLC and Agile application development using J2EE/Java technology stack, .Net stack, Salesforce (Force.com Cloud Application Development), and Drupal
- Project and Product Management
- Requirements Management
- Enterprise Architecture
- Analytics, Metrics, and Customer Satisfaction Measurement
- End User Training
- Retail, manufacturing, service, and finance industries
- Louisiana Community and Technical College System (LCTCS) – State Government

CERTIFICATIONS AND TECHNOLOGY–SPECIFIC TRAINING

- Project Management Professional (PMP)
- Salesforce.com Certified Force.com Developer
- Certified Scrum Master (CSM)
- Sun Certified Programmer for Java 1.4
- Sun Certified Web Component Developer for J2EE Platform.

- Sun Certified Instructor on 9 Java / XML courses

PROJECT EXPERIENCE

USAID, Salesforce Prosper Africa Tracker **January 2022 – Present**
Program Manager
Assisting USAID as a Program Manager with implementation and support of a Tracker application build on Salesforce GovCloud plus for facilitating two-way trade and investment between African nations and the United States. Key accomplishments include working through USAID CIO team in attaining security clearance and authority to Operate (ATO) and ensuring system adoption.

REI Systems, GovGrants® **August 2014–Present**
Product and Implementation Manager
Assisting REI Systems with development of grants management product GovGrants, an enterprise grants management system built on world's largest cloud platform Salesforce. GovGrants is a highly configurable product targeted towards federal, state, and local government.
Key responsibilities include:

- Providing strategic and technical leadership and collaborating with sponsor, functional and technical team on product development and enhancement
    - Transforming the GovGrants product from concept to mature state and lead the Product implementations in Federal (USAID), State (Louisiana College System), and City Government (District of Columbia, Department of Health).
    - Requirements elicitation using JAD sessions & conducting user interviews, preparing functional documents such as Use Cases, Software Requirements Specifications (SRS), and Wireframes.
    - Business Processes reengineering, mapping client processes to GovGrants capabilities, developing solutions, and leading implementation.
    - Managing budget, on-time delivery, and scope for all implementations.

Small Business Administration (SBA), SBA.gov **June 2011– December 2015**
Advisor
Program Manager, August 2011 – July 2013
Mr. Sundrani assisted Mr. Kirk J McElwain (**SBA Office of Communication**) as an adviser assisting the SBA.gov team on strategies, approaches, and solutions. Activities include assessment of the SBA.gov mobile site and SBA.gov roadmap and refining the technical and content strategy to align with the mobile roadmap.

Prior to being an adviser, Mr. Sundrani was the Program Manager for the SBA.Gov portfolio, overseeing multiple initiatives for SBA that assisted in fulfilling the Agency's mission of assisting small businesses. These initiatives promote small business resources and services on Agency social media channels and SBA.Gov, which receives over 20 million unique visitors annually. He was accountable for the program's annual budget of $4.85 Million and project

scope that included strategic and thought leadership, product/roadmap management, content and outreach management, web design/development, and helpdesk/operations support while managing a 20-member technical team and subcontractors responsible for communication, outreach, and usability.

Mr. Sundrani's noteworthy accomplishments include leading initiatives that helped improve SBA.gov average response time by over 50%, section 508 compliance by 40%, site availability close to 100%, increasing website traffic by 6 million visits between 2011 and 2012, and significant improvement of SBA.gov's Foresee Client Satisfaction Score.

Fannie Mae, Identity and Access Governance **January 2014–August 2014**
Project Manager
Mr. Sundrani led the vendor team (Sila Solution Group) with the implementation of the Identity and Access Governance product called SailPoint IdentityIQ. The goal of the program was to realign Fannie Mae's current Identity and Access Management certification and provisioning practices to industry-accepted standards and best practices.

- Responsibilities included defining the scope, Statement of Work, pricing, establishing contracts, invoicing, development & maintenance of an integrated plan and overseeing requirements analysis, design, and development.

Department of Energy, Grants Management System **July 2013–January 2014**
Program Manager
As the program manager, Mr. Sundrani managed the development and support of the Department of Energy's Portfolio Analysis and Management System (PAMS). He led all software development and maintenance activity using SDLC methodology and managed a 30+ member team of developers, testers, and analysts with a project budget of $5 million.

- Responsibilities included executing program management activities, risk and issue management, change management, quality assurance, assistance with capital planning, project plan creation, maintenance, and ensuring completion of activities.
    - Mr. Sundrani's key accomplishments included successful deployment and adoption of the largest functionality of the PAMS Pre-award, Award and Reviewer modules and was instrumental in establishing a follow-on work stream for implementing post-Awards functionality.

Office of Management and Budget (OMB)
Federal IT Dashboard (Itdashboard.gov) **December 2010–August 2011**
Project Manager
As the project lead for ITDashboard.gov, Mr. Sundrani managed the development, maintenance, and support of the IT management tool that the United States Federal Government CIOs use in overseeing their annual IT spending budget totaling over $75 billion. He led software development activity using agile methodology by managing a nine-member team of four software engineers, two business analysts, and two quality assurance engineers with a project budget of $1 million for the development of IT Dashboard which is a Drupal-based application,

employing the Drupal API, several communities contributed modules, custom modules, and themes.

- Responsibilities included requirements gathering and analysis, designing and implementing change requests, overseeing the development, coordinating deployment, supporting a user community across 27 federal agencies, and project reporting to Federal (OMB/GSA) and REI senior management.
    - Notable accomplishments include leading the effort of open sourcing IT Dashboard to enable communities of interest to adapt and mature their versions of the Dashboard to meet their unique needs and sharing the lessons learned from the ITDashboard.gov project at "Drupal.org" and "Drupal Government Days Conference".

NYC Comptroller Office, M/WBEReportcard.com **October 2010–December 2010**

Project Manager

As the project lead for MWBEReportCard.com, Mr. Sundrani was responsible for leading the development of a website that tracked New York City government spending with Minority and Women-owned Business Enterprises (M/WBEs). The site was developed in 10 weeks using agile methodology. Mr. Sundrani managed a seven-member team of five software engineers, one business analyst, and one quality assurance engineer with a project budget of $250,000. The M/WBE Report Card NYC is built upon the Drupal framework. This is a Dashboard that gives the public user-friendly, interactive data that graphically presents just how much or how little each city agency spends from its eligible budget with minority and women-owned business enterprises.

- Activities included understanding and researching the NYC financial data sources, understanding data collection and integration, developing requirement specifications, project plan, cost estimates, and managing the design, visualization, and development efforts.

Office of Management and Budget (OMB),
Performance.gov **January 2010 – September 2010**

Project Manager

As the project lead, Mr. Sundrani was responsible for leading the initiative from inception to launch. Mr. Sundrani led this software development activity using agile methodology, managing a seven-member team including five software engineers, one business analyst, and one quality assurance engineer with a project budget of $1.2 million. Performance.gov is built as a collection of microsites dashboards using Drupal, which supports President Obama's Government performance management strategy with the objective of closing the gap between the commercial and the federal government.

- Responsibilities included understanding and researching the Federal Performance, Acquisition, Finance, Technology, and Human Resources domain, collaborating with Federal leaders in eliciting requirements, understanding metrics, data collection, analyzing policy impacts, overseeing development and deployment, supporting user community from 26 federal agencies, and project reporting to Federal (OMB/GSA), and REI senior management.

PRIOR EXPERIENCE

- **Technical Lead, Federal Emergency Management Agency** (April 2009 – December 2009): Responsible for the development and maintenance of FEMA's Emergency Grants Management System.
    - **Specialist, Ahold USA/EDS/HP** (September 2005 – April 2009): Technical lead accountable for managing over 30 web applications.
    - **Adjunct Instructor, ITT Tech** (September 2004 to December 2007): Responsible for teaching programming courses involving Java, Visual Basic, C++, and C technologies.
    - **Senior Systems Analyst, Household International/HSBC** (September 2003 – January 2004): Responsible for leading and consulting on Java and J2EE technologies to different development teams within the organization.
    - **Java and XML Trainer, Sun Microsystems** (November 2000 – September 2003): Responsible for developing and providing training on Java/J2EE system analysis, architecture, design, and implementation courses.
    - **Senior Developer, Lante Corporation** (January 2000 – November 2000): Responsible for the development of the J2EE web application for Health-Care eMarket (HIPPO.com).
    - **Software Engineer, Motorola** (May 1998 – January 2000): Responsible for the development of a Java application to validate the quality of the phones Motorola produced and electronically transferred the phones to the Motorola distribution center.

STEALTH SOLUTIONS

Vested in your success!

46191 Westlake Dr. #112 Sterling, VA. 20165

September 8, 2022

TO: Small Business Administration Acquisition Division (SBA)
on Behalf of the Office of Disaster Assistance (ODA)

Reference: **Commitment Letter for Solicitation Number 73351022Q0138**

This letter is my commitment to the Small Business Administration (SBA) that should Stealth Solutions, Inc. become successful in obtaining a contract for the Small Business Administration's (SBA) Office of Disaster Assistance (ODA) Shuttered Venue Operators Grant Program (SVOG) project, I will be available to begin the role of Project Manager upon execution of the referenced contract for the BPA and subsequent task order.

Signed:  Date: 09/08/2022

Printed Name: Rahul Sundrani

Description of Current Personnel Resources

Stealth will ensure optimized and shared use of resources leveraging the full power of our team. Meeting staffing needs for the SVOG project, Stealth will draw resources from a matrixed resource pool of business and technical experts, allowing us to provide the right resources at the right time to meet new requirements or fill vacancies.

3 Factor 3 – Proposed Quality Assurance Surveillance Plan (QASP)

The following information describes the proposed Stealth Quality Assurance Surveillance Plan (QASP) for the SVOG Grants Management System implementation and support. This QASP will be reviewed and revised based on SBA's feedback, and upon the COR's approval, The final QASP will be formally submitted to SBA per the contractual commitment.

3.1 Notional Quality Assurance Surveillance Plan (QASP) and Performance Measurement

QASP and the performance metrics are typically directed by the government and the vendor provides the Quality Assurance and Control Plan (QACP). The goal of the QASP is to provide a basis for SBA to review contractor deliverables for quality, completeness, correctness, timeliness, and acceptance criteria applicable to the deliverable. **Exhibit 3-2** is a notional plan primarily focused on what SBA could do to ensure that Stealth has performed in accordance with required performance standards. It defines how the performance standards will be applied as well as the method of surveillance.

Exhibit 3-1. Notional Quality Assurance Surveillance Plan (QASP)

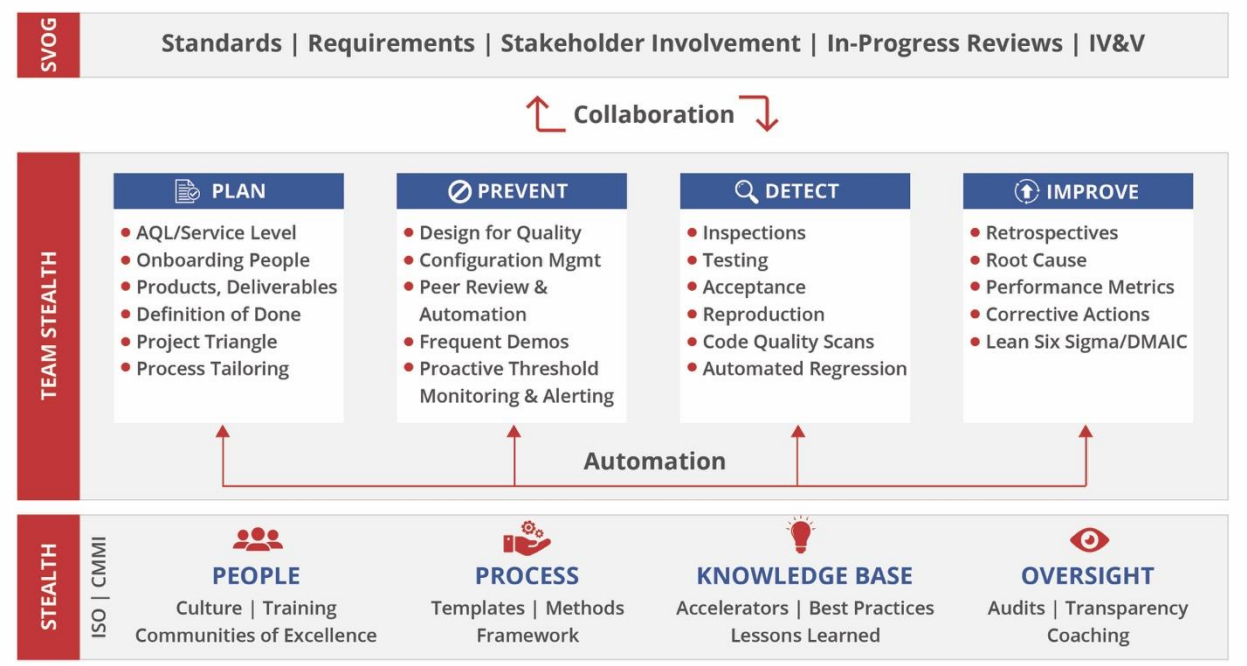
Desired Outcomes	Quality Standard	Quality Assurance Method	Acceptable Quality Level	Incentives/ Disincentives for meeting or not meeting the Quality Standard
Kickoff Meeting and Meeting Minutes	The meeting is completed on time	100% Inspection.	0% deviation.	Past Performance Evaluation.
Weekly Status Reports	Submitted 1 business day before the weekly meeting	100% Inspection.	One late report quarterly and no reports with mistakes or otherwise of poor quality.	Past Performance Evaluation.
Contractor Project Management Plan (CPMP)	Delivered within 30 calendar days after the contract start date.	100% Inspection	No more than 5 days late and few mistakes or errors in the CPMP.	Past Performance Evaluation.
Test System Deliverables	Clear, concise, and address all applicable RFQ requirements and timely submission.	100% Inspection	No more than 2 revisions	Past Performance Evaluation
System	Clear, concise, and address all aspects of system design and	100% Inspection	No more than 2 revisions	Past Performance Evaluation.

Desired Outcomes	Quality Standard	Quality Assurance Method	Acceptable Quality Level	Incentives/ Disincentives for meeting or not meeting the Quality Standard
Documentation	performance and submitted timely.			
Training	Completed in RFQ requirements	Participant feedback, evaluation of training.	No less than 80% satisfaction	Past Performance Evaluation
User Acceptance Testing	Number of defects shall be negligible and acceptable for SVOG operations	100% verification of the resolved defects	Number of defects shall be less than 5 and of LOW impact.	If Contractor cannot reduce the identified defects to the acceptable limit after 3 rounds of UAT the deliverables will not be accepted.
Final System Deliverables	Clear, concise, and address all applicable RFQ and timely submission.	100% Inspection	No more than 2 revisions per required task item.	Past Performance Evaluation: if Contractor cannot demonstrate the final system documents meet the requirements of the RFQ, the deliverables will not be accepted. Unsatisfactory Final System Deliverables will be made satisfactory at no additional cost to the Government.
Customer Support	Timely and staff is knowledgeable and accurate.	100% Inspection	As needed	Past Performance Evaluation.
FISMA documentation	Documentation provided in accordance with SBA IT Security requirements	100% Inspection	100% accuracy	Past Performance Evaluation

3.2 Stealth Quality Assurance and Control Plan (QACP) to Cover all Services and Software Applications

Stealth employs a QACP that identifies and mitigates defects throughout the project lifecycle. This in turn reduces risks and improves execution by ensuring quality through the project lifecycle. For all tasks and deliverables, we review and audit our work to confirm we are following SVOG's approved control procedures while maintaining required documentation and providing reports that accurately reflect all activity statuses. Stealth's QACP consists of the four phases in **Exhibit 3-2** below**.**

Exhibit 3-2. Stealth's QA Methodology



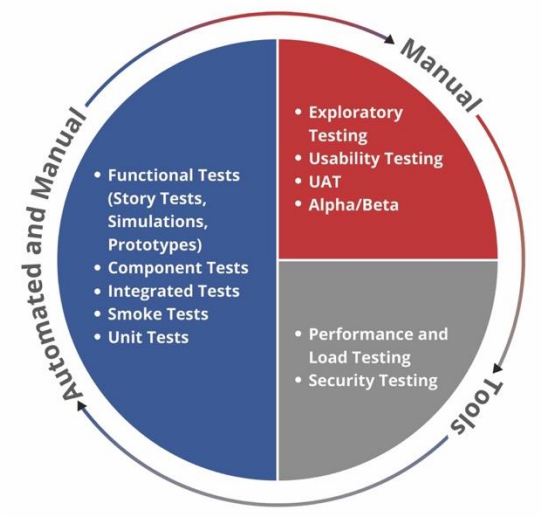
The four phases illustrate that quality is a continuous activity, not a one-time activity. The phases include **Planning** with an emphasis on integrating quality into each project activity, **Preventing** by employing best practices throughout the project to avert defects, **Detecting** to audit work products and record results, and **Improving**, which provides a feedback loop to continuously improve quality.

3.3 Reviews and Inspections

Stealth regularly performs scheduled and unscheduled processes and product inspections which are tracked from project start to completion. These Stealth methods incorporate the following reviews and audits for the identification and prevention of application defects:

- **Deliverable Reviews:** Stealth inspects all deliverables and interim work products to ensure compliance with Acceptable Quality Levels (AQLs). Additionally, Stealth integrates a fully automated **Continuous Testing** process, as depicted in **Exhibit 3-3**, into the System Development Life Cycle (SDLC) to ensure a flawless delivery of a high-quality solution.
- **Peer Reviews:** Conduct internal team peer and document assessment reviews. These reviews are especially useful when evaluating documents or deliverable content for accuracy and completeness.
- **Process Reviews and Audits**: Conduct process reviews throughout the lifecycle to ensure the teams conduct all work in accordance with best practices and, as appropriate, meet contractual requirements.
- **Audits:** Stealth conducts proactive reviews to identify problem and performance issues and establishes any needed course corrections.

Exhibit 3-3. Stealth's Continuous Testing Process



3.4 Problem Identification and Resolution

To monitor contract performance, using our Agile incremental delivery methodology, we can identify and address issues early before they become larger problems. We use our corrective and preventive quality control process to identify issues or defects in areas of completeness, compliance, accuracy, timeliness, and clarity of the work product and process. We use this process regardless of whether the root cause seems to be in the infrastructure or the application code. When we identify a deficiency or preventive action, our team, guided by the Test Lead, takes the following actions:

- Determines the root cause of the deficiency;
- Works with SBA stakeholders to determine the priority and impact of the deficiency;
- Determines the originator of the non-conformity (e.g., Stealth Team, user, or external entity) if the deficiency is a non-compliance issue;
- Identifies whether the deficiency was a single occurrence or could recur;
- Identifies corrective actions to prevent the deficiency from recurring;
- Implements the corrective/preventative action(s); and,
- Measures the success of the corrective/preventative action(s) in eliminating the deficiency.

The Test Lead heads the effort to identify and document deficiencies and corrective actions during meetings, peer reviews, gate and stage reviews, audits, assessments, and other task activities. The Test Manager also follows up promptly, working with the affected parties. We collect, record, and track critical information throughout the life of nonconformance or deficiency. The Test Lead documents closure when the team implements corrective actions for the nonconformance/deficiency.

3.5 Reporting and Escalation Procedures

Stealth has a clear process for escalation and resolution of issues or concerns, as well as established open communication channels to collaborate efficiently and address problems rapidly. All Agile team members are empowered to escalate problems and issues. Team members are involved in the analysis, resolution, or action plans to address the issues. The Agile Teams follow an established procedure for reporting, escalating, and tracking any non-compliance issues, including issues from areas other than audits. By reporting, escalating, and tracking non-compliances, the Agile Team should be able to resolve the issues before they pose a significant risk. The Project Manager is notified of any problem that needs their attention and hands-on leadership. Stealth reporting procedures entail weekly meetings with SBA COR to review the project schedule and risks and issues emerging from quality control activities. Throughout this process, Stealth consults with the SBA COR and Leadership for awareness and to ensure a satisfactory resolution.

The proposed QACP is based on Stealth's QA methodology, which induces quality from the inception of the project and is a foundation for delivering high-quality, complete, correct, and timely grants management system implementation and support for SVOG. The proposed QACP is structured to exceed SVOG's QASP performance standards and is further tailored based on SVOG feedback.