Stealth Solutions, Inc.
Response
to
Department of Transportation
National Highway Traffic Safety Administration

eGrants Modernization Market Research

GSA Market Research

STARS III RFQ # 1623420

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Proprietary

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TEAM STEALTH'S CAPABILITY STATEMENT

1   TEAM OVERVIEW

Stealth Solutions, Inc. (Stealth) is a Virginia-based SBA-certified 8a small business incorporated in 2014. It is a contract vehicle holder for both 8a STARS III (47QTCB21D0018) and the General Services Administration Multiple Award Schedule (MAS) (47QTCA22D0053).

Stealth achieves proficiencies by optimizing business processes, modernizing legacy systems, migrating and implementing Cloud solutions, and consolidating disparate silo systems with an enterprise system to provide a 360-degree view of information on a highly secured Cloud, accessible from everywhere via any web-enabled device.

For the Department of Transportation (DOT), Stealth has teamed with our long-term partner, REI Systems, Inc. (REI). Stealth has been working with REI for more than eight years on multiple GovGrants implementations, including at the United States Agency for International Development (USAID), the District of Columbia (DC) Department of Health (DC DOH), the Louisiana Community and Technical College System (LCTCS), the City of San Diego, the Region of Peel (Canada), the Los Angeles Homeless Services Authority (LAHSA), the Legal Services Corporation (LSC), and the National Endowment for Democracy (NED).

Stealth is a certified 8(a) small business with an irrefutable commitment to our clients that puts them, their goals, and their objectives first. We are a distinctive provider of innovative business process re-engineering, technology, and management services. Stealth's primary focus is implementing Salesforce Cloud and Grants Management and Case Management solutions for Government agencies.

Stealth's Grants Management Practice offers clients a full suite of services that include:

- **Grants Process Analysis** – Understanding, analyzing, and documenting the client's current grants landscape.
- **Grant Process Re-engineering** – Facilitating process groups and decision-making to optimize grant processes and identify automation opportunities. Visual Process Maps are developed to ensure common understanding and consensus-building.
- **System Architecture Assessment and Development** – Assessing the client technology landscape and future needs and developing future state system architecture with a specific focus on technology convergence eliminating redundant systems and harmonizing the information across the Cloud and on-premises applications.
- **Grants Management System Implementation and Rollout** – Developing product backlog codified as user stories and wireframes using Agile development methodology. The product backlog is prioritized, and working software is built in a chunk of two-week sprints. Once significant business value functionality is developed, we work with the client on an iterative rollout to realize benefits at the earliest. Our rollout practice includes training and assisting clients with system adoption.
- **Data Migration Suppor**t – Supporting numerous clients in migrating data from the legacy system. Our experts perform data mapping, transformation, and data loading.

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- **Post-Production Support** – Offering production support services, including Tier 1 and Tier 2 support once the system is implemented. Ensuring the system's proper adoption, our support professionals are known to strive for continuous improvement and excellence in service.

Incorporated in 1989, REI is a well-established, private, employee-owned company with more than 820 employees focused on serving U.S. Federal Government customers by addressing mission-critical challenges through Information Technology (IT) solutions. REI provides Grants Management, Software Development, Application Modernization, Advanced Analytics, Platform-based Operations and Maintenance, and DevSecOps services and solutions to more than 25 federal, state, and local government agencies.

REI's corporate experience spans multiple diverse federal agencies, including the General Services Administration (GSA), the U.S. Patent and Trademark Office (USPTO), the Department of Defense (DoD), the National Aeronautics and Space Administration (NASA), the Department of Homeland Security (DHS), the Federal Emergency Management Agency (FEMA), the U.S. Citizenship and Immigration Services (USCIS), the Food and Drug Administration (FDA), the Department of Health and Human Services (HHS), the Health Resources and Services Administration (HRSA), the Small Business Administration (SBA), and the Inter-American Foundation (IAF), as well as state and local agencies. REI enhances our customers' mission success with scalable and economical solutions.

REI is a leader in grants management systems. **REI has been developing large-scale grants management systems for government agencies since 1996.** Public sector clients use our portfolio of grants solutions to centralize and standardize their grants management processes, workflows, and approvals to drive greater operational efficiencies, increase their ability to report on grant program status in real time, and improve the overall customer service provided to applicants and grant recipients.

REI's Grants services include designing, developing, deploying, and supporting grants management systems across the government. REI's grants systems support over 2,000 programs, 122,000 application submissions, and $47 billion in financial transactions annually. REI's end-to-end grants management solutions maximize enterprise-wide efficiencies without sacrificing desired customization. REI automates every phase of the grant lifecycle, enabling our users to efficiently administer, track, and report on their grants.

Beyond REI's portfolio of grants management systems, REI is invested in helping the grants community. REI, in collaboration with the National Grants Management Association (NGMA) and George Washington University (GWU), conducts an annual grants management survey to learn from the people engaged in grants management, to understand the context in which they work and how they address the need to manage for accountability, evidence, learning, reporting, impact and overall opportunities for improvement. Past survey responses have helped drive federal policy. For example, in 2017, the President's Management Agenda Cross-Agency Priority Goal 8 cited the survey instructing federal agencies to reduce recipient burden.

REI also conducts multiple Grants Management Breakfast Forums each year in partnership with GWU to bring together professionals from academia, government, and industry to discuss grant management issues, challenges, and keys to success in technology, administration, compliance, performance, and more.

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We are deeply familiar with the cyclical nature and surge support requirements of the grants lifecycle, the need for consistent enterprise business processes, and the essential tailoring for program-specific needs. Our solutions leverage extensive experience and provide grants business process support, compliant grants data models, and existing workflows that can be configured to meet grant program needs. **Error! Reference source not found. Table 1** contains some of the many benefits of our solution.

Table 1: Our Grant Management Solution Benefits

Feature	Benefits
Streamlines and automates the grants process	Increases process efficiencies and automates manual tasks.
Improves tracking and collaboration	Supports automated notifications, task generation, and in-context communication.
Provides critical programmatic analytics	Collects, stores, and analyzes grant data for better decision-making.
Ensures program compliance	Leverages traceable electronic approvals and secure document storage.
Improves user and customer experiences	Incorporates Human-Centered Design (HCD) for an intuitive user experience and increased productivity.

2   GOVGRANTS® SOLUTION

Team Stealth offers GovGrants, a **cloud-based, low-code, Federal Integrated Business Framework (FIBF)-ready, accessible, role-based, and highly secure grants management platform**. Beyond an accelerator, **GovGrants is a fully operational grants management system that can be deployed within days**.

GovGrants is the culmination of our experience developing grants management solutions for public sector agencies. GovGrants represents many of the grant best practices and insights we have developed over the past 30+ years while implementing grants management solutions for federal and state agencies, local governments, and nonprofits. These insights include innovations for system navigation, user interface design, business process automation, ease of use, and business process optimizations. REI's customers partner with us to ensure compliance and performance of their grant programs.

GovGrants is provided as a COTS Software-as-a-Solution (SaaS) solution. It is built on the world's leading FedRAMP-certified cloud platform – Salesforce.com. GovGrants' is designed to meet our clients' specific grant needs quickly and at a substantially lower Total Cost of Ownership (TCO). Moreover, GovGrants is architected to support ongoing changes that reflect not only the realities of DOT's evolving business processes but also the shifting dynamics at the federal level as it relates to new policies and changing regulations. One of DOT's challenges today is working with a system that is largely static, hard to modify, and costly to extend.

> **GovGrants – a Commercial-off-the-Shelf (COTS), fully operational Grants Management System**
> ✓ *Manages $15 billion-plus in Grants across 16 customers*
> ✓ *Supports 400+ discreet programs including competitive and formula grants*
> ✓ *Includes prebuilt integrations with Sam.gov and grants.gov*
> ✓ *Allows for out-of-the-box integration with Tableau for data analytics and advanced dashboards*
> ✓ *Is hosted on the FedRAMP-certified Salesforce Cloud*
> ✓ *Complies with the latest regulatory and security guidelines, including Zero-Trust Architecture*

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GovGrants offers a portfolio of plug-and-play modules for the "As a Grantor" and "For Recipients" roles. Each of these modules can be configured to the unique business processes, workflows, and approvals that would comprise a Grants Management System (GMS), as shown in **Figure 1** below**.**

Figure 1: GovGrants Out-of-the-Box Comprehensive Grants Management System

GovGrants supports both DOT staff and recipients throughout the grants lifecycle through an entirely electronic system.

As a Grantor	GovGrants	For Recipients
• Planning (Setup) Module • Announcement Module • Application Module • Application Review Module • Award Module • Award Mgmt (Monitoring) Module • Site Visit & Progress Reporting Module • Payment Requests Module • Closeout Module • Audit Module • Analytics Module	←$→ GovGrants ←$→	• Registration Module • Opportunity Module • Application Module • Award Management Module • Progress Reporting Module • Closeout Module

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We provide below a high-level description of each "As a Grantor" and "For Recipients" module.

"As a Grantor" Modules

The core functionality of our GovGrants solution is the "As a Grantor" role, wherein DOT will manage its entire grants management lifecycle process with recipients. These functionalities are part of the modules listed below.

1. **Planning (Setup) Module**: Allows the internal users to set up required internal programs mapped to the organization hierarchy (e.g., by department or division). It also allows the setup of forms and packages for the entire lifecycle (e.g., application, application review, progress report, reimbursement request, etc.). Apart from the fine-tuned default setup process for users, roles, and profiles, GovGrants provides the ability to define grant programs and configure the master data.

2. **Announcement Module**: Provides the capability to create competitive and formula grant announcements (Request for Application or Request for Proposal), set the required data and documentation criteria, and define the appropriate approval workflows. This module's structured format and process enables the government to streamline this process across one or multiple departments if desired, so there is a single mechanism for posting funding announcements to the public.

3. **Application Module**: Guides applicants through a structured data entry process to produce a complete, compliant application and can include validations for required documentation and internal reviews prior to submission. Applicants can track the progress of their applications and collaborate effectively to submit compliant and compelling applications.

4. **Application Review Module**: Helps grantor staff compile all the compliant applications, routes them through reviewers, and allows a rating process for better and more transparent decision-making. The GovGrants task/workflow, form builder, and notification components can be configured to support multiple application reviews, such as eligibility, detailed programmatic review, and panel reviews.

5. **Award Module**: Making award decisions requires that budgets and funding allocations are closely tracked in accordance with the Terms and Conditions (Ts & Cs) and key performance measurement criteria. The GovGrants award module can be configured to track key personnel

information, funding accounts and sources, report requirements, and more. It also helps create the required grant award (contractual agreement) and amendment folders and track changes to them throughout the grants program.

6. **Award Management (Monitoring) Module**: Includes alerts, warnings, and calendar functionality to track the grant progress. Overall, dashboards and reports that identify foreseeable risks can be generated for leadership. GovGrants will be configured to allow multiple review levels, collaboration, reimbursement requests, and reminders based on the type of document received.

7. **Site Visit and Progress Reporting Module**: Addresses a key point area by providing an automated site visit process and programmatic and financial reporting solution. The Site Visit Module allows grant managers to set up site visits, communicate their requirements in advance via email, collect proof (pictures, videos, and documents), and submit reports to the agency leadership. One of the key features is the grant recipients' ability to submit consistent progress reports and allow the grantor to make required calibrations for specific recipients.

8. **Payment Requests Module**: Enables recipients to submit their payment requests or invoices to the government, with further processing, including receiving and disbursing funds, handled through backend integrations with the financial system. This module will be configured to support the data exchange with Delphi financial system.

9. **Closeout Module**: Provides a year-end reconciliation and closeout process and final reports for managers to verify. Through integration with the backend financial system, government managers can see all the key data in a single place to perform the structured closeout process and required communications.

10. **Audit Module**: Provides reports for auditing purposes, including transaction and approval history. Special functionalities are built in for auditors to review the history of various grant records and their approval process and develop artifacts for all types of audits. GovGrants reduces program dependency by allowing audit teams to access information directly in the system.

11. **Analytics Module:** The GovGrants Analytics module supports canned reports using native reporting functionality and dashboards out-of-the-box for all grants management processes, including advanced dashboarding capabilities powered by Tableau.

"For Recipients" Modules

GovGrants provides another set of modules for recipients to interact with DOT (e.g., validate funding opportunities, submit applications, submit post-award reports, etc.) and to collaborate to produce better mission outcomes via the following major modules:

1. **Registration Module**: Allows the potential recipients to register with DOT and provide all their organizational details (e.g., physical address, billing details, EIN, SAM.gov registration, etc.). Validation with federal systems informs DOT's ability to provide pass-thru funding per the Uniform Grant Guidance (UGG). This module also allows recipient organizations to manage their organizational contacts and users.

2. **Opportunity Module**: Provides the capability for an applicant to qualify a published opportunity and take it through a workflow process. This step is meant to improve the quality and compliance of applications received by DOT. If desired, this module's structured format and process enable DOT to streamline the process and standardize quality across all applications.

3. **Application Module**: Guides applicant individuals/organizations through a structured data entry process to produce a complete and compliant application. It can also include validations for required supporting documentation and internal reviews prior to submission. Users can track the progress of their applications and collaborate directly within the system to submit their requests for approval.

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4. **Award Management/Amendment Module**: Includes alerts, warnings, and calendar functionality to track overall grant progress, including budget adherence, timeliness of submissions, and other key tasks per the grant contract. Recipients can also request amendments to the grant contract's terms and conditions. It enables recipients to manage assets associated with awards.

5. **Progress Reporting Module**: Enables recipients to submit standardized financial and programmatic reports and ensure they are complete and compliant prior to submission. Attachments (unstructured data) can be added as evidence to demonstrate progress.

6. **Payment Request Module**: Enables recipients to submit payment requests or invoices to DOT with review, approval, and revision. It provides the ability to mandate requisite supporting documentation and detailed budget tracking and enforcement.

7. **Site Visit/Desk Review Module**: Whether the review is at the recipient location or remote, automates the ability for the grantor to provide all review items before the visit so the recipient can be prepared with the compilation and delivery of all ask items.

8. **Closeout Module**: Provides a year-end reconciliation and closeout process where recipients are asked to close the grant records formally and submit any final reports.

9. **Analytics Module**: Provides canned reports using drag-and-drop reporting functionality and dynamic dashboards using Tableau, out-of-the-box. These Business Intelligence (BI) module components can be used by any user in the system, thereby empowering ownership of all business data and all subsequent analyses.

In addition to these main business modules, there are other cross-cutting capabilities such as in-system collaboration, document generation, email reminders/notifications, and a Help Desk tracking tool (Zendesk) for use throughout the GovGrants solution.

2.1 GOVGRANTS MEETS DOT NHTSA OBJECTIVES

The complete set of modules provided by GovGrants as a COTS product supports grants management needs for DOT NHTSA staff and recipients across the entire grant lifecycle. In addition, **Table 2** captures the capabilities provided via GovGrants that support the key objectives stated in the Statement of Work (SOW).

Table 2: DOT NHTSA Objectives and Relevant Team Stealth Capabilities

DOT Objectives	Team Stealth's Capabilities via GovGrants
Provide a single platform to perform functions used currently in the GTS system with enhanced grants management capabilities. Manage end-to-end application process, support audit and compliance, and automate routine manual processes.	▪ GovGrants is a full grants lifecycle solution that supports end-to-end grants management capabilities out of the box – from grant planning to closeout. GovGrants enables DOT to manage its grant programs using an internal portal for DOT staff and an external portal for DOT recipients. ▪ GovGrants offers robust grant application and award management capabilities, including post-award amendments, post-award progress reporting, claims, and monitoring through risk management, site visits, desk reviews, and audits. It is scalable and supports multiple grant cycles in parallel. ▪ GovGrants' audit capabilities allow staff to track the complete history of a business record throughout the grant lifecycle. ▪ GovGrants is a tasks-based and notifications-driven system. It automatically triggers email notifications and creates pending tasks for staff and recipients based on their actions and follow-up requirements. This enables real-time tracking and resolution of follow-up actions, improving visibility and accountability throughout the grants management process. ▪ The GovGrants Analytics module supports canned reports using native reporting functionality and dashboards out-of-the-box for all grants management processes, including advanced dashboarding capabilities powered by Tableau, which is natively integrated into GovGrants since it is built on the Salesforce platform.

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DOT Objectives	Team Stealth's Capabilities via GovGrants
Empower users with customizable dashboards and reports to support user analysis and information self-service.	▪ GovGrants represents the best practices discovered over 20+ years, supporting several federal agencies for driving greater efficiency, effectiveness, and insight into the grants management business. REI is confident that GovGrants can help DOT improve and streamline its grants management processes.
Adhere to federal standards for grants management, such as Data Act, and support evolving business needs and changing regulatory requirements.	▪ GovGrants complies with federal grants regulations, such as 2 CFR Subtitle A, Data Act, and more. ▪ It is designed to scale and comply with evolving federal regulations, which typically change every few years. GovGrants is one of the first COTS-based grant solutions to be FIBF-ready with support for discretionary grants.
Improve internal control structures for data collection and data management processes. Improve user experience and reduce data entry burden.	▪ GovGrants is a role-based system that offers the most commonly used user profiles (e.g., program staff, fiscal staff, executives) to control view, create, edit, and delete access to data. ▪ GovGrants can be configured to control data access. For example, DOT can allow open access to data to support better transparency organization-wide while controlling data updates based on role (organization hierarchy), user profile, and record-level access control. Another available option is limiting data sharing across organizational boundaries and imposing tighter controls. ▪ To support productivity, efficiency, and data-driven decision-making, GovGrants allows easy access to data via its Analytics module while adhering to the configured data access controls. ▪ GovGrant's user interface is designed to simplify user interaction that provides a seamless experience to the users through intuitive navigation patterns, workflow aids, automated tasks, and on-screen help. ▪ GovGrants reduces data entry requirements by collecting recipient information upfront and automatically populating it throughout downstream business processes.
Accommodate data migrated from the legacy grants system.	▪ REI designed GovGrants to easily host DOT's past, current, and future grant data. We have supported complex data migrations in GovGrants for numerous government and nonprofit customers. ▪ REI uses a robust and proven approach to data migration to ensure that past data is migrated successfully and adheres to industry best practices and standards on data governance and data sanctity.
Integrate new GMS with Delphi financial, iSupplier vouchering, and OST Grant systems. Support user authentication and multi-factor (MFA) using OKTA.	▪ REI has supported the integration of GovGrants with various grant financial systems in most of its implementations and occasionally with other (non-financial) external systems. ▪ GovGrants supports REST API and SOAP API for exchanging grant data with other systems. REST API uses JSON or XML for data format. SOAP API uses XML for data format. The communication method is synchronous for both REST and SOAP. In addition, GovGrants supports any middleware platform like MuleSoft, allowing the creation of reusable integration endpoints for all enterprise applications. ▪ We have integrated GovGrants with financial management software such as Oracle's PeopleSoft, Deltek CostPoint, and more. ▪ We have used various integration approaches, including complex API-based two-way integration with or without middleware and simple flat file-based integration to export/import data. ▪ GovGrants offers direct authentication / Single Sign-On (SSO) capabilities natively. We have integrated GovGrants with OKTA to support the SSO and MFA requirements.

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DOT Objectives	Team Stealth's Capabilities via GovGrants
Support the Federal Government standards for accessibility (Section 508), system availability, and cloud security (FEDRAMP, FISMA, NIST).	▪ GovGrants is a COTS SaaS solution built on the world's leading cloud platform – Salesforce.com. Salesforce conducts a security review of GovGrants annually to ensure it complies with Salesforce's internal security controls. ▪ REI will host DOT's GovGrants instance on Salesforce's FedRAMP-certified, NIST-compliant, FISMA-moderate Government Cloud Plus for the highest performance and data center standards. REI has initiated the FedRAMP certification process for GovGrants with IAF as the sponsoring agency. ▪ REI has deep Section 508 experience supporting its federal, state, and local government customers. Based on lessons learned and best practices, REI has ensured that GovGrants is also 508 compliant.
Employ industry best practices in the systems development lifecycle and software development.	▪ REI employs an Agile approach to project management that includes complete and transparent planning, communication, metrics-based Quality Assurance (QA), risk management, and continual improvement activities throughout the project lifecycle. ▪ REI uses its proven Agile Delivery Framework (ADF) to consistently deliver high-value, high-quality GMS. The ADF continuously monitors team performance, identifies areas for improvement, and implements action items to increase productivity and ensure alignment with DOT's objectives. ▪ REI's focus on DevSecOps prioritizes security and reduces the transactional friction between development and deployment through integrated environments, automation tools, and cross-functional teams. We use the platform Continuous Integration/Continuous Deployment (CI/CD) tools to implement the DevSecOps process for CD where applicable.
Leverage Artificial Intelligence (AI) to streamline grants management and system capabilities.	▪ REI has established a Grants Innovation Lab that integrates emerging technologies, such as AI/Machine Learning (ML) and Robotic Process Automation (RPA), into its Grants Management Systems. ▪ REI maintains a robust product backlog for GovGrants, including integrating AI capabilities. Under administrative, the GovGrants product team is researching how AI can streamline grant application processing by suggesting checklist-based items. It could compare past performance and warn users of any discrepancies. ▪ REI is building a hybrid recommendation system that uses AI to offer personalized recommendations of opportunities to registered users on SAM.gov. It utilizes a neural network model that factors in user behavior, similarities to other users, and contract/opportunity information.

Team Stealth understands the importance and criticality of the DOT National Highway Traffic Safety Administration's (NHTSA) mission across the United States and its territories to save lives, prevent injuries, and reduce economic costs by reducing road traffic crashes. Our team stands ready to meet NHTSA's goals of replacing their legacy eGrants system with our GovGrants COTS SaaS grants management solution built on the Salesforce Platform. We are confident that our GovGrants system will meet and exceed NHTSA's goals, objectives, and requirements outlined in the DOT NHTSA's GMS Draft SOW.

Team Stealth is fully qualified to support DOT's efforts to modernize its eGrants system and provides three examples of relevant experience below.

3 TEAM STEALTH'S RELEVANT EXPERIENCE AND TECHNICAL BACKGROUND

Team Stealth summarizes three examples of our past performance on projects similar to the DOT SOW. We have chosen diverse organizations to highlight the team's flexibility and capability in meeting a wide range of customer grants management needs to help them fulfill and advance their missions.

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3.1 NATIONAL ENDOWMENT FOR DEMOCRACY GRANTS MANAGEMENT SYSTEM

Customer Name	National Endowment for Democracy (NED)
Customer/Client POC	Mayank Jain Title: REI Systems, Inc. Program Manager – SaaS Phone: 703.956.8784 Email: mjain@reisystems.com
Contract Number	N/A
Total Contract Value	$15M
Period of Performance	January 2020–January 2025. In Production since May 2020.
CPARS Available	No
Brief Description of Services Provided	

The National Endowment for Democracy is a private, nonprofit organization founded in 1983 and dedicated to the growth and strengthening of democratic institutions around the world. Based in Washington, DC, NED makes approximately 1,600 grants annually to support the projects of non-governmental groups abroad who are working for democratic goals in more than 90 countries.

NED was seeking to migrate from a legacy system that was cumbersome, difficult to maintain, and lacked the necessary integration capabilities they needed to support their grantees.

- Managing $300M+ in grants focusing on democratic organizations and individuals throughout the globe in approx. 90 countries.
- 185 internal users, 3000 external users

As a subcontractor to REI, Stealth has provided the full set of implementation and project management services to NED as it moved from its legacy system to GovGrants.

The project includes supporting the integration, implementation, and testing of multiple applications on the Salesforce platform. The applications include Case Management, Customer Relationship Management, Grants Management, and e-signature. Stealth Solutions' key responsibilities include the design and development of the solution. Testing for quality assurance of the integrated developed solution. This required expertise in project management, integrated software testing, and user interface testing with quality assurance.

Our team has supported various aspects of NED's design, configuration, customization, and testing of the new grants management system. This included working with NED to optimize their grants management processes, including workflows, fields/forms, controls, alerts/notifications, document templates, and user dashboards. In addition, we worked with NED to set up a Grantee Portal that allowed for different grantee touchpoints, including application submission, payment submission, reporting, and monitoring, including narrative and financial reports.

Data migration was a major aspect of the implementation as well. The team led the effort to migrate historical data, including template preparation, field mapping, enabling the exports/imports of data, as well as validation of loaded data. In addition, our team worked to integrate GovGrants with a number of 3rd party systems, including blacklist watchlist(s), MS Office, and NED's accounting system (Microsoft Dynamics NAV 2017 Serenic Navigator). The Serenic integration will allow award budget management and electronic payment requests.

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3.2 HHS HEALTH RESOURCES AND SERVICES ADMINISTRATION (HRSA) ELECTRONIC HANDBOOKS (EHBS)

Customer Name	Health Resources and Services Administration
Customer/Client POC	Name: Carolyn Taylor, CO Phone: 301.443.6508 Email: ctaylor@hrsa.gov
Contract Number	HHSH250201800005B
Total Contract Value	Total Value: $112M / Relevant Value: $112M
Period of Performance	May 2018 – May 2023
CPARS Available	Yes
Brief Description of Services Provided	

REI supports HRSA with the technology used to plan, solicit, apply, review, award, and oversee HRSA's portfolio of $13B in grants funding per year, with over 2,000 HRSA staff and 50,000 applicant and recipient users. REI provides the full spectrum of Agile Development, Modernization, and Enhancement (DME) services for all existing and emerging systems and sub-systems across the HRSA enterprise to support HRSA's program operations.

The grant-based system disburses and manages $10B in financial assistance—90% of HRSA's annual disbursements. The 20M+ lines of code that comprise the system support 90+ grant programs, 18 loan programs, and two benefit programs. It supports more than 50,000 users, more than 50 business processes, 460+ Enterprise Reports, 2500+ Ad hoc reports, over 16,000 recipient organizations, and over 550,000 user tasks per year. It supports six different user communities across various grant management phases. The two primary communities are HRSA internal staff and the grantees: around

HRSA Benefits from REI's Solution
- Replaced and retired 18 legacy systems
- Supported 77% growth in HRSA annual grant awards
- Reduced data entry burden by 85%
- Achieved 95% user satisfaction rating

2,000 HRSA staff and 44,000 applicants/grantees across 16,000+ public, nonprofit and private organizations accessing EHBs. It interfaces with multiple external systems, including SAM.gov, UFMS, PMS, Grant Solution, TAGGS, IRMIS, Gov Delivery, Grants.gov, and AMS. The FISMA-compliant system and scalable infrastructure service 45M+ web requests with 99.9% uptime, 350K+ workflow transactions, and over 900,000 uploaded documents. Nearly all HRSA staff in six bureaus and four offices rely on the EHBs to perform their jobs daily. As a testament to our high-quality work, HRSA has repeatedly selected REI Systems to manage the EHBs. HRSA's annual grant awards increased by 77%, from $6.85B in FY2013[1] to $12.1B in FY2022 (Source: https://data.hrsa.gov/topics/grants).

Since 2001, REI has maintained and modernized HRSA's grants management processes and tool suite. HRSA trusts REI with this enterprise-wide grants program, which integrates multiple internal and external systems. HRSA EHBs is a mission-critical, web-based system that supports the entire grants lifecycle, from planning through closeout, to ensure that programs are managed efficiently and in compliance with mandated agency-wide and federal policies, procedures, and legislation. Our 15 Agile Scrum teams provide DME support to all programs.

Results Achieved and the Methodology. Since 2001, we have increased HRSA's effectiveness by retiring 18 legacy systems, resulting in substantial cost savings of over $100M in five years, and reduced process cycle times by as much as 80% for specific high-priority awards. Recent enhancements, such as business process streamlining for performance data collection, decreased the data-entry burden for grantees by 85%. We enhanced the user experience through the homepage and dashboard improvements, leading to a user satisfaction rating of 91% and a reduction in call center volume. The self-service report

and dashboard feature for federal staff provided an overall savings of over $2.35M in operational costs yearly and a 40% reduction in time-to-insights.

In the last few years, REI helped HRSA begin issuing completely new CARES Act grants faster than any other agency in Government—just 12 days after the Act was signed into law. We enhanced the Funding Memo functionality to eliminate over 400 hours of manual effort to enter and review funding for COVID-19 awards. The improved data collection process for COVID-19 Cares Act funding reduced reporting times, increased transparency, and improved oversight.

3.3 GOVGRANTS CUSTOMER – LEGAL SERVICES CORPORATION (LSC)

Customer Name	Legal Services Corporation (LSC.gov)
Customer/Client POC Email	Name: Jada Breegle Title: Chief Information Officer Phone: 202.295.1685 Email: breeglej@lsc.gov
Contract Number	NA
Total Contract Value	$2.1M
Period of Performance	January 2020 – Ongoing. In Production since May 2020
CPARS Available	No
Brief Description of Services Provided	

Legal Services Corporation (LSC.gov) is the nation's single largest funder of civil legal aid for low-income Americans with the mission of promoting equal access to justice. LSC is a hybrid organization receiving both annual appropriations from Congress in addition to being a 501(c)(3) nonprofit organization. LSC grantees provide services in legal areas, including domestic violence, eviction, income maintenance, and disability law.

LSC receives around $440M annually through annual congressional appropriation, with $420M in grants distributed in 2019. LSC has eight main grant programs, and they serve 132 grantees, including nonprofit law firms in all 50 states.

REI provided the full set of project management, technical management, and implementation resources to design, configure, and deploy GovGrants for LSC. The project team worked across multiple program groups within LSC to consolidate enterprise requirements and establish/codify standards for business processes. REI was responsible not only for the implementation of GovGrants but also for testing and rollout.

LSC Benefits from GovGrants

- Centralized all their grants management data into a single system
- Enhanced business processes, workflows, and approvals through automation
- Reduced LSC staff and Grantee time spent on application and application review from weeks to days
- Improved monitoring using a new reporting system

After implementing the GMS (called GrantEase), LSC activated its largest and most complex program (Basic Field Grant) with more than $400M in grant funding. Basic Field supports legal services providers serving low-income citizens across the U.S. In March 2020, LSC received $50M in emergency funding from the CARES Act for the COVID-19 pandemic. GrantEase allowed LSC to rapidly create and activate two new grant programs: The Telework Capacity Grants Program and the Supplemental Formula Grants Program, within three weeks.

LSC engaged the support of REI to easily build a new reports module to create custom reporting required for each CARES ACT grant program in GrantEase. Specifically, LSC was required to track grantees' use of COVID funding across six reporting cycles every quarter, and this enabled LSC to quickly target the funds where the need was the greatest. Without a robust configurable system like GrantEase, LSC could

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not have launched the CARES ACT funding programs and targeted funds to grantees needing emergency funding so quickly.

In addition to acquiring new technology, LSC underwent a fundamental business process re-engineering effort, including steering committees, a governance team, collaboration, communication, and planning across the entire organization. As a result, LSC made significant business process improvements, including reducing their Grant Application from 533 questions that a grantee had to complete to an average of 50 questions. This initiative of business process enhancements ensured that LSC did not implement the system using older processes that were inefficient, out of date, and provided less value for the effort expended. The new GrantEase system helps LSC more successfully fulfill its mission.

4   ADDITIONAL COMMENTS ON THE DRAFT SOW

Based on our review of the draft SOW, we recommend the following updates/additions.

1. ML/AI capabilities are listed as an evaluation criterion in the draft SOW but lack sufficient detail on the specific requirements beyond the broad mandate to automate AI-based business rules for data quality and accuracy. Please provide further clarification on ML/AI capabilities desired/required.
2. In addition to technical and pricing volumes, we recommend that the Government consider requiring a video demonstration in the RFP for the vendor to showcase their solution and provide a more comprehensive insight into their GMS capabilities.
3. In addition to the DATA Act standards, we recommend that the Government include alignment with the FIBF standards.
4. We recommend the Government use the best-in-class GSA STARS III vehicle for this solicitation.

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