CSZNet, Inc. Response to
Fair Opportunity Proposal Request (FOPR)
No. 72MC1022Q00017
Development Information Solution (DIS)
for

United States Agency for International Development (USAID)
Bureau for Management, Office of the Chief Information Officer

Phase Three Technical Proposal

Helping USAID to promote and demonstrate democratic values abroad, and advance a free, peaceful, and prosperous world.

Submitted by:
CSZNet, Inc.
100 M ST SE, Suite 653
Washington, D.C. 20003
Ph: 202-534-9658 / 703-945-3689

Contact: John Pestotnik
jpestotnik@csznet.com
202-664-5115

GSA 8(a) STARS III - 47QTCB21D0121
CAGE Code: 654H8
UEI: DWRMMPQQMED9

Due: 11/10/2022 11:00 a.m. EST

Table of Contents

Acronym List[1]

A&A	Acquisition and Assistance
AA	Assistant Administrator
AC	Access Control
AAFS	Agency Approach to Field Services
AAMs	Activity Approval Memorandums
AAs	Assistant Administrators
Activity Checklist	Activity-Level Statutory Review
ADDIE	Analysis, Design, Development, Implementation, and Evaluation
ADS	Automated Directives System
AORs	Agreement Officer's Representatives
APS	Annual Program Statement
ARB	Architecture Review Board
ASIST	Agency Secure Image and Storage Tracking (System)
AtA	Office of the Assistant to the Administrator
ATO	Authority to Operate
AU	Audit and Accountability
B/IOs	Washington Bureaus and Independent Offices
BA	Business Analyst
BAA	Broad Agency Announcement
BHA	Bureau for Humanitarian Assistance
BMM	Budget Management Module
BRM	Office of Budget and Resource Management
C-to-C	Corp-to-Corp (Corporation-to-Corporation)
CBJ	Congressional Budget Justification
CCB	Change Control Board
CCF	Complex Crises Fund
CCN	Cooperating Country National
CDCSs	Country Development Cooperation Strategy
CFO	USAID's Chief Financial Officer
CFR	Code of Federal Regulations
CIL	Climate Integration Lead
CIRS	Context Indicator Reference Sheet

---

[1] Team CSZNet includes numerous acronyms relevant to USAID, not all of which are used in this volume. We are a proponent of reusing work when possible and plan to reuse this acronym list as the beginning of a project reference document for use by our team, including USAID, in the event we are awarded the DISCO contract.

CLA	Collaborating, Learning, and Adapting
CM	Configuration Management
CMP	Configuration Management Plan
COR	Contracting Officer's Representative
Country Checklist	Country-Level Statutory Review
CPS/OTI	Bureau for Conflict Prevention and Stabilization's Office of Transition Initiatives
DCA	Development Credit Authority
DDI	Bureau of Development, Democracy, and Innovation
DDL	Development Data Library
DEC	Development Experience Clearinghouse
DEV	Development
DFC	U.S. Development Corporation
DIS	Development Information Solution
DISCO	Development Information Solution Complete Operations
DOA	Delegation of Authority
DOAGs	Development Objective Agreements
DOD	Department of Defense
DOE	Department of Energy
DOI	Department of Interior
DOJ	Department of Justice
DOs	Development Objectives
DQAs	Data Quality Assessments
EA	Environmental Assessment
EEI	Center for Environment, Energy, and Infrastructure
ERB	Engineering Review Board
ERM	Enterprise Risk Management
ESC	Executive Steering Committee
Evidence Act	Foundations for Evidence-Based Policymaking Act of 2018
EXO	Mission Executive Office
FAA	Federal Aviation Administration
FAA	Foreign Assistance Act of 1961
FATAA	Foreign Aid Transparency and Accountability Act of 2016
FISMA	Federal Information Security Management Act
FOPR	Fair Opportunity Proposal Request
FSN	Foreign Service National
FSRS	Federal SubAward Reporting System
G2G	government-to-government
GATRs	Government Agreement Technical Representatives
GC	Office of the General Counsel
GC/RLO	Office of General Counsel / Resident Legal Officer

GEWE	Gender Equality and Women's Empowerment Hub
GLAAS	Global Acquisition and Assistance System
GPRAMA	Government Performance and Results Modernization Act of 2010
GSA	General Services Administration
HCTM	Office of Human Capital and Talent Management
HUD	Housing and Urban Development
IA	Identification and Authentication
IA	Information Assurance
ICS	Integrated Country Strategy
IEE	Initial Environmental Examination
IO	Independent Office
IPM	Information and Process Management
IRP	Incident Response Plan
IRs	Intermediate Results
IRS	Internal Revenue Service
ISCP	Information System Contingency Plan
ITSD	IT Services Delivery
JRSs	Joint Regional Strategies
JSP	Joint Strategic Plan
KPI	Key Performance Indicator
M	Bureau for Management
MA	Maintenance
M&E	Monitoring and Evaluation
M/CFO	Bureau for Management, Office of the Chief Financial Officer
M/CIO	Bureau for Management, Office of the Chief Information Officer
M/MPBP	Bureau for Management, Office of Management Policy, Budget and Performance
M/MS/OMD	Bureau for Management, Office of Management Services, Overseas Management Division
M/OAA	Bureau for Management, Office of Acquisition and Assistance
MEL	Monitoring, Evaluation, and Learning
MEO	Mission Environmental Officer
MOs	Mission Objectives
MOU	Memoranda of Understanding
MP	Media Protection
MRR	Mission Resource Request
NHTSA	National Highway Traffic Safety Administration
NIST	National Institute of Standards and Technology
NPE	non-permissive environment
NSS	National Security Strategy
O&M	Operations and Maintenance
OAA	Mission Office of Acquisition and Assistance

OCM	Organization Change Management
OE	Operating Expense
OFM	Mission Office of Financial Management
OIG	Office of the Inspector General
OMB	Office of Management and Budget
OP	Operational Plan
OU	Operating Unit
OYB	Operating Year Budget
P.L.	Public Law
PAD	Planning and Administration
PD&L	Program Design and Learning
PDD	Project Development Document
PEPFAR	President's Emergency Plan for AIDS Relief
Phoenix	USAID Financial/Accounting System
PII	Personal Identifiable Information
PIOs	Public International Organizations
PIRS	Performance Indicator Reference Sheets
PM	Product Manager
PM	Project Manager
PMP	Performance Management Plan
PMP	Project Management Professional
POAM	Plan of Action and Milestones
POC	Point of Contact
PPL	Bureau for Policy, Planning and Learning
PPL/AtA	Bureau for Policy, Planning and Learning, Office of the Assistant to the Administrator
PPL/LER	Bureau for Policy, Planning and Learning, Office of Learning, Evaluation, and Research
PPL/ODC	Bureau for Policy, Planning, and Learning, Office of Development Cooperation
PPL/P	Bureau for Policy, Planning and Learning, Office of Policy
PPL/SPP	Bureau for Policy, Planning and Learning, Office of Strategic and Program Planning
PPR	Performance Plan and Report
PQM	Process and Quality Management
PRB	Project Review Board
PSE	Private Sector Engagement
QA	Quality Assurance
QRG	Quick Reference Guide
RACI	Responsible, Accountable, Consulted, Informed
RCT	Randomized Controlled Trial
RDCS	Regional Development Cooperation Strategy
RDOs	Regional Development Objectives

RE	Release Engineer
RF	Results Framework
RFP	Request for Proposal
RLO	Resident Legal Officer
RLO/GC	Resident Legal Officer / General Counsel
RMF	Risk Management Framework
SAP	Security Assessment Plan
SC	System and Communications Protection
SDLC	System Development Life Cycle
SI	System and Information Integrity
SLA	Service Level Agreement
SME	Subject Matter Expert
SOAR	Senior Obligation Alignment Review
SOC	Summary of Conclusions
SOW	Statement of Work
SpOs	Special Objectives
SSP	System Security Plan
State/F	U.S. Department of State, Office of Foreign Assistance Resources
Sub-IR	Sub-Intermediate Result
TAD	Technical Architecture Diagram
TEA	Total Estimated Amount
TEC	Total Estimated Cost
TL	Technical Lead
UAT	User Acceptance Testing
UI	User Interface
USAID	United States Agency for International Development
USDA	U.S. Department of Agriculture
USDH	U.S. Direct-Hire
USG	United States Government
UX	User Experience
VSTS	Visual Studio Team Services (Azure DevOps Tools)
WOU/RMs	Washington OUs and Regional Missions/Platforms

Phase Three

Factor 3 – Technical Understanding and Approach

Technical Understanding

Understanding Requirements, Objectives and Task Areas

Team CSZNet's understanding of USAID's DISCO requirements, objectives and task areas is founded on the information provided as part of the FOPR, our team's experience serving on similar projects and within USAID, research that we have done in preparation of this proposal, and the ways we have refactored information ascertained from each into meaningful, value-added, reusable assets. These assets will help to impart understanding to the nearly 100 FTEs that will serve USAID during the engagement. One of these assets, an Excel workbook, consolidates a massive amount of information into a single, easy to access platform. It comprises labor categories and staffing, deliverables, requirements, tasks, RACI diagrams, acronyms, USAID policies, USAID technical environment, and more. Experience tells us the more readily available information is, the more likely it will be utilized, the more compliant we will be, and the overall quality of the service we provide will be improved. We also created an annotated version of the FOPR that includes hierarchical bookmarks supporting drill-down navigation and comments to serve as a time-saving reference throughout the life of the project for both Team CSZNet and USAID personnel.

To understand requirements and task areas, it is imperative to first understand objectives at the enterprise level and the project level. Well-defined objectives lead to expected benefits which, in turn, lead to quantifiable measures of benefits realization and ultimately define project success.

Objectives

At the enterprise level, USAID objectives can be summarized as follows.
- To support partners to become self-reliant and capable of leading their own development journeys
- To reduce the reach of conflict, prevent the spread of pandemic disease, and counteract the drivers of violence, instability, transnational crime, and other security threats
- Promote American prosperity through investments that expand markets for U.S. exports
- Create a level playing field for U.S. businesses
- Support more stable, resilient, and democratic societies

At the project level, USAID objectives can be summarized this way.
- Continue developing the DIS solution, including new features, Operations and Maintenance, both technical and user support

- Maintain security compliance, increase FISMA scores, security risk mitigation and improve compliance with Federal Government information security policy and mandates
- Meet major challenges around data management and reporting to meet the needs of different stakeholders including but not limited to USAID field Operating Units, USAID/Washington, Congress, OMB, and external stakeholders

Team CSZNet proposes the use of an Advance Team to begin critical project tasks during the period immediately after contract award and before the official contract start date. The Advance Team is a value-added service and comprises senior leadership resources from Team CSZNet partners. It provides a project head start to ensure a smooth transition in. Upon contract award, one of the tasks performed by our Advance Team is to validate client objectives and expected benefits. Just as with every project requirement elicited. for every deliverable produced, gaining a clear understanding of client expectations up front mitigates wasted effort and improves quality and client satisfaction.

Task Areas

Team CSZNet understands the FOPR SOW includes 28 numbered task areas, presented in a 3-level hierarchy, with 24 representing lowest level tasks/task areas. We committed the task areas to a reference table within our consolidated workbook referenced above. The workbook is available upon request by USAID during proposal evaluation and available to all project personnel if we are awarded the contract.

Finally, within the same workbook, we added the task areas to a RACI chart providing a crosswalk between task areas on project roles. Our Advance Team will complete/validate the task area portion of the RACI chart after contract award and before project commencement so that it can be shared with each of the 87.75 FTEs onboarding during contract year one. Our commitment to detail and structure, along with our annotated version of the RFP and consolidated Excel reference allow us to efficiently promote understanding of these task areas to our entire team of deployed talent.

Requirements

We believe understanding requirements is the single most important factor in determining project success. The correlation between our approach and achieving the requirements is clear and begins with our treatment of the requirements included within the FOPR.

CSZNet's solution team has extracted 280 individual requirements from the SOW included as part of the FOPR. Each has been assigned a unique number and carries the section number from the FOPR for traceability. The verbiage for each has been summarized into a brief description. Nine characteristics of high-quality requirements are presented to be evaluated as part of a requirements verification process. Clarifying information is provided for any requirements not satisfying the nine characteristics. The requirements have been placed into our Excel reference workbook. Going to this level of effort as part of proposal development is a distinguishing characteristic of our approach for understanding and achieving requirements. Achieving cannot occur without understanding. The graphic below illustrates how Team CSZNet has compressed a huge amount of requirements content into a single worksheet page for ready access by all team members and USAID personnel. The tool is added value for USAID and the content helps to structure and streamline our transition.

Upon contract award, we will continue with progressive elaboration as we evaluate each requirement against nine (9) verification criteria. Collaboration with USAID will produce clarifications as needed before designating requirements as verified. Understanding requirements is paramount to our overall technical understanding. It is not only important to have complete clarity in terms of what each requirement means but also to understand who has what responsibilities for each requirement. Team CSZNet accomplishes that aspect of understanding using a RACI (Responsible, Accountable, Consulted, Informed) chart as shown in the figure below. Should USAID wish to expand or modify the types of responsibilities assigned, we can easily accommodate since the values are codified in a table along with many other codifications employed within our reference workbook.
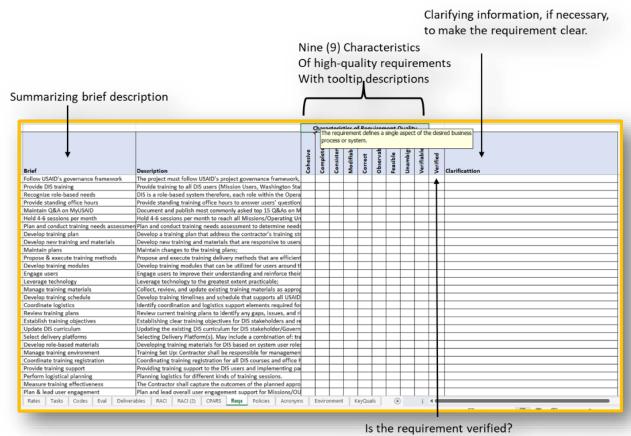

Figure 1: 280 Elicited and Structured Requirements - Team CSZNet believes in preparing proposal content that will serve as a project asset upon contract award. The effort to extricate, augment and organize requirements is value-added effort at the proposal stage of the project.
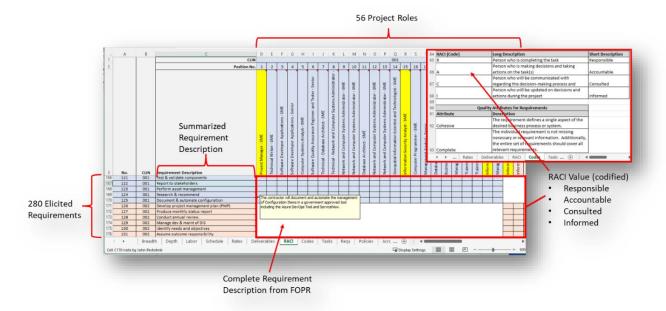
Figure 2: RACI Chart for Requirements - Team CSZNet employs a very structured approach to establish requirements comprehension.

Additional Understanding

Understanding requirements, objectives and task areas are important and primary aspects of our overall technical understanding but many other factors contribute as well. Below, we have summarized the additional things we need to understand and our approach to obtaining that understanding and imparting it to our entire team.

- **The Client (USAID Organization)**
  In addition to engaging a partner, Stealth Solutions, who is familiar with USAID as a client, Team CSZNet is doing its due diligence as part of its proposal/solution design effort to gain even more insight into USAID as an organization. We have studied its mission, vision, values and 222 policy documents within six (6) different series. We have reviewed its most recent report to congress. We have checked out its listing on Glassdoor.

  As a result of our fact finding, we have come to appreciate the importance of USAID's humanitarian mission and how well that message resonates among potential position candidates. As a result, we will leverage that response to attract highly skilled but hard-to-reach talent prospects and place nearly 100 FTEs within 56 technical roles required for DISCO. Team CSZNet has already created recruitment pages for its website that emphasize that message. The screenshot below illustrates how the message is presented to attract talent.
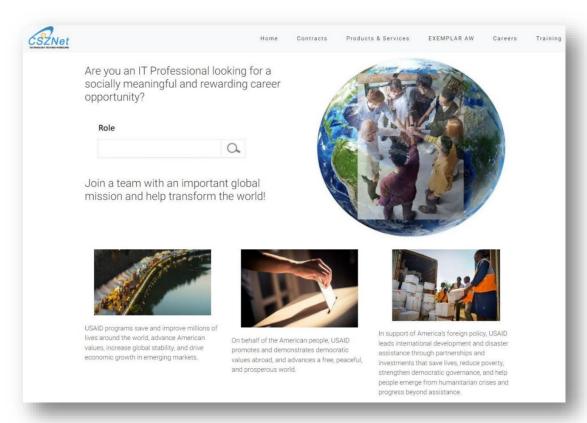
Figure 3: Leveraging USAID's Humanitarian Mission in Recruiting - CSZNet leverages USAID's mission to attract hard-to-reach technical talent looking for more meaningful job fulfillment. This web page is ready to deploy along with additional scrollable information about USAID's values and how to apply. Links to this page will be shared amongst the various job boards to which we subscribe along with LinkedIn, other social media networks and communication channels we use for recruiting purposes.

- **Terminology / Acronyms**
  To effectively communicate in writing and in speech and to comprehend information communicated to us, we need to understand and embrace the vernacular of USAID. Like all federal government entities, USAID uses hundreds, if not thousands, of acronyms and terms that we will encounter daily. Fortunately, USAID policy documents and reference materials are flush with acronym explanations, vocabulary terms and definitions. We have added these to our preliminary project vocabulary reference and include the acronyms in the acronym list at the beginning of this volume.

- **The Environment**
  CSZNet's understanding of the USAID technical environment is based on the FOPR, DIS Roadmap, DIS TAD, and the DIS O&M manual. This environmental information was then shared with our recruiting team for use in recruiting talent already familiar with elements of the USAID technical environment. CSZNet's understanding of USAID's social/cultural environment is based on its published mission, vision, values, supporting policies and Glassdoor ratings. This

information was also shared with our recruiting team and enhances our ability to attract high-caliber talent.

- **The DC IT Labor Market**
  Being a DC-based firm that recruits and places IT resources for government clients in the DC metro area, provides CSZNet with an understanding of the local labor market, salary requirements, and best recruiting practices necessary to succeed in this effort for USAID. CSZNet combines this understanding and its recruiting team, with those of its teaming partners who are also DC-based firms.

- **The Deliverables**
  CSZNet has extracted 40 deliverables from the FOPR. We have assigned each a unique number for traceability. Because there are incumbent contractors in place, we understand that many, most, or all these deliverables already exist in some form. Requesting and obtaining copies of existing deliverables immediately after contract award will help us to further enhance our technical understanding and refine our approach. In collaboration with USAID, we will review every existing deliverable to ascertain its status and if improvements are warranted. For any deliverables that are not pre-existing, we will develop a detailed outline for approval by USAID to ensure our understanding of expectations is crystal clear before beginning work.

- **Project Status**
  Because this is an ongoing project with an incumbent contractors in-place, it is important to ascertain the current project status. We need to know the status of deliverables, the status of the DIS Roadmap and the status of assigned work and requirements by position. Once that is fully understood we can tailor our plans accordingly (initially our plan for a project kickoff meeting, Project Management Plan and Transition-In Plan).

- **The Transition Plan**
  The consolidation and transition of contract services from multiple incumbent contractors to Team CSZNet necessitate the need to understand USAID's project goals, the DIS Roadmap, the status as described above, and the Transition-Out Plan for the incumbent(s). With that knowledge we can develop our own Transition- In Plan and Onboarding Plan for any new resources we bring on board.

- **The Roles**
  Filling the 56 identified roles with best-fit talent requires a thorough understanding of each role. Team CSZNet has already provided named personnel for the five (5) key project roles as requested by USAID. These candidates possess the 42 specified qualifications and represent the caliber of talent USAID can expect for the remaining positions once our understanding for each role has been solidified. Team CSZNet is open to hiring high-performing incumbent staff based on recommendations from USAID.

  The better our understanding of the remaining roles, the better will be our ability to match each role with the right talent. To that end, in collaboration with USAID, we will map each position to relevant technical environmental variables, requirements, deliverables, and tasks. The latter, using a RACI chart showing the relationship from each position to requirements and deliverables

in terms of being **R**esponsible, **A**ccountable, **C**onsulted, or **I**nformed. We have already prepared the RACI chart template to facilitate the mapping exercise. Should USAID prefer we use different terminology and or mappings, we can easily do so since the values are codified within our template. We've loaded the 376 cells representing roles, deliverables, and requirements with narrative tooltips from descriptions culled from the FOPR. After contract award we will fill in responsibility values in collaboration with USAID.

Summary

Knowing what we need to know is an important part of our technical understanding. It is founded on decades of industry experience and a partner already familiar with USAID. We also recognize the importance of the following to USAID.

> *The ability to utilize innovative and integrative approaches to address ever-changing leadership priorities and the requirements in the statement of work.*

Team CSZNet's approach is both innovative and integrative. Innovative, because it improves processes and imparts efficiency and effectiveness on tasks that are repeated many times by many people over the life of the project, e.g., our approach to decompose and annotate the FOPR. Innovative, because it leverages proposal work for a head start on project work. Innovative, because it uses common, accessible technology such as MS Excel, in ways that competitors do not. Innovative, because of the way we will leverage USAID's mission and values to reach hard-to-reach talent that want more from a job than simply a paycheck.

Our approach is integrative, because it combines the breadth of USAID experience from one corporation with the depth of recruiting capabilities of another corporation, both of whom are in the D.C. area and both of whom are STARS III 8(a) approved vendors. Integrative, because it consolidates a massive amount of relevant content into a single project reference for contractor and USAID staff. Integrative, because it integrates the two most important aspects of project management relative to project success – requirements management and benefits realization.

Our approach addresses ever-changing leadership priorities. Objectives change. Requirements change. Expected benefits change. Our approach doesn't change. We capture, elicit, clarify, document, execute, and measure. We repeat as necessary.

Our approach addresses the requirements in the statement of work. As described in detail above, we culled and summarized 280 requirements from the FOPR, statement of work, along with deliverables and tasks. We structured them for our advance team and, as part of our advance and transition efforts, we will evaluate each requirement against nine (9) criteria as part of requirements verification. We will clarify requirements as necessary. We will define relationships between requirements and project personnel. These unequivocally clear requirements then dictate how we execute the contract for USAID.

The next section of this proposal elaborates on our approach and further demonstrates our ability to utilize innovative and integrative approaches to address ever-changing leadership priorities and the requirements in the statement of work.

Approach

Team CSZNet below outlines our recommended approach to each of the five defined CLINs. Our detailed approach is based upon the objectives for the task areas of the Statement of Work. Our time-tested innovated approaches allow for changes in stakeholder priorities as DIS modules are rolled out to all offices and bureaus. Module adoption is analyzed to provide continued feedback that's used to address any enhancement, training and over user support needs.

1. CLIN 001 Operations and Maintenance

This CLIN 001 Operations and Maintenance consists of the following five key services:

1. System Security and Compliance (section 1.2.1.1)
2. User Training (section 1.2.1.2)
3. Development Information Solution FOPR No. 72MC1022Q00017
4. DIS Customer Care (section 1.2.1.3)
5. Service Desk Support (section 1.2.1.4)
6. Services Maintenance (section 1.2.1.5)

Team CSZNet is well versed with the Federal Information Security Management Act (FISMA), Office of Management and Budget (OMB), National Institute of Standards and Technology (NIST), and pertinent federal agency requirements, standards, guidelines, and procedures for the security of the information systems. We have vast experience, both corporate and individual, in many federal agencies, such as USAID, NHTSA, DOJ, USDA, IRS, DOD, DOE, DOI, FAA, HUD, etc., managing organizational risk using NIST's Risk Management Framework (RMF).

We understand DIS has already acquired an ATO. However, a continuous security assessment and updates to controls are required as the system is continuously enhanced. Additionally, USAID requires that 1/3rd of controls be tested annually. At USAID, we have worked with M/CIO/IA Compliance and Risk Management (CRM) Team in acquiring and maintaining ATO. We are acquainted with National Institute for Standards and Technology (NIST) Special Publication (SP) 800-53, Security and Privacy Controls for Information Systems and Organizations, **Revision 5**, required by USAID for security assessment. Additionally, we are well versed in working with **USAID Security Artifact Templates** such as Information System Contingency Plan (ISCP), Configuration Management Plan (CMP), Memoranda of Understanding (MOUs), Access Control (AC) Procedures, Audit and Accountability (AU) Procedures, Identification and Authentication (IA) Procedures, Maintenance (MA) Procedures, Media Protection (MP) Procedures, System and Communications Protections (SC) Procedures, System and Information Integrity (SI) Procedures, Security Assessment Plan (SAP), System Categorization and Registration Form (FIPS) 199, and Incident Response Plan (IRP).

Team CSZNet will work with USAID 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 and maintain 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 USAID as per the established Service Level Agreements (SLA). The following tasks will be performed by Team CSZNet to ensure that all required compliances are met.

- Team CSZNet will thoroughly review the USAID Agency policies and standards, such as ADS 545, and draft a list of action items that need to be performed either once or regularly to ensure all items in ADS 545 are met
- The developed plan will be shared with USAID and ensured that we meet all compliance and confidentiality agreements as per FIPS 199
- Build a continuous improvement review process to ensure that information is protected, and systems are secure
- A Detailed plan to develop and maintain security documentation such as System Security Plans (SSP), Plan of Action and Milestone (POAM), Contingency Plan, Incident Response Plan, etc.
- Review audit logs, perform security audits, monitor event logs, and conduct disaster recovery testing as required
- Ensure the system is thoroughly designed and tested to handle PII data and any PII-related incidents
- Ensure all resources have completed the necessary and mandatory security training periodically

Team CSZNet understands that user adoption is the key success factor of any project implementation. As a part of all our implementations, we provide comprehensive **User Training** to ensure that all users are comfortable using the system for the functionalities they need. The training sessions are tailored based on the role of the users and the location of the users. The types of training provided would include, for example, End User Training, System Admin Training, and Train the Trainer sessions. The number of users per training session is limited to ensure additional focus is provided to each user. Custom training user guides are also prepared for all training sessions. Below are some key highlights of the training conducted by Team CSZNet.

- Training Plan: Team CSZNet will develop a comprehensive training plan to support the full DIS program. A team of dedicated resources will focus on developing and delivering training material. The training team will be working closely with deployment to ensure that training is planned based on the deployment schedule and that the users can use the new functionalities seamlessly.
- Training Logistics: All Training is planned based on user roles and user locations, including remote users, for seamless logistics
- Custom Training Sessions: Training sessions are tailored to ensure all functions and tasks performed by the user are covered in the system
- An overall high-level picture is presented to ensure users understand the impact of their actions on the system
- A separate section is dedicated to the security of the system and various restrictions for the users, like IP restrictions, etc.

To ensure that all training is delivered successfully, team CSZNet will develop and continually update comprehensive and role-customized Training Guides and QRG (Quick Reference Guides), provide refresher training courses, and keep standard office hours to answer questions.

Team CSZNet will support the **DIS Customer Care** needs by performing the following tasks:

- Capture User feedback to enhance the System backlog and use feedback for prioritization of the backlog
- Coordinate with users about the ongoing development and upcoming releases

- Provide user support and redirect the users to the right resources in case of any issues faced
- Develop metrics to measure user adoption. Track users whose adoption rate has been low and provide office hours or custom training sessions to the users to ensure the system is being used effectively
- Communicate to all users about upcoming changes and how the system is going to be enhanced for users
- Work with CMS team as desired to provide the required articles
- Ensure the user support activities align with DIS Change management strategy

As requested for **Service Desk Support**, Team CSZNet will provide Tier 2 and Tier 3 support for the entire DIS System. The support service schedule is from 8:00 am to 5:00 pm Eastern Time Zone, five business days per week.

Since Tier 1 support is being handled by USAID, Team CSZNet will work closely with the Tier 1 team to ensure they have access to all tools and articles to resolve Tier 1 tickets seamlessly. Any tickets not resolved at Tier 1 level will be turned over to Team CSZNet to perform an in-depth analysis on the ticket problem and provide a resolution from either Tier 2 or Tier 3 support based on the nature of the issue. Enhancements or development activities identified from the ticket support will be communicated to the product management team for inclusion into the backlog. Fix priority will also be accessed and communicated to Tier 1. Once the ticket has been fixed by the development team, the same will be communicated to Tier 1 to mark the support ticket complete.

Team CSZNet will also perform a thorough analysis of the current support system and recommend enhancements to the overall system and support processes as needed.

Team CSZNet will provide complete **Service Maintenance** to the DIS system. This service maintenance includes user account management, minor enhancements, debugging, troubleshooting, pre-production support, build & release, environment refresh and management support, production support, testing, and validation support, security support, routine operations, and maintenance, including repairs, data maintenance, and hosting.

Team CSZNet will perform the following tasks for service maintenance:

- Every time there is a major upgrade to the platform, the service maintenance team will perform thorough testing to ensure all system modules are working seamlessly.
- Monitor the entire system and provide recommendations for upgrade/retirement of modules as required and monitor the application logs, scan logs, etc., to ensure the system is functioning as desired.
- Monitor resource usage and ensure optimized resources are being procured and used by the application.
- Maintain all system documentation for the system and keep the documentation updated
- Work with training teams in developing training documents
- Manage subscriptions of all cloud and in-house software/platforms such as Azure
- Plan for scheduled maintenance and communicate same to all key stakeholders.
- Perform build, releases, and deployment for system enhancements, bug fixes, security patches, and minor system changes
- Perform all types of testing for the application
- Maintain source code and code versions

2. CLIN 002 Project Management

Team CSZNet Project Manager (PM) is fully accountable for the successful implementation, rollout, and support of DIS. The PM is responsible for all work streams, on-schedule high-quality delivery within budget and has oversight functionality for: Rollout; DIS Governance and Business Standardization Support; Software Development, Infrastructure Management, and Technical Management; Operations & Maintenance, Product Management, and System Decommissioning.

Team CSZNet has assigned a PMP-certified Project Manager (PM) to be designated as the Point of Contact (POC) to the Contracting Officer Representative (COR) and will be accountable for all deliverables across all tasks. The PM will be responsible for the Project Management Plan, Schedule, Budget, monitoring and report on all activities. The PM will be the conduit between the COR, M/CIO Engineering team, M/CIO Client Services team, DIS Program Communications team, M/CIO Process and Quality Management teams, M/CIO Information and Assurance team, M/CIO Project Management, Branch and Agency stakeholders, and Team CSZNet members responsible for executing tasks on the project. The PM will ensure the project plan is sound, regularly report its progress, and monitor execution within the approved budget and schedule. Team CSZNet's Agile approach to project management includes complete and transparent planning, communication, and metrics-based QA, risk, and continual improvement activities throughout the project's life.

We will collaborate with USAID to provide a comprehensive project kick-off within thirty days of the award. Team CSZNet PM will submit the Transitioning In Plan and draft Project Management Plan (PMP) within the first two weeks and will incorporate USAID feedback and have it finalized within 30 days of contract award. The PMP will outline our approach toward project management and Agile development, project governance, change management, risk management, quality assurance, personnel and resource management, communications plan, key stakeholders, and other areas listed in section 1.2.2. PM leverages Team CSZNet Agile Delivery Framework to monitor the team's performance, identify and apply action items to mature the team's productivity levels and make any changes to the team, only after inputs from USAID. PM will collaborate with USAID throughout execution to revise project plans, prioritize project backlog, resolve defects, develop enhancements, apply user-centered design, refactor code, plan program increments, integrate and design, configuration management, test, demonstrations, security compliance, training, and more. We are committed to support discussions and activities that help USAID refine its enterprise-level strategy and planning for DIS. If necessary, PM will reach back to our corporate resources to engage enterprise and solution architects and other resources to support USAID architectural and solution engineering and management, business systems compliance, and management.

After the kickoff, the PM will meet weekly and, as needed, with COR and other stakeholders to review the status of the DIS projects and update the status using USAID Project Management tools (Tableau PMO Dashboards, Project Online, and ServiceNow for Risk and Issues, etc.). The PM will also submit a monthly status report by the 10th of each month, codifying activities completed and planned for all task areas.

Our proposed User Engagement Lead is well acquainted with the USAID environment and has recently successfully transitioned Prosper Africa's Salesforce CRM project and was deeply involved with security assessment, obtaining ATO, addressing POA&M, working through M/CIO SDLC processes, control gates, and related artifacts, continuous monitoring (Qualys monthly scans), PRB, CCB, ServiceNow, F&E Reports, etc. We are confident that with our intrinsic knowledge of USAID, we will hit the ground

running on day one. The PM will be accountable for the deliverables listed in FOPR - Exhibit 7 - CLIN 0002 Project Management Deliverables.

Figure 4: Team CSZNet Project Management Approach

DIS Product Management

We understand USAID is seeking Product Management support to ensure DIS continues to align with the Agency's objectives and stakeholders' needs and produces an intuitive user-friendly solution that meets and exceeds the Government goals and success criteria.

Product management requires overseeing the lifecycle of a product and championing customers' needs throughout the process. The Product Manager (PM) ensures work of each team contributes to the big picture and serves the customer, and involves the supervision of product strategy and product development to **balance** three important elements: User experience (UX), Business Goals and Technical Feasibility.

Product management is about conceiving, defining, delivering, monitoring, and refining products to maximize value and business impact. It requires collaborating with USAID stakeholders such as SMEs from Pillar & Bureaus, IT Operations (M/CIO/ITO), IT Services Delivery (ITSD), Planning and Administration (PAD), Information and Process Management (IPM), Information Assurance (IA), Budget & Capital Investment Planning, Project Management Branch, Process & Quality Management, Engineering Management, Compliance & Risk Management, etc.

Team CSZNet is experienced in providing Product Management Services to federal, state, and local governments. Below codifies our approach to Product Management based on experience and lessons learned.

- **Vision and Leadership:** Team CSZNet Product Manager (PM) will assist USAID in establishing a shared vision and setting realistic goals for the DIS. PM will help derive right product decisions even if they are tough and do not please everyone. PM is accountable for managing, effectively communicating, and influencing the stakeholders including end users, senior management, development, support, and other business groups that must contribute to the product's success.

- **Product Life Cycle Management:** Managing a product successfully involves more than getting it built and released. Our PM understands the product life cycle with its stages and the key events in the life of the DIS, including launch, rollout, and adoption; our PM is savvy to know how the lifecycle helps maximize the benefits DIS will create; this includes the life cycle's impact on the product performance, and the product goals; the options to revive growth as DIS matures and growth starts to stagnate; and the process best suited for each lifecycle stage.

- **Product Strategy:** We understand USAID is facing challenges around data management and reporting, and as a result, Operating Units (OS) are developing or acquiring their own systems to manage budget and their performance data. USAID's strategy is to build and promote DIS as a single agency-wide enterprise solution that can replace silo systems by standardizing the business processes, reporting, and ability to meet the needs of diverse stakeholders. Team CSZNet Product Manager (PM) will identify the target users and expectations from each OS and then champion communicating the value proposition of DIS, stating why Operating Units want to use it and why DIS product does a great job at creating value for them. Our PM will conduct a Silo systems analysis to understand their respective strengths and weaknesses and appropriately position DIS. PM will be able to perform the necessary research to test ideas, assumptions, and the value proposition. This includes qualitative and quantitative methods, including problem interviews, direct observations, employing minimum viable products (MVPs), and leveraging data to make the right decisions. This includes using an analytics tool, analyzing the data effectively, and deciding if USAID should pivot and change its strategy or continue to persevere and refine it.

- **Business Model:** To emphasize USAID investment in DIS and to keep DIS development sustainable, PM will determine and codify the value the DIS creates for USAID. PM will formulate and prioritize business goals and describe how the product's value proposition is monetized.

- **Product Roadmap:** To provide visibility of how DIS is likely to evolve and roll out, PM will create and maintain a product roadmap. This includes formulating realistic product goals (benefits), metrics and key performance indicators (KPIs), release dates or timeframes, and key features (deliverables or results). PM will set a cadence to periodically review and revise the roadmap.

- **User Experience and Product Backlog:** A great product has to offer a great user experience (UX). PM will codify the desired user experience by describing users as personas, capturing the user interaction, the visual design, and the functional and the non-functional aspects of DIS with the help of the cross-functional team (a UX/UI expert should be part of the team). PM will create scenarios, epics, user stories, storyboards, workflow diagrams, and story maps and be able to work with user interface sketches and mock-ups. PM will stock and manage the product backlog, prioritize it effectively, and select sprint goals. Our PM understands we need to develop a product with the right features and UX, and how to test the appropriate aspects of the product to collect the relevant feedback and data. This includes performing product demos, solution interviews, usability tests, A/B tests, and direct observation. Additionally, PM will play a critical role in Release management by

determining the primary success factors for a major release/product version and be able to steer the development accordingly.

- **Compliance:** To successfully deploy and operate the product, it is imperative that the DIS adheres to compliance and regulations. Working in the government space and at USAID, our team has an in-depth understanding of compliance, agency regulations, and processes. Our PM is well versed with USAID and Federal regulations and will continue to steer the DIS in a direction to ensure security compliance, PMO compliance, accessibility compliance, increasing FISMA scores, and proactively mitigating risks about security, accessibility, etc.

Product management is an ongoing process that starts with a product idea and finishes once the product has completed its life cycle. Team CSZNet is confident that by employing our proven product management practices, USAID will realize its objective and maximize Return on Investment (ROI). The PM will be accountable for the deliverables listed in FOPR - Exhibit 8 - CLIN 0002 Product Management Deliverables.

Software Development, Infrastructure Management, Technical Management, and Information Assurance compliance

Team CSZNet is well-versed in working with the USAID Agile SDLC process, which provides a standard set of activities, and templates, and guides a project from inception to end. We have worked closely with USAID PMO in our past project and have realized the following benefits by adhering to USAID Agile Framework:

- Successfully delivered the project on time and on budget
- Met M/CIO technical standards and enterprise architecture (EA)
- Met quality standards
- Ensure compliance with federal laws and regulations

We successfully delivered the Prosper Africa Salesforce CRM project by collaborating with different teams within USAID (PMO, PQM, EM, ITO/IO, ITSD, IPM, IA, CRM, etc.) and have developed USAID-specific expertise in the below areas that are critical in the governance of project:

- Artifacts Review and Approval process
- Working with Project Review Board (PRB)
- Architecture Review Board (ARB)
- Engineering Review Board (ERB)
- Process and Quality Management (PQM)
- Enterprise Change Management
- USAID M/CIO Phase Gates
- Establishing Project Baseline
- Change Requests and Project Re-Baseline
- Security Assessment and Authorization Process
- Tracking and Status Reporting Tools

Requirements Development and Management

The Product Manager (PM) and Business Analyst (BA) will prioritize the product backlog in consultation with USAID Stakeholders. Based on the prioritized backlog, the BA develops the user stories for implementation. During the implementation, requirements may change due to clarification, or a new feature requested by USAID. In this case, the change in requirements is updated in the product backlog. The product backlog will be maintained by the BA and prioritized by USAID. Changes are also discussed during the backlog refinements sessions.

All feedback received from USAID is communicated by the BA to the Agile Team. Based on the high-level epics/features/user stories, mockups/wireframes for the customer-specific customizations are developed to communicate with USAID and to receive feedback before finalizing the user story.

The Team CSZNET Technical Lead (TL) will make an initial assessment of any new or changed requirements; if the change request has an impact on cost, schedule, business rules, and existing processes, Team CSZNET will assess the level of effort and impact on the schedule and add it to the product backlog for review, approval, and prioritization with the USAID.

Flexible Architecture and Design

The Agile Team takes an incremental approach to architecture, design, and development. The team focuses on architecture/design throughout the entire process. The team determines if any component(s) need to be developed or re-used based on the defined criteria. Alternative solutions will be developed to select the right solutions regarding cost, performance, and risk.

Developers follow our approved coding practices. Updates to requirements identified during the implementation stage are captured, documented in VSTS (Visual Studio Team Services, a.k.a. Azure DevOps Tools), and follow the change management process. During major development, Senior Developers conduct peer reviews in accordance with Team CSZNet guidelines on selected configuration items to ensure requirements are being met and coding guidelines are being followed. The review results and the action items are communicated to the Developers as peer review tasks in VSTS and tracked to closure. Periodic meetings with the Developers are conducted to review progress and resource allocation, assign tasks, and discuss open issues if any.

The team performs continuous integration of new/modified code and continuous testing after each check-in or build. Test automation will be developed to perform regression testing.

Product integration with external systems is developed by the Agile Team by understanding the external interfaces and technological constraints in collaboration with the USAID technical team or system vendor. The Agile Team takes into account the design considerations to ensure it aligns with the architecture of the product.

The Development Team performs unit testing to ensure that product meets the acceptance criteria. The results are analyzed to ensure that the system meets the acceptance criteria and is ready for deployment on the testing server.

Agile Software Development Approach

Team CSZNet has a strong history of using Agile methodologies for end-to-end software development. Our customer-centric mindset has allowed us to employ an empathic design approach throughout the

design process. Team CSZNet executes the delivery using Agile Framework to improve efficiency when working with multiple teams, increase collaboration and coordination of business goals, and align multiple Agile Teams toward the same business vision. We will use USAID Agile Delivery Framework for Lean and Agile enterprise software delivery. Agile ceremonies and activities align planning and execution across the entire program.

Figure 5 illustrates the framework employed by Team CSZNet. The orange circled numbers show how (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. With this approach, the Agile team "develops on cadence." The Technical Lead ensures that planned releases are planned and scheduled. Because our development process incorporates comprehensive testing and decoupling of dependencies, application management teams have the flexibility to use our "deliver on-demand" capability to deploy releases in a more Agile manner when required.

Figure 5: Agile Delivery Framework

In collaboration with business stakeholders, a product backlog of user stories for a solution is created. Stories are sized, and business value is assigned for prioritization. Team CSZNET will ensure that a well-defined Acceptance Criteria and Definition of Done is documented and Tasks and Sub-tasks breakdown is done. Sign-off from USAID is acquired. At this point, Team CSZNET will begin executing. We use standard, two-week, fixed-length Iterations as a basic building block of Agile development. Agile teams will focus on delivering incremental value through working, tested software. Each iteration cycle ends with a review for the USAID stakeholder, where Agile teams will demonstrate a tested increment of value and receive feedback on what they've produced. The team conducts a Sprint Retrospective with a focus on identifying what worked well and what did not, and the action items the team commits to improving on the next sprint delivery.

The team engages with various product owners, product managers, and other vendor teams to resolve external dependencies, review design approaches, and share experiences. Our detailed PMP will outline the processes, methods, approach, list of activities, schedule, and key roles supporting the iterative development work.

Technical Management

Team CSZNET Project technical management includes the following activities.

- The team conducts daily stand-up meetings to monitor and control the project/sprint-related activities. Issues raised during the meetings are resolved, and any unresolved issues are documented as action items.
- The team monitors the burn-down charts and task board in the sprint/release lifecycle and takes corrective action.
- Project progress is discussed with the USAID Project Manager, USAID Contracting Officer's Representative (COR), and Team CSZNET leadership team.
- VSTS is continuously monitored and tracked, revised, and re-baselined if there is a scope change (changes in the requirements) that require additional resources or a schedule to complete.
- A monthly status report containing the project progress, risks, issues, action items, and upcoming activities/milestones is developed and discussed with USAID Stakeholders. The monthly report collects data about critical attributes of the project, including information about project funding, cost/schedule variance, customer satisfaction, quality control, team morale, and project status. It provides Senior Management with the information necessary to help correct issues, mitigate risks and execute corrective actions, if necessary.
- The PM computes the planned monthly cost and hours based on the task allocations and project schedule. This forecast is then tracked by the PM by comparing the planned vs. actual accomplishment. The PM will also forecast if the project is tracking to the plan. If not, the PM considers strategies for getting the project back on track or revising the plan to show the overruns.
- The PM is responsible for tracking project-related issues, risks, and action items and escalating the critical issues and risks to the USAID Stakeholders and Senior Management.
- The PM and TDM continually review the assumptions, constraints, and risks to the project and ensure that appropriate mitigation plans are in place.
- The PM reviews the scheduled vs. actual milestones, estimated vs. actual labor hours, and total costs every week and monthly to ensure project progress is on a plan. Potential risks are proactively identified so that appropriate mitigation action is taken with USAID's approval.

Continually Test, Evaluate, and Improve the System

The Quality Assurance (QA) Engineer is responsible for documenting functional and non-functional test cases based on the user stories identified in the Sprint backlog. This will maintain the traceability of the user stories to the test cases. Once the test cases are completed, they may be reviewed using the peer review process. The team ensures that the test environment has been set up ahead of time for testing. The testing team/tester identifies the data required for testing. The team ensures that the data is prepared in the test environment before testing begins. The test cases are executed, and the results (Pass or Fail) are recorded. If any test cases fail, the defect is logged in the VSTS tool.

During the Testing, the team uses several processes to ensure that the requirements, design, development, test artifacts, and other products satisfy their content and quality requirements. Testing in each Sprint starts as soon as any development task or story is complete and, once completed, is ready to be reviewed.

The project uses a combination of black-box (functional) testing and User Interface (UI) testing to ensure that all user requirements are met. Other types of testing executed are Section 508 testing, performance/load testing, security, and testing on various browsers (e.g., Internet Explorer, Firefox, etc.). Additional types of testing may be performed depending on the specific needs of a project.

The team will rely on "on-the-spot fixes' for all issues identified during the Sprint. The QA will work with the developers to address any issues found. Any major or critical defects which are not fixed within the Sprint will be logged in VSTS for the next Sprint's backlog, prioritized, and tracked till closure. The team performs analysis on the defects found during the Sprint/release.

Sprint review and UAT validates with stakeholders the product being developed to ensure that the product meets their business needs. The team provides a Sprint demo to USAID Stakeholders after every Sprint and ensures the acceptance criteria are met for the stories to be accepted in the Sprint.

User Acceptance Testing (UAT) is one of the critical phases of a project and occurs before the system is deployed into production. The team prepares the environment for UAT and creates test data and scenarios needed for the UAT. Any feedback from the UAT will be documented, reviewed, and prioritized by USAID for implementation. These feedback items are reported to the Development Team as defects or suggested enhancements in VSTS. The critical issues reported are fixed before releasing the product in production. Other feedback is consolidated, discussed with USAID, and prioritized in the backlog before being incorporated and implemented.

Configuration Management / Source-code Version Control / Deployment using CICD

Team CSZNET follows industry best practices to set up and manage different environments necessary to implement and operate the DIS. As part of the implementation, the team sets up DEV, QA, UAT, and Production environments. In addition, Team CSZNET includes system and database admin staff required to maintain the environments to support the continuity of operations. The team documents all the necessary steps and configurations required to deploy and maintain DIS in different environments. This document is updated whenever there is any change to the base configuration. Team CSZNET also manages the patching, upgrades, and security of the infrastructure.

The files related to DIS product code, software configuration, process documentation, and customer deliverables are controlled and managed as configuration items. GitHub is being used as the main version control tool and Configuration Management (CM) repository for all of the software. USAID Google Drive is used for documentation requiring version control. VSTS is the project management tool used for tracking all implementation tasks. In addition, GitHub and VSTS are used to organize the development, control, and track the composition of releases, and track post-release corrections. Baselines for software code are established with each successful release to the production environment. All files constituting a production release of DIS are tagged with a unique identifier or release ID.

DIS code is promoted to the testing environment and production environments by the Release Engineer (RE) checking out the latest version of code currently checked into GitHub. Branching is used for code promotion and may be used at other times during the development cycle as circumstances warrant.

The configuration audit process is the responsibility of the RE and QA team members who test the proposed changes on the development, testing, and staging systems to verify that the code is working as required. After the modified code is deployed on the production system, the QA performs a sanity test to verify that the entire system is working correctly.

Team CSZNET will be responsible for the deliverables listed in FOPR - Exhibit 9 - CLIN 0002 Software Development, Infrastructure Management, Technical Management, and Information Assurance compliance Deliverables

DIS Governance and Business Process Support

Team CSZNET understands that DIS is a significant investment for USAID and will become a single agency-wide enterprise system across USAID for Budget Planning & Monitoring, Project Design & Acquisition, Performance Management, and Reporting. The best design and developed systems could fail without proper Organization Change Management (OCM), as lack of adoption from the user community could lead to schedule slip, cost overrun, and operational disruption. To address this challenge, we highly recommend that USAID apply a robust set of OCM practices to get buy-in from all stakeholders to increase the rate of user adoption and system usage.

Change management is the process of planning, implementing, and monitoring changes in an organization. It's important because it helps ensure that changes are implemented smoothly and without issues. Change management mitigates or removes variability by preparing, equipping, and supporting users to engage, adopt and use the change successfully.

There are two sides needed to support a successful transition from current to future state. The first is the obvious Technical Side, that includes the technical design, development, and delivery of the solution. The second is the People Side, that includes engagement, adoption, and use.

Team CSZNET has supported numerous enterprise rollouts and as requested by USAID will provide the necessary support in alignment with OCM strategy defined by the DIS Program Communications team. Team CSZNET Project Manager and Product Manager will be responsible for the deliverables listed in FOPR - Exhibit 10 - CLIN 0002 Governance and Business Standardization Support Deliverables.

We are experienced and equipped to support DIS governance boards: Change Control Board (CCB) and Executive Steering Committee (ESC), Business Owner Council, and DIS Program communications team with the following activities shown below.

Table 1: Organizational Change Management Activities Supported by Team CSZNET

Outreach	Communication	Training	Transition	Operational Readiness
- Stakeholder analysis - Engagement activities	- Communication strategy - Communication plan	- Content development - Training delivery - Training customization	- Policy changes - Business process standardization and optimization - Job role changes	- Steady state user support - Communication/training

3. CLIN 003 User Rollout Support

Team CSZNet understands that current rollout strategies will be used to expand PPR for the remaining 35 Operating Units. Team CSZNet proposes the following rollout strategy and steps for consideration for the Budget Management Module (BMM) that will begin in FY2023.

User rollout support and change management is an activity that occurs throughout the project implementation phase. From the project's outset, Team CSZNet will help guide the messaging and

communication to ensure that internal and external users (as applicable) understand the benefits of the proposed shift to a modern and consolidated Budget Management Module (BMM). Helping to understand the benefits of the BMM early on will support the critical but more transactional User Adoption activities that will directly support the return on investment of this modernization investment and foster the continued buy-in (acceptance) from impacted internal stakeholders through early wins.

Successful user adoption and user satisfaction are created by demonstrating and incorporating user preparation and support, user experience and feedback, user awareness and engagement, and user benefits and business results.

While our change management efforts will provide the overall roadmap for guiding the successful transition to BMM, our User Adoption approach will directly help prepare users to perform the necessary functions within the BMM to successfully utilize all capabilities. Communication and Training are essential components of Team CSZNet's Change Management methodology. Together, communication and training help align user expectations and ground day-to-day usage through the change curve.

Effective Communications: A robust user-centric communications campaign and a network of internal Change Champions/Super Users will form the basis of a stakeholder engagement plan. The reinforced (by Change Champions) communications will help to minimize surprises and avoid the anxiety often associated with system modernizations.

Communications at the right time, with the right audience, using the right types of messages and right medium is the cornerstone to effective change management. Within the context of BMM, communication is how we will proactively raise awareness of the modernization effort, inform the impacted audience that change is coming, convey the forthcoming benefits, and share the multiple ways the USAID will help stakeholders navigate the change.

We have found that impacted stakeholders are far more likely to embrace change when they understand what broader needs are driving the change. It is critical for users to appreciate the goals motivating the change and can envision their role in the change. Communicating early and often is paramount to getting that message across.

Team CSZNet's Communications Plan will be grounded on a Stakeholder Impact Analysis Plan. This plan will be undertaken shortly after the project kick-off. Based on the analysis, deliverables and milestones will be outlined within the plan, incorporating a guiding philosophy that two-way communications are best, frequent messaging is helpful, and feedback loops should be established. This ensures that there is follow-through when stakeholder input is elicited.

Here are a few examples of the typical aspects of a typical Internal Communications Plan that we would develop – Stakeholder Analysis and Impact Analysis Table; Email campaigns; Roadshow/Webinar Demos; Announcements; Conceptual Overviews. of an Internal Communications Plan

Training: Team CSZNet has a Training Team of content and delivery SMEs who are proficient in a variety of training content delivery mediums and formats – from webinars, class-room training, self-service help/learning, to eLearning videos. The Training Team's approach draws upon the industry-standard Analysis, Design, Development, Implementation, and Evaluation (ADDIE) Instructional Design model.

The Training Team integrates their support from the beginning of the project to learn the key stakeholders needs and understand the business processes from the very start. Our team stays integrated with the development team throughout the system development. Starting by participating in the initial stakeholder

analysis to help determine the system impact on each unique stakeholder group, they continue to assist in stakeholder engagement efforts, including facilitation of working sessions, stakeholder system reviews, and evaluating the feedback from usability and user acceptance testing. All these integration points help the Training Team become experts on USAID's business processes, the application functionality, and the configuration decisions throughout the development and implementation steps.

With the introduction of the BMM, training is critical to ensure user adoption and usage. Team CSZNet has supported the training and onboarding of thousands of users over the past 5 years. Over that time, we have learned several best practices and applied these to new customers. Specifically, our training is typically hands-on, with detailed use cases instead of presentation only. This allows end users to learn by doing instead of just listening.

Team CSZNet training is led by instructors that have hands-on technology-based implementation experience. This makes the training more realistic and grounded in actual usage. We also prefer to deliver our training in person where possible. This allows attendees to better interact with and engage with the trainer. We also give our customers the option of recording all our training for repeat viewings.

To support training all USAID end users, Team CSZNet will prepare and submit a formal Training Plan. This plan will identify the USAID-specific training goals and objectives, the nature and demographics of the target audience, the training approach, and intended outcomes. The plan will be updated in subsequent Releases if needed.

Overall, change management/user support is all about ensuring Team CSZNet provides these activities in total sync with the agency's operational needs through the various program rollouts. Team CSZNet tracks all user adoption and supports needs through monitoring metrics showing satisfaction levels against the Mission objectives.

4. CLIN 004 M&E System Decommissioning Support
We realize that decommissioning siloed, non-Enterprise systems are critical for DIS's success and adoption. However, decommissioning silos and legacy applications could carry significant risks as these applications could hold huge volumes of business functionality and data; their replacement could be a costly endeavor. Team CSZNet recommends a structured approach depicted below for mitigating risks associated with decommissioning.

- Step 1 – Business analysis entails identifying what data needs to be retained and for how long, how users use the application, and what reports need to be supported
- Step 2 – System analysis includes understanding the data format, structured versus unstructured data, and business rules tied to data processing.
- Step 3 – Data extraction is about retrieving relevant data from the siloed system.
- Step 4 – Data processing is about translating extracted data for ingesting into DIS and would require standardizing the DIS data model to accommodate data from siloed systems.
- Step 5 – User access design is to ensure continuity of operations where users can accomplish the same functionality in DIS and can access the required information.
- Step 6 – User acceptance testing, where business users will test the DIS for typical scenarios and to satisfy themselves that they can access all the information they need.
- Step 7 - Data transfer is conducted post-successful UAT, where all relevant data from the silo system is sent to the DIS production environment.
- Step 8 – Application decommission is about sunsetting the silo application along with any hardware and hardware, allowing USAID to realize the business benefits of DIS.

Continuing the process, below are the common best practices recommended by GSA that Team CSZNet will perform for the decommissioning task:

1. Review and understand the contract language of silo systems to determine decommissioning activities, including licensing expirations, contract expirations, options to extend, etc., for both software and infrastructure contracts, and the O&M support contracts
2. Identify application components (i.e., classify components to be decommissioned such as testing or production environments, systems user IDs, and business app)
3. Ascertain hardware components - if applicable (i.e., ascertain where infrastructure is in its maintenance/resource life cycle)
4. Pinpoint network devices
5. Work with the system owner, Agency Privacy Officer, and other key stakeholders of the silo system to establish how far back to archive data, what data will be migrated, and timelines for migration
6. Identify any records to be disposed of in accordance with the records retention schedule
7. Identify network, software, and hardware location/ownership (i.e., activities include but are not limited to the population of assets, management of data stores, and development and validation of assets)
8. Prioritize decommission effort (i.e., which components are simple versus complex to offline)
9. Identify failover/offline procedures (i.e., have components backup/archive current state been verified)
10. Coordinate with the agency IT Security office to identify guidelines for managing/cleansing the data
11. Draft Decommission Plan with timelines and key activities for retiring the silo system (based on activities noted above)

Using our structured approach and following the best practices listed above, Team CSZNet is confident of meeting USAID requirements for successful decommissioning, which will lead to the following:

- **Accessibility**: Business users can continue to retrieve information easily as all enterprise data from all decommissioned applications is available in one place – DIS.
- **Data Reliability**: Any business logic required to present information to the user in a meaningful form is logically embedded in the DIS, eliminating the risk of lack of adoption.
- **Data Integrity**: All information from the decommissioned application is held in a secure, access-controlled, with no opportunity to tamper with the data.

5. CLIN 005 Buy-in Services
Team CSZNet understands the potential need for CLIN 005 Buy-in services needs for the rollout of the DIS performance module to the remaining 35 Operating Units (OUs) to complete the full rollout to all 122 OUs which will result in full Performance Plan and Report (PPR) capabilities across all OUs. Upon completion of PPR rollout a decommissioning phase will take place across the OUs.

Currently, the DIS team is developing a high-level plan and draft decommissioning strategy. Once the strategy is finalized and the high-level plan is defined, Team CSZNet will implement or refine the system decommissioning plan and execute it through CLIN 005. A key requirement for this CLIN 005 is to ensure DIS provides a properly sized data retention repository for all historical data identified by the OUs as "retention needed". Team CSZNet will develop a standardized data model and schema that will provide user export and reporting capabilities required by the Government.

The data repository requirement will require user support - onboarding training, data quality, and retention repository with a plan and full documentation for the specialized user support needs of this historical data.

Determining the specific needs of CLIN 005 will result from a thorough gap analysis of the existing M&E system functionality and the data retention needs for full Performance Plan and Report (PPR) capabilities. A full complement to all existing DevOps tools and subscriptions will be available to Team CSZNet provided by USAID.DIS Application and its Components. Through the gap analysis, any additional tool requirements may be identified for procurement under this CLIN 005 as well.

As stated in the RFP, Team CSZNet will follow the buy-in process outlined for full review and approvals from USAID M/CIO COR and Contracting Officer. Funding for the buy-in will be provided in a Requisition by the USAID mission, bureau, or office.

Factor 4 – Team Composition and Management

Team Composition

Team CSZNet is comprised of three D.C. based, SBA 8a certified SDB, GSA STARS III contract awarded corporations as detailed in Phase Two, Factor 1 – Corporate Capability and Experience. The roles and responsibilities of CSZNet, the prime contractor, and its subcontractors CyberBahn and Stealth Solutions are described in the following section.

Subcontractor Roles and Responsibilities

CSZNet and its two subcontractors have divided responsibilities by assigning each partner primary responsibility for a subset of the 56 specified project roles. The table below shows a summary of the division of work by partner. Ultimately, the three corporations will combine resources to ensure that each FTE for each project role is filled with the most qualified person.

As the prime contractor, CSZNet is ultimately accountable to the client, USAID. It will handle all billing, collections, and project accounting. It will be responsible for handling accounts payable to its two subcontractors. It will be responsible for resolving any contractual or performance issues. CyberBahn provides guidance to the team and oversight for matters benefitting from its CMMI Maturity Level 3 Certification for Software Development and its ISO 9001:2015 Certification for Quality Management System. Stealth Solutions will provide guidance and oversight based on its understanding of the USAID environment and processes as a result of the work it currently does for USAID. It will help to facilitate a smooth transition and onboarding process. CSZNet, having the most robust recruiting team and processes will support its partners as needed to fill their assigned roles with highly capable talent.

CSZNet will hold its teaming partners accountable for their pro rata share of the effort by closely monitoring time and billing records. While our general teaming agreements divides work at the position level, we can fine tune at the FTE level as needed to maintain the agreed upon assignment of effort and ensure compliance with FAR subcontracting limitations. Subcontractor performance will be measured in accordance with the Staffing and Management Plan described below.

Table 2: Partner Work Distribution Summary by Role and FTE Count - Dividing the work by project roles provides a clear delineation of responsibility allowing the effort to be divided and conquered, especially during project initiation/transition when demands are highest.

Division of Work Based on Roles		
CSZNet	33	59%
CyberBahn	12	21%
Stealth Solutions	11	20%
	56	100%

Partner	FTEs	FTEs	FTEs	FTEs	FTEs
CSZNet	41.75	44.50	36.00	27.00	27.00
CyberBahn	23.00	24.00	24.00	15.00	15.00
Stealth Solutions	23.00	25.00	15.25	12.25	11.25
	87.75	93.50	75.25	54.25	53.25

Partner	Percent	Percent	Percent	Percent	Percent
CSZNet	48%	48%	48%	50%	51%
CyberBahn	26%	26%	32%	28%	28%
Stealth Solutions	26%	27%	20%	23%	21%
	100%	100%	100%	100%	100%

Staffing and Management Plan
Project Organization

Team CSZNet project organization is shown in the figure below. The top of the chart demonstrates the importance of the USAID DISCO project to the team as evidenced by the inclusion of a Project Board comprised of the CEOs of the three partner corporations. The Advance Team is a value-added, risk-mitigating, quality-enhancing team comprised of three senior members of the management team. The purpose of the Advance Team is to begin information gathering, requirements clarification and onboarding preparation the minute the contract is signed and before transition begins. The objectives for it are to mitigate risk, expedite transition, and improve quality. Rahul Sundrani, John Pestotnik and Cynthia Hewett comprise the team, bringing a wealth of government and industry experience.

Figure 6: Team CSZNet Functional Organization - *The organization chart above depicts a unified team and shows the lead position for each CLIN along with bulleted key positions.*

The Talent Acquisition Team consists of recruiting and HR personnel from all three partner companies. Those functions remain within the individual member companies to broaden the reach and divide the HR demand (surge) that will occur amongst three sets of resources. The Onboarding Team, on the other hand, is a unified group that will leverage information assimilated by the Advance Team to bring resources up to speed quickly.

The Accounting Team is within the prime contractor's corporate office since it has responsibility for A/R, A/P, and project accounting. The client liaison is also a member of the prime contractor's corporate team and will serve as a single point of contact for USAID, at the level just above the Project/Program Manager. The four CLIN teams are comprised per the specifications of the FOPR. Each CLIN team consists of a lead position and may or may not include key positions as defined by USAID. The figure above shows the number of FTEs for each CLIN for each contract year.

Team CSZNet's proposed project key personnel are shown in the table below along with the position qualifications for their roles, i.e., how their background enables them to perform the project tasks assigned. Resumes for these key personnel are included in Appendix 1 – Resumes and Letters of Commitment. We include resumes for backups for each key position as well. These named backups can fill non-key positions as well and then be available to fill on moment's notice if need be. Our proposed, on-site project manager, Troy Williams, has the authority to address any personnel and other contract management issues requiring immediate attention.

Troy Williams Project Manager	Troy Williams is a United States Marine Corps veteran with more than 30 years' experience, more than 15 of those working as an IT Project/Program manager within the federal government. He has a master's degree in public management

and a current PMP certificate. Mr. Williams' experience is well-rounded and includes extensive work related to IT, security, operations, and training. His recent 5-year work with Amtrak demonstrates his proficiency in developing, managing, and delivering program budgets, operating plans, spend plans, schedules, and status reports. Strong teaming, collaboration, and communication skills accompanied with the ability to build consensus amongst a diverse set of stakeholders is demonstrated by his experiences at Amtrak and the Department of Veterans Affairs, where he was responsible for building high-performing teams and collaborating with clients. For the US National Guard Bureau and the US Department of State, he was involved in change management. For every project management role he has held, he has provided accurate and timely status reporting. As clearly expressed in his experience with Amtrak and the US Department of State, he analyzed and developed risk responses to effectively manage project risk.

Rita Cobbina Information Systems Security Officer (ISSO)	Rita Cobbina is currently the Information System Security Officer for Customs and Border Protection. In total, she has over ten years' experience working in information assurance and accreditation processes at that agency, as well as the USDA and in hospital environments. Rita has managed and led security operations staff in environments comparable to the USAID environment, i.e., USAID has roughly 10,000+ employees while Customs and Border Protection has over 60,000+ employees. She has completed the A&A process including ATO in all of her cited experience. Her security technology tools include Xacta, CSAM, BigFix, Forescout, Security Scanner, Nessus, Webinspect, Nmap, Anti-Virus Tools, Splunk, ServiceNOW, and Remedy. In her last two positions she performed security operations in environments with 60K and 100K endpoints, respectively. She has proven experience with network security, per her resume. She clearly demonstrates more than 5 years of IAT and A&A related experience. Her certifications include CASP, CDPSE, CAP, CSM, CompTIA Sec +, and AWS-CDA.
John Long O&M Lead	John Long, an award-winning, US Army retired Lt. Colonel, who brings 20+ years' experience leading IT operation teams/projects at federal agencies including FAA, DOE, HUD, and DOD. He has a BA, MS and PMP certification. He has both cyber security and O&M skills and credentials, making him an extremely valuable resource. His military experience supporting the US European Command, US Army Pentagon and US Army Missile Command, for planning, coordinating, updating, etc., COOP plans demonstrate his communication skills with all levels of chain of command and management. His resume exudes help desk, security operations, user engagement and support. As a PM he provided Tier II and Tier III staffing and support to 300+ applications to FAA from 2014 -2020 and DOI and DOE 2002-2004 and for the Department of Defense Mission critical systems operations. He is well-versed in effectively providing metrics/reporting to the highest levels of management and chain of command, enhanced by his mathematics degree. John's experience with high-profile projects in the military and federal agencies speak to his ability to manage critical success factors in a fast-paced government IT environment.

Rahul Sundrani User Engagement Lead	Rahul Sundrani is presently the Program Manager for the USAID Salesforce Prosper Africa Tracker project. His responsibilities at the SBA included executing the program management activities, performance evaluations, risk and issue management, change management, quality assurance, assistance with capital planning, project plan maintenance, and ensuring all activities were completed on time and within budget. He also has prior training experiences at ITT Tech and Sun Microsystems developing and providing end-user training. While working on the GovGrants® project, he provided strategic and technical leadership and collaboration with the sponsor, the functional and technical team on product development and enhancement. Rahul combines the preferred USAID experience with the requisite user engagement skills.
Nambi Raghupathy Product Management Lead	Nambi Raghupathy is the current Salesforce Product Manager for the USAID Salesforce Prosper Africa Tracker project. As a Salesforce and Cloud evangelist, Nambi demonstrates the oral and written communication skills to present product visions to stakeholders at various levels. He has a proven track record (7+ years) of leading diverse, cross-functional project teams in the successful launch of new software products or services, including developing product strategy, specifying its functional requirements, and managing feature releases. As the Product Manager for the USAID project, he has demonstrated experience in managing a team of business analysts and set priorities, reviewing work products, and providing direction of deliverables and operations. Clearly Nambi meets the requisites for the Product Management Lead as he is serving in a product manager capacity for a USAID project.

Staffing Management

Team CSZNet's Staffing Management Plan is as follows.

- Immediately upon contract award begin assembling position descriptions for all 56 roles (87.75 FTEs, 92 individuals, for contract year 1).
- We will prepare a client assessment form to obtain feedback regarding the individuals currently serving in project capacities. For those individuals receiving high client ratings, we will determine interest on their part and confirm their eligibility to transition to a new company. Our philosophy is always to hire incumbent staff when it is in the best interest of the project to do so.
- We will begin work on the Transition-In Plan and will include key performance indicators (KPIs) for staffing as shown in the figure below.
- We will implement a tracking vehicle to capture key information for each FTE and position. We will measure and monitor performance for all three corporate partners since all will be recruiting/hiring in tandem. We will track the source of every response received, i.e., which job board, etc. so we can continually improve performance over time by correlating postings to responses received, to offers extended, to hires made.
- We will deploy the custom recruiting web page we designed for USAID (see Figure 3, above) and will begin posting positions on our web site. We will advertise on a variety of job boards with links back to our recruiting page for USAID.

- We will hold daily recruiting calls to assess results and reformulate plans should we not meet our KPIs for responses received, interviews scheduled, offers submitted, background checks performed, etc.
- We will interview both interested incumbent staff and new applicants to find best fits.
- We will then make job offers, conduct background checks, and begin the onboarding process in accordance with our Transition-In Plan.

By following the plan above, we will be able to quickly fill vacancies both at the time of award and during contract performance. Our performance should continue to improve over time based on the intelligence gained through our tracking mechanisms. Should we see that we are not meeting the KPIs necessary for success, we will execute emergency measures such as using c-to-c hires from a variety of sister companies with whom we work and team together frequently. We will work with USAID to establish a KPI for vacancy rate (for ongoing operations) and will commit to a rate below the 8% vacancy rate used by USAID in its Strategic Workforce Plan as presented to Congress for FY 2022.

										Total
Hires Required	92									
Contract Start	6/1/2023									
Pct of Position Filled	0%	5%	10%	15%	25%	25%	20%	0%	0%	**100%**
Cumulative	0%	5%	15%	30%	55%	80%	100%	100%	100%	
	Week 1	**Week 2**	**Week 3**	**Week 4**	**Week 5**	**Week 6**	**Week 7**	**Week 8**	**Week 9**	
	6/8/2023	6/15/2023	6/22/2023	6/29/2023	7/6/2023	7/13/2023	7/20/2023	7/27/2023	8/3/2023	
Elapsed Days	7	14	21	28	35	42	49	56	63	
KPIs										
Positions Filled	0	5	14	28	51	74	92	0	0	
Actuals										
Position Listed	51	51								
Responses Received	30	90								
Interviews Held	15	25								
Offers Extended	5	10								
Offers Accepted	5	10								
Background Checks Submitted	5	8								
Background Checks Approved	1	4								
Positions Filled - External	1	3								
Positions Filled - Retention	0	1								
Position Filled Total	1	5								

KPI Met / KPI Not Met

Positions Filled - External	1	1
Positions Filled - Retention	0	1
Position Filled Total	1	3

Figure 7: Hiring Metrics & KPIs - *Team CSZNet's staffing plan includes the capture and sharing of key metrics and KPIs, providing assurance to USAID that hiring is on track.*

As a company specializing in IT staff augmentation, recruiting is an ongoing and daily part of CSZNet's business. We always have a roster of qualified staff including individuals coming off assignment, individuals who have reached out to us without respect to a specific position, and individuals who were not selected for a specific prior role.

Quality Management

Team CSZNet's quality management plan for USAID centers around the following:

- Client Satisfaction

- Personnel Performance
- Vacancy Rate (& Time to Fill Vacancies)
- Turnover Rate
- Deliverable Compliance
- Quality Team

Client Satisfaction

Team CSZNet bases its quality plan for client satisfaction on the federal CPARS program, but it can be adapted and expanded based on USAID's preferences. The objective is to create an easy-to-complete evaluation form that can be administered multiple times throughout the year (in-between CPARS reviews) by various client stakeholders. As shown by the figure below codified values can easily be customized for USAID. Codified values are presented in dropdown fashion to make the survey as unobtrusive as possible. By requesting feedback throughout the year, Team CSZNet has time to respond to deficiencies and shore up its performance before annual CPARS are completed. Results are tracked with management reporting to provide valuable feedback to leadership throughout the life of the project.

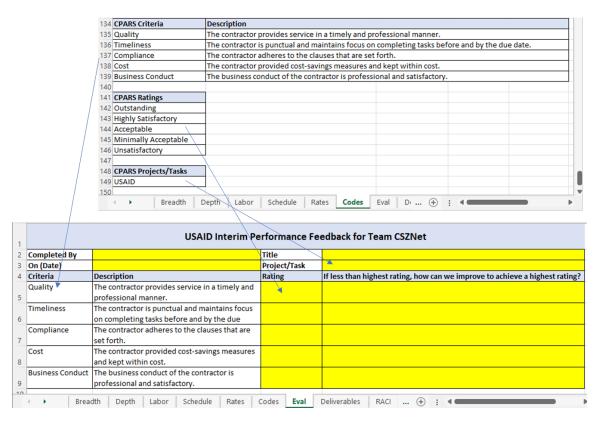|	CPARS Criteria	Description
134	CPARS Criteria	Description
135	Quality	The contractor provides service in a timely and professional manner.
136	Timeliness	The contractor is punctual and maintains focus on completing tasks before and by the due date.
137	Compliance	The contractor adheres to the clauses that are set forth.
138	Cost	The contractor provided cost-savings measures and kept within cost.
139	Business Conduct	The business conduct of the contractor is professional and satisfactory.
140		
141	CPARS Ratings	
142	Outstanding	
143	Highly Satisfactory	
144	Acceptable	
145	Minimally Acceptable	
146	Unsatisfactory	
147		
148	CPARS Projects/Tasks	
149	USAID	
150		

Breadth | Depth | Labor | Schedule | Rates | **Codes** | Eval | D... ⊕

	USAID Interim Performance Feedback for Team CSZNet			
2	Completed By		Title	
3	On (Date)		Project/Task	
4	Criteria	Description	Rating	If less than highest rating, how can we improve to achieve a highest rating?
5	Quality	The contractor provides service in a timely and professional manner.		
6	Timeliness	The contractor is punctual and maintains focus on completing tasks before and by the due		
7	Compliance	The contractor adheres to the clauses that are set forth.		
8	Cost	The contractor provided cost-savings measures and kept within cost.		
9	Business Conduct	The business conduct of the contractor is professional and satisfactory.		

Breadth | Depth | Labor | Schedule | Rates | Codes | **Eval** | Deliverables | RACI | ... ⊕

Figure 8: Variation of CPARS Evaluations - *Team CSZNet employs a simple to complete variation of CPARS to obtain client feedback.*

Personnel Performance

With approval from USAID, Team CSZNet will implement an approach like the project-level feedback vehicle describe above to obtain feedback for the performance of each individual person delivering

service for the contract. We will request feedback after the first month of employment and quarterly thereafter for each resource assigned. We will track the information and provide summary and detail level reporting to continually improve the performance of our staff.

Vacancy Rate

Team CSZNet will track and report vacancy rate for every FTE within every position for the contract. We strive for a vacancy rate less than 2%, far below the 8% rate used by USAID in its Strategic Workforce Plan as presented to Congress for FY 2022. Each time a position is vacated, we will monitor, track, and report the time to fill on a detail basis and in aggregate. Vacancy rate will be computed based on the number of business days each FTE slot is vacant compared to the number of business days each FTE slot is supposed to be occupied.

Turnover Rate

Team CSZNet will track and report turnover rate for every FTE slot within every position for the contract. Turnover rate is an annualized figure based on how many times each slot is turned over (vacated). Reporting will be based on user-specified timeframes. The tech industry has a high turnover rate, 13.2% according to one source researched. Tech contract roles are likely turn over at a higher rate than that. Team CSZNet will track and report its turnover rate to USAID and will take remedial action if it reaches unacceptable levels.

Deliverable Compliance

Team CSZNet will track and report compliance and quality assessment data for each of the 40 deliverables identified in the FOPR.

Quality Team

Team CSZNet deploys an independent quality team responsible for maintaining overall project quality and deploying/managing the initiatives described above. Two of CSZNet's senior executives will lead the quality team on behalf of the prime contractor, John Pestotnik and Cynthia Hewett. Both have a vested interest in project success and being able to prove the Team's quality delivery with hard data.

Subcontractor Management

CSZNet will manage its subcontractors according to the terms of their subcontractor agreements. It will monitor performance by collecting and reporting data as described throughout this proposal. Quality metrics captured will be decomposable to each individual firm. We will be able to measure performance overall and at the partner level. We will be able to compare performance ratings for each partner individually and then jointly determine how to help the partner performing at the lowest level to bring its ratings up, thereby improving the aggregate ratings for the Team. Our team is comprised of three small but growing businesses with a vested interest in each other's success.

Appendix 1 – Resumes and Letters of Commitment

Key Personnel

Troy Williams
Submitted for the Position of Project Manager

Experience Overview

Seasoned certified program/project management professional with substantial and diverse experience providing program management and project management expertise to the military, civilian, federal, state and local government entities such as the United States Marine Corps, Department of Veteran Affairs, National Guard Bureau (NGB), the United States Department of State, United States Department of Transportation, City of Virginia Beach, Virginia to ensure the safety and well-being of the Services and the citizens of the United States.

Technical Skills and Functional Expertise

- Microsoft Office Suite (MS Word, Excel, PowerPoint, Outlook), FISMA, NIST Standards, MS Visio, KSA, TCP/IP, PC/LAN, UNIX, Solaris 2.6, Entrust, Lotus Notes
- Military Service—Branch: United States Marine Corps, Rank: Corporal
- Current Project Management Professional (PMP) Certificate, Project Management Institute
- HP Project and Portfolio Management Software, i2 law enforcement investigative software instructor, IPTV, TPT.

Certifications and Technology-Specific Training

- NIMS Courses; IS-00100.LE, IS-00200, IS-300, IS-400, IS-00700, IS-00800.

Education

- Master of Arts in Public Management, University of Maryland
- Bachelor of Arts in Political Science, University of the District of Columbia

Work Experience

National Passenger Railroad Corporation (Amtrak)   **Oct 2017 – Present**
Emergency Management Corporate Security (EMCS)
Senior Project Manager IT Safety and Security Video Surveillance Systems

Key Responsibilities:
- Superior Management of projects and tasks oversight and coordinate with EMCS stakeholders to ensure successful execution of any assigned projects as defined by EMCS's Sr. Manager of Budget Operations and Project Management Office (PMO).
- Lead projects on time and within budget and scope and be accountable to the Project Owner and Project Sponsor. Managed and actively collected, analyzed, published and archived lessons learned materials to include observations, insights, lessons, trends, after action reports (AARs)
- Directly managed project controls, including cost, risk, schedule, requirements, and quality to ensure assigned projects are delivered on time and within budget and scope. Conducted and managed weekly security randomized checks at HQ premises as well as other Amtrak properties throughout the United States; reported on irregularities with issuance of identity cards, operation

of cameras, emergency exits and guard duties; documented findings in weekly inspection reports and follow up with the Organization's facility management company for immediate resolution of issues in a management capacity.

- Collaborated with stakeholders to ensure objectives, issues, and risks are managed and communicated appropriately. Managed the release and protection of information in accordance with the Freedom of Information Act (FOIA).
- Managed project audits as required and prepared scope of services for medium to large scale projects in terms of personal and infrastructure protection.[P][SEP]
- Supervised and validated security documentation, including the system security requirements definition and System Security Plans and implement security designs in hardware, software, data, and procedures. Modernized and improved IT operations through improved monitoring, faster, more reliable deployments, implementation of disaster recovery, training staff, focused effort on deploying fixes, and better metrics which resulted in improved SLA and availability.

The United States Department of Veterans Affairs   **Oct 2016 – Oct 2017**
Program Manager

Key Responsibilities:
- Program Management of the full contract life cycle support, from bidding, through engagement initiation, monitoring/execution, and closeout. Facilitated in concert with clients, subcontractors, and workforce to respond, execute and deliver high quality services and solutions such as physical access control/badges project - developed, managed and project plans for badging systems/swap for staff.
- Managed the development, implementation, and maintenance of a fully integrated corporate cybersecurity policy framework consisting of roles & responsibilities, policies, standards, guidelines, and procedures. Enhanced law enforcement systems, safety Management systems and managing automatic vehicles. Supervised the Location (AVL) systems and the overall infrastructure protection.
- Supervised multiple projects and project manager's/task leads, responsible for task execution and building high performing teams. Managed and actively collected, analyzed, published and archived lessons learned materials to include observations, insights, lessons, trends, after action reports (AARs). Managed the release and protection of information in accordance with the Freedom of Information Act (FOIA).
- Facilitated the creation, enforcing processes, standards, and methodologies. Identified, mentors, coaches and high performing teams that excelled in their contractual performance.
- Managed/supervised contract personnel involved in all aspects of project activity, organize, and assign responsibilities to subordinates, oversee the successful completion of all assigned tasks and maintain customer contacts to ensure conformity to all contractual obligations. Managed client/vendor expectation management, relations and overall service and solution delivery.

The United States Department of Veterans Affairs   **Dec 2015 – Oct 2016**
Project Manager

Key Responsibilities:
- Managed, directed, planned, and implemented activities of the United States Department of Veterans Affairs CRISP RSS IDIQ contracts to ensure that goals and objectives are accomplished within prescribed time frame.

- Establish work plans and arrange for recruitment or assignment of project personnel, confer with project staff to outline work plans and to assign duties, responsibilities, scope of authority.
- Interact directly with the government Program Management team in terms of communicating and coordinating activities specific to the project.
- Developed, maintained, and tested all alert and notification procedures and rosters, as specified in the COOP Plan. Ensure reviews/analyses include both evaluation of information submitted by outside parties as well as internal market and product research and analysis, the substance of which will be approved by the Division Director.
- Supervised, conducted, tested, and assessed the COOP Plan in conjunction with other scheduled exercises that enhanced safety and infrastructure protection.
- Distinguished project management in terms of oversight of all aspects of task level project performance to include technical, contractual, administrative, and financial while working with various government entities such as the Defense Health Agency Privacy, HIPAA and various government entities Surgeon Generals to ensure Federal compliance. Managed the release and protection of information in accordance with the Freedom of Information Act (FOIA).
- Managed IDIQ contracts, authored status reports and modified budgets, schedules or plans as required. Ensured that goals or objectives of the project are accomplished within the prescribed time frame. Implemented and enhanced Law Enforcement systems, Safety Management systems and Managing AVL systems in accordance with Federal, State and Local requirements and infrastructure protection.
- Supervision of analysis, research, and support on investigative issues. Managed and actively collected, analyzed, published and archived lessons learned materials to include observations, insights, lessons, trends, after action reports (AARs).
- Developed recommendations for procedures and process improvements based upon knowledge gained relative to the client's operations, processes, and business objectives.

The United States National Guard Bureau   **Oct 2008 – Dec 2015**
Senior Joint Policy Office Project Manager (Lead Subject Matter Expert, Analyst, Writer)

Key Responsibilities:
- Directed a team of policy analysts in conducting deep-dive reviews to determine, at a granular level, in a GS-14 government equivalent contractor capacity in terms of managing, authoring, and reviewing analysis with impact on contingency plans.
- Professionally represents the National Guard Bureau Joint Group #5 in the planning and policy arena within the CONUS and OCONUS including Combatant Commands; USNORTHCOM, USEUCOM, USPACOM, USAFRICOM, USSOUTHCOM, and USCENTCOM. Physical access control/badges project - developed, managed and project plans for badging systems/ swap for staff. Facilitate Project Manager of a substantial number of significant organizational projects communicating strategy implementation plans.
- Managed policy, procedural guidance to NGJS, ARNG, and ANG for sustaining an effective and ready NGB COOP Program to complement existing Service continuity guidance,administrative, and financial while working with various government entities such as the Defense Health Agency Privacy, HIPAA policies and various government entities Surgeon Generals to ensure Federal compliance.
- Led the development, maintained, and tested all NGB alert and notification procedures and rosters, as specified in the NGB COOP Plan. Managed and actively collected, analyzed, published and

archived lessons learned materials to include observations, insights, lessons, trends, after action reports (AARs).

- Managed policy conformance aspects and conducted, tested, and assessed the NGB COOP Plan annually and in conjunction with other scheduled exercises. Projects include- long range planning, joint training requirements and enhanced inter- agency integration focus.
- Project management of decision analysis and support to the National Guard Bureau leadership. Facilitated regional and international political-military assessments and studies to support force deployment, planning, training, military health, and policy formulation. Managed the proper transfer/release of documents in accordance with the Freedom of Information Act (FOIA).
- Managed procedures, policies and processes in command prescribed written formats, briefings, and presentations. Policy Office primary point of contact responsible for the study, development and analysis support to identify and capture leading practices with a plan to implement and evaluate pilot prototypes; change management and transition support in the integration of change management principles into the implementation plans analysis pertaining to the planning support for NGB Plans and/or Policy related to the National Strategic Plan, COOP-Emergency Plans-HSEEP and the National Response Plan. Policy Office coordinator for the National Guard Counter-drug Support National Guard Regulation 500-2/ Air National Guard Instruction 10-801.

The United States Department of State   **Jan 2006 – Oct 2008**
Project Manager

Key Responsibilities:
- Initiated, facilitated and managed the planning and implemented and constructed security and physical security projects for the Department of State. Facilitated IDIQ project management as the primary liaison for federal, state, and municipal law enforcement, security, and intelligence organizations. Program security management of VIP visits, domestic and international classified and unclassified conferences, infrastructure protection and special events within the Department of State. Conducted and led with distinction weekly security random checks at HQ premises and other Department of State Annexes; reported on irregularities with issuance of identity cards, operation of cameras, emergency exits and guard duties; documented findings in weekly inspection reports and follow up with the Organization's facility management company for immediate resolution of issues.
- Managed the developing, maintaining, and testing of all alert and notification procedures and rosters, as specified in the COOP Plan. Interfaced with appropriate government agencies relating to security as the contact point for the organization's security department. Managed the proper transfer/release of documents in accordance with the Freedom of Information Act (FOIA).
- Supervised the study and analysis support to identify and capture leading practices with a plan to implement and evaluate Department of State and subsequently Transportation Safety Administration pilot prototypes.
- Change management and transition support in the integration of change management principles into the implementation plans for the Engagement and Communication Strategies; and performance measurement support in developing and updating existing engagement.
- Program/Project Management in terms of being the single/primary point of contact for force protection program management in terms of vulnerability/risk/threat/critical assessments, report development, contingency planning, drills/exercises, physical security inspections, infrastructure, training (development and proctoring), executive protection, electronic security systems, and guard- force management.

- Ensure that subordinate team members evaluate numerous factors, such as whether the policy/plans are currently in compliance with federal government requirements, whether the updating of the plans/policies is necessary/required. and any other factors deemed relevant by the Division Director. Excelled as the supervisory investigator that managed the investigation of allegations and criminal/civil incidents; which involved violations of criminal and administrative matters in the corporate environment; such interviewing, technical security applications (CCTV, digital recording), general investigative methods and procedures, infrastructure protection and case file management.

Ameriprise (America Express) Financial Advisers   **Feb 2001 – Dec 2005**
Project Manager

Key Responsibilities:
- Supervised contract personnel involved in all aspects of project activity, organize, and assign responsibilities to subordinates, oversee the successful completion of all assigned tasks, and maintain customer contacts to ensure conformity to all contractual obligations.
- Managed the professional financial analysis of business development for new clients through a variety of techniques; client acquisition (e.g. leads, seminars), compliance, adviser practice support, licensing, recruiting, client assignment, business system support.
- Implement day to day activities of business and process improvements; based upon knowledge gained relative to the client's operations, processes, and business objectives.
- Supervised the analysis, research, and support on technical accounting issues for utilization in accordance with the proper transfer/release of documents in accordance with the Freedom of Information Act (FOIA).
- Managed recommendations for business and process improvements based upon knowledge gained relative to the client's operations, processes, and business objectives.
- Proactively built relationships and communicate effectively with the client to provide superior client service. Supervised the administrative staff through counsel, guidance, and coaching.
- Evaluate performance on client engagements. Invest in professional development through active participation in training sessions and networking events both internally and externally.
- Led and facilitated the deep dive data analysis to evaluate product performance in various customer segments and territories.
- Managed rate proposals, resolution documents and implemented rate system changes. If not already skilled, develop expertise on industry competitive analysis tools (e.g. Insurquote).
- Supervised and analyzed results of auto and home products across various states.
- Developed recommendations for actions to improve performance or enable growth.
- Communicated analysis results to company management and stakeholders. Coordinated with various functional areas (underwriting, actuarial, claims) to understand drivers of performance and implement new processes. Researched market trends and competitor pricing actions.

City of Virginia Beach, Virginia Police Department   **Sep 1989 – Jan 2001**
Senior Law Enforcement Official/Special Investigations Detective

Key Responsibilities:
- Supervised the initial investigations and excelled in terms of responding to citizen-initiated calls for service and conducting self- initiated investigations while patrolling a specific geographical area to deter criminal activity. Researched want/warrants on persons.

- Identified, collected, and preserved evidence of criminal scenes. Mediated domestic disputes: prepare various reports and documents to complete investigations. Excelled in terms of the presentation of evidence and testimony in judicial settings, which resulted in successfully prosecuted crimes.
- Administered successful case prosecution in concert with Federal, State and Local laws/statutes. Certified Law Enforcement classroom and field training instructor for junior officers. Physical access control/badges project - developed, managed and project plans for badging systems/swap for staff. Enhanced Law Enforcement systems, Infrastructure Protection, Safety Management systems and Managing AVL systems. Managed the proper transfer/release of documents in accordance with the Freedom of Information Act (FOIA).
- Managed case files after the physical success in terms of apprehension of suspects; administered case prosecution tactics in concert with city attorneys and prosecutors.
- First line supervisor responsibilities in terms of training and researching effective methods of instruction for junior officers, volunteers, and community policing advocates.
- Managed written reports containing charges, available facts, and evidence to the magistrate to authorize search warrant or wiretap. Supervised and actively collected, analyzed, published and archived lessons learned materials to include observations, insights, lessons, trends, after action reports (AARs).
- Observed and photographed narcotic purchase to compile evidence and protect undercover investigators. Excelled in terms of the presentation of evidence and testimony in judicial settings, which were prosecution tactics in concert with city attorneys and prosecutors; subsequently, performed first line management/supervisory responsibilities.

The United States Marine Corps   **Aug 1985 – Aug 1989**
Contract Administration Coordinator/Barracks Anti-Terrorism Security Guard

Key Responsibilities:
- Facilitated superior administrative knowledge of the Marine Corps Total Force System (MCTFS), Narcotic Terrorism and Marine Corps standard word processing and database software packages. Conducted 24X7 security operations as a Marine Barracks Security Guard.
- Administrative management of human resources in accordance with military regulations.
- Performed administrative clerk clerical and administrative duties incident to general and operational administration utilizing manual and automated information systems.
- Physical access f/badges project - developed, managed and project plans for badging systems/swap for staff. Managed and actively collected, analyzed, published and archived lessons learned materials to include observations, insights, lessons, trends, after action reports (AARs)
- Managed the development of briefs and information papers in preparation of military/government correspondence and messages; preparation and maintenance of directives
- Supervised the facilitation of travel orders, completion of general administrative requirements such as Freedom of Information Act requests, medical and leave authorizations, identification cards, and preparation and maintenance of command punishment books. Excelled instinctively in terms of spontaneously assigned additional tactical duties/infrastructure protection during covert missions CONUS and OCONUS in successfully prosecuted crimes.
- Duties also included case administration for prosecution in concert with Federal, State and Local laws/statutes. As a result of substantial success in terms of apprehension of suspects; administered case prosecution.

Date: Nov 2, 2022

Name: Troy Willaims

Letter of Commitment: *RE:* USAID

I Troy Terrell Williams offer this letter of commitment to CSZNet, Inc., to exclusively submit my resume for the USAID Fair Opportunity Proposal Request (FOPR): No. 72MC1022Q00017 Development Information Solution (DIS) Complete Operations support services. I will support the project if the FOPR is awarded to CSZNet, Inc. I hereby verify that all the information contained in my resume is correct and accurate.

Signature _____ Date: 11/02/2022

100 M Street SE, Suite # 653, Washington DC 20003
Phone: (202) 524-9658 | Fax: (866) 408-9875 | www.csznet.com
GSA STARS III Approved, Washington DC CBE Certified, Metropolitan Washington Airports Authority Approved (MWAA)
DC Supply Schedule Approved, PA SB-M Certified, eFAST (FAA) Approved

8

Submitted for the Position of Information Systems Security Officer (ISSO)

Experience Overview

Information System Security Officer with broad knowledge in security tools, technologies and best practices particularly in FISMA, Risk Management Framework (RMF), Cybersecurity Framework, NIST, FedRAMP, Continuous Diagnostics and Mitigation (CDM), HACS and have great interest in helping organizations secure their information systems. Over ten years of experience in system security monitoring, auditing, and evaluation, C&A and Risk Assessment of GSS (General Support Systems) and MA (Major Applications). Possess the ability to work under pressure and also, able to work with or without supervisory oversight. Ability to perform certification and accreditation security documentation in accordance with company, industry and national standards. Ability to perform technical, operational and management security control assessment and review. Ability to conduct Security Test and Evaluations (ST&Es) following NIST SP 800-53A guidelines Solid inter-personal skills. Effective verbal and written communication skills. Ability to effectively work in multi-cultural and diverse work environments. Ability to generate residual risk reports in order to update the PAO&M. Strong knowledge in cloud concept. Cybersecurity Framework. Strong Knowledge in NIST SP 800 Series. Continuous Diagnostics and Mitigation. Excellent analytical skills. Solid inter-personal skills

Technical Skills and Functional Expertise

- **Security technologies:** Xacta, CSAM, BigFix, Forescout, Security Scanner, Nessus, Webinspect, Nmap, Anti-Virus Tools, Splunk, ServiceNOW, Remedy
- **System:** Unix-Based Systems, Windows 9X/NT/2000/XP, Major Applications, GSS, Minor Application etc.
- **Networking:** LANs, WANs, VPNs, Cisco Routers/ Switches, Firewalls, TCP/IP
- **Software:** MS Office (Word, Excel, PowerPoint, Access, Outlook)
- Network & System Security, Risk Management, Authentication & Access Control, Vulnerability Assessment, System Monitoring & Regulatory Compliance, Risk Management Framework, Effective leader, Assessment and Authorization, Customer service-oriented, FedRAMP, Splunk, Remedy, Compliance, Policy and Procedure , FISMA, Security Control Assessment, FIPS, NIST Publications, CSAM, POA&M Management, Nessus, Microsoft Office, ServiceNOW, SharePoint, AWS, Azure

Certifications and Technology-Specific Training

- CASP
- CDPSE
- CAP
- CSM
- CompTIA Sec +
- AWS-CDA

Education

- BS in Cybersecurity Management and Policy from University of Maryland Global Campus, MD

Work Experience

Customs and Border Protection, Washington, DC   **Jan 2020 – Present**
Information System Security Officer

Key Responsibilities:
- Manage remediation efforts and report on the status of control deficiencies
- Develop risk assessment reports.
- Develop Interconnections and Memorandum of Understanding
- Creating and publishing technical documentation associated with FedRAMP assessment packages.
- Tracking and maintaining the security plan of action and milestones (POAM) for FedRAMP attestation.
- Ensured compliance to guidance, standards and regulations such NIST Special Publication, FIPS, FedRAMP, and other federal regulations and policies.
- Develop FedRAMP package for an agency ATO
- Performs an annual physical assessment of all General Support System (GSS) and Major Applications and sub system interfaces.
- Selecting appropriate Cloud services to design and deploy an application based on given requirements
- Migrating complex, multi-tier applications on Cloud Platforms
- Ensuring audit logs are reviewed periodically in accordance with departmental policy and the Security Authorization documentation (e.g. weekly or daily)
- Develop, analyze and update System Security Plan (SSP), Risk Assessment (RA), Privacy Threshold Analysis (PTA), Privacy Impact Assessment (PIA), System Security test and Evaluation (ST&E) and the Plan of Actions and Milestones (POA&M)
- Assist System Owners and ISSO in preparing certification and Accreditation package for companies IT systems, making sure that management, operational and technical security controls follow the NIST SP 800-53 required guidelines.
- Designate systems and categorize its C.I.A using FIPS 199 and NIST SP 800-60
- Conduct security control assessments in accordance with the Government Services Security Handbook, policies and procedures for implementation of the Risk Management Framework, including development of security assessment plans and assessment reports compliant with NIST SP 800-53 rev4, NIST SP 800-53A and NIST 800-37, and FIPPS 199.
- Create update Standard Operating Procedure (SOP) for process flows and quality enhancements
- Develop risk assessment reports.
- Develop Information Security Continuous Monitoring Strategy to help maintain an ongoing awareness of information security (Ensure continued effectiveness of all security controls), vulnerabilities, and threats to support organizational risk management decisions
- Ensure compliance to guidance, standards and regulations such as NIST Special Publications, FIPS, FedRAMP, and other federal regulations and policies
- Develop Interconnections and Memorandum of Understanding
- Ensuring audit logs are reviewed periodically in accordance with departmental policy and the Security Authorization documentation (e.g. weekly or daily)

USDA, Washington, DC   **Nov 2018 – Dec 2019**
Cyber Security Analyst

Key Responsibilities:
- Worked with Department of Homeland Security on the Continuous Diagnostic and Mitigation (CDM) initiative
- Align ISCM, and CDM solutions with NIST RMF
- Create solutions that balance business requirements with mission, cyber security, and CDM requirements.
- Identify security design gaps in existing and proposed architectures and recommend changes or enhancements.
- Developed security authorization (A&A) documentation including System Security Plan (SSP), Risk Assessment (RA), Privacy Threshold Analysis (PTA), Privacy Impact Assessment (PIA), System Security test and Evaluation (ST&E) and the Plan of Actions and Milestones (POA&M) and other documents required for Project's Authority to Operate (ATO) package.
- Supported security reviews and ST&E as required
- Developed Security Assessment Report (SAR) detailing the results of the assessment along with Plan of Action & Milestone (POAM)
- Assisted in identification of risks as part of the risk management process, including business continuity and disaster recovery planning
- Conducted assessments of information security controls in order to measure the effectives of controls and identify any gaps
- Developed Information Security Continuous Monitoring Strategy to help maintain an ongoing awareness of information security (Ensure continued effectiveness of all security controls), vulnerabilities, and threats to support organizational risk management decisions
- Developed Interconnections and Memorandum of Understanding
- Performed vulnerability assessments and scans to identify residual risk and determine corrective actions to mitigate known vulnerabilities in order to limit impact.
- Effectively used communication tools to serve departments and all stakeholders
- Analyzed and updated Configuration Management Plan, Contingency Plan and Business Impact Analyses

George Washington University Hospital, Washington, DC   **Sep 2015 - Oct 2018**
Information Analyst

Key Responsibilities:
- Served as information assurance analyst developing and updating A&A documentation for systems in accordance to NIST 800 series.
- Support the detection, containment of activities targeting customer networks.
- Provide guidance and mentorship to other cyber threat analysis.
- Worked with cybersecurity team to develop and implement detailed test plans and reviewed plans to determine independent assessment.
- Conducted security test and evaluated (ST&Es) and developed supporting documentation of test results.
- Analyzes network traffics and IDS events for malicious activities
- Develop and enhance standard operating procedures (SOPs)
- Assisted certification agent (CA) with documentation reviews and provided technical SA&A expertise.
- Assessed program security compliance by coordinating and compiling program security documentation.
- Executed and interpreted vulnerability scan report as part of vulnerability management.

- Documented and reviewed System Security Plan (SSP), Security Assessment Report (SAR).
- Performed daily ongoing Assessment and authorization project in support of client security system.
- Reviewed Plan of Action and Milestone (POA&M) and ensure FISMA compliance.
- Performed security categorization using (FIPS 199) / and NIST 800-60 as implementation guide, Privacy Threshold Analysis (PTA), Privacy Impact Assessment (PIA), and ensure FISMA compliance.
- Assessed security control selection for systems in accordance with the requirements in NIST SP 800-53a.
- Reviewed security authorization documentation including security plan, risk assessment, contingency plan, privacy threshold analysis, and other required deliverables for an ATO package.
- Coordinated necessary activities to correct assessment findings and prepared/updated POA&M reports.
- Assembled and reviewed A&A artifacts for approval of ATO.
- Documented and reviewed System Security Plan (SSP), Security Assessment Report (SAR), Security Plan of Action and Milestone (POA&M) and Authorization Letter Memo (ATO).
- Drafted report on audit findings, recommended corrective actions and ensured findings were closed within Schedule Completion Date.
- Acted as primary Point of Contact (POC) to external auditors and generated agency documentation.

Harrisburg Hospital, Harrisburg, PA   **Feb 2011 – Aug 2015**
Information Analyst

Key Responsibilities:
- Served as information assurance analyst coordinating and identifying strategies in approving the A&A processes and procedures to meet tight timeline and budgets.
- Assessing cybersecurity and information assurance needs and reporting.
- Led in the development of Privacy Threshold Analysis (PTA) and Privacy Impact Analysis (PIA) by using NIST privacy handbook and working closely with the Information Security System Officers (ISSO's) the System Owners (SO) and the Information owners (IO).
- Conducted Security Test and Evaluation (ST&E) using NIST 800 53A. Rev 4 and develop supporting documentation to the result based on security control requirement.
- Supported Security Assessment and Authorization (SA&A) activities, by preparing the complete ATO package for the authorization official to make accreditation decision.
- Reviewed and Updated System Security Plans using the NIST 800-18 as a guide.
- Collected, reviewed, and updated, and maintained IT supporting artifacts.
- Performed Security Assessment of the Federal systems and applications by NIST 800-54A Rev4 as guidance for current federal directives and policies.
- Ensured that system documentation was created for POA&Ms and approved by ISD
- Provided security control guidance's and recommendations to include requirements found in NIST 800-53.
- Provided reporting on POA&M remediation for all systems upon request by the Federal Government using the CSAM tool as repository for all POAM documents

Date: Nov 2, 2022

Name: Rita Cobbina

Letter of Commitment: RE: USAID

I Rita Cobbina offer this letter of commitment to CSZNet, Inc., to exclusively submit my resume for the USAID Fair Opportunity Proposal Request (FOPR): No. 72MC1022Q00017 Development Information Solution (DIS) Complete Operations support services. I will support the project if the FOPR is awarded to CSZNet, Inc. I hereby verify that all the information contained in my resume is correct and accurate.

Signature _Rita Cobbina_ _____ Date: 11/02/2022

100 M Street SE, Suite # 653, Washington DC 20003
Phone: (202) 524-9658 | Fax: (866) 408-9875 | www.csznet.com
GSA STARS III Approved, Washington DC CBE Certified, Metropolitan Washington Airports Authority Approved
(MWAA) DC Supply Schedule Approved, PA SB-M Certified, eFAST (FAA) Approved

13

John Long
Submitted for the Position of O&M Lead

Experience Overview

Certified Defense Acquisition University and industry trained Program Manager and Senior Computer System and Communication System Security. Program Manager supporting multiple federal agencies Operations and Technical Information Technology Solutions from development to implementation (US Army Crisis/Emergency/Operation; Department Defense US European Command Contingency Operations for US and its Allies; Department of Interior Development and Implementation of Enterprise Applications and NIST compliance Security inspection of Water Dams; Department of Energy NIST Compliance Computer Security Assessment for Enterprise Information Technology Applications and Industrial Control Facility Electrical Power Operation; Housing and Urban Development and Federal Housing Administration Contingency Plans and Enterprise Information Technology Enterprise Applications); responsible for management, staffing, coordinating, planning, testing, implementing and documenting information technology systems.

I have over 20 years of program management and cyber security technical information technology implementation and assessment experience managing and assessment of federal systems for NIST and FedRAMP and Agency (DoD, DOC, DOE, DOI, FAA, HUD, FHA, compliance with cybersecurity at the operational, enterprise and cloud (AWS and AZURE). Management and assessment focus for these agencies included disaster and contingency compliance for IT operations and recovery consistent with the latest NIST and Cloud FedRAMP requirements.

As PM provided Tier II and Tier III staffing and support to 300+ applications to FAA from 2014 -2020 and DOI and DOE 2002-2004 and for Department of Defense Mission critical systems operations.

As PM provided IT Cybersecurity Assessment planning for DOI and DOE Industrial Control Systems operational technology and Supervisory Control and Data Acquisition (SCADA) for Western` Area Power Administration in several states (Arizona, California, Colorado, North Dakota, and Montana. Supervisory Control and Data Acquisition (SCADA) And Bureau of Reclamation Water Dam facilities.

As PM provided IT Cybersecurity Assessment planning for DOE Industrial Control Systems operational technology and Supervisory Control and Data Acquisition (SCADA) for Southeaster Power Administration.

Drafted and Presented Status Reports and weekly briefing to 45+ personnel including senior managers, engineers, testers, and stakeholders. Managed staff of 14+ engineers' groups with diverse self-directed skills. Extensive Technical Cybersecurity Program Management and assessment of system compliance with NIST Special Publication such as 800-53 Revision # five, Risk Management Framework including disaster recovery assessment supporting various lines of business.

Principal Program Manager/Subject Matter Expert and Senior Computer Analyst with extensive and exceptional support for the Government Agencies for over 25 years. Experience includes 20 years of Remote Program/Project Management and coordinated staff support with diverse Federal Agencies (FAA, DOE, DOI, HUD and FHA). Remote support included managing staff and coordination with senior managers supporting diverse information technology computer and communication projects (software life cycle development, large complex computer systems such as Department of Defense Software Engineering Programs, Electronic Business Exchange Mainframe environment, Global Command & Control System,

Department of Interior. Software Engineering Level II Analysis, Computer Security Programs). Department of Energy System Engineering, System Administration, Security Assessment, Housing and Urban Development Financial Systems Internal Control and Security Assessments.

Technical Skills and Functional Expertise

- *Bulleted items here*

Certifications and Technology-Specific Training

- **PMP, Defense Acquisition University, Program Manager Certification**
- Computer Science, Florida Institute of Technology, Computer Science Graduate Studies
- Computer Software, US Army Computer Systems, Computer System Certified Manager
- Military CGSC, Command and General Staff College, Leadership/Management Certification
- Military AWC, Army War College, Leadership/Management Training
- Computer Science, Fort Benjamin Harrison, IN, **Computer Programmer** Certification
- Law Enforcement, Fort Gordon GA, Law Enforcement Certification
- Law Enforcement, Fort McClellan, AL, **Security Certifications**
- Nuclear Assurance, Kirkland AFB, NM, Nuclear Assurance Security Training

Awards

- FOSE 100 program Manager for Redesigning Information Technology to support on vehicle maintenance for military vehicles, aircrafts and weapon systems and saving Government $200 Million.
- Military Legion of Merits for Program Management and Leadership Information Technology System support for Redesigning the Army Command-and-Control Crisis System in Pentagon
- Defense Meritorious Medal for Program Management and Leadership for Information Technology System support for Redesigning the US European Command and Control System with Interface to Allies and creating contingency and disaster recovery plan within European Environment.
- DOI Small Business of Year for Redesigning the legacy Financial System, Performing Security and Contingency Planning and Assessment.

Education

- MBA Strayer University Business (IT/Cyber Security)
- MS Strayer University IT/Management Information Science
- BA Southern University Political Science/Mathematic

Work Experience

Program Manager and IT Cybersecurity Independent Consultant supporting small temporary assignment requirements   **Jan 2021- Present**

Support: Temporary Assignment   **Sep – Oct 2022**
Senior Program Manager

Key Responsibilities:
- Disaster Recovery providing strategic planning and implementation disaster recovery operation and backup support for CNH worldwide organization.
- Providing tracking and identity support for critical manufacturing facilities and application

Federal Aviation Administration (FAA),   **Feb 2022 – Apr 2022**
Senior Cyber Security Engineer Consultant

Key Responsibilities:
- Supporting FAA Navigation Systems.
- Responsible identifying and baselining Navigation System Cybersecurity Authority to Operate (ATO) with FAA Agency Cyber Security Group (ACG).
- Providing Cyber Security Support to Navigation Engineering office where required.

FAA   **Jul 2018 - Jan 2021**
Program Manager, Subject Matter Expert (SME)

Key Responsibilities:
- Cyber Security and Communication, Specialist FAA independent Cyber Security Cloud Assessment for IAAS, PAAS, SAAS, and major application.
- Provided Cybersecurity Assessment Disaster and Recovery Assessment for FAA loud Systems (AWS and Azure).
- Provided Program Management, SME, and independent Review and assessments of agency (FAA) system environments, Infrastructure as a Service (IaaS), Software as a Service (SaaS), and Platform as a Service (PaaS).
- Prepared Project Plan and Strategy and budget tracking using MS Project and Excel; prepared and produce weekly and monthly status report producing Security Assessment Report (SAR), Plan of Action and Milestone (POAM), Security Categorization Document (SCD), Security Posture Assessment, Risk Assessment, and Executive Summary).

FAA   **Jun 2013 – Jul 2018**
Information System Security Program, Program Manager for Federal Aviation Financial systems.

Key Responsibilities:
- Focus initially, FISMA Security continuous monitoring and maintenance support for the FAA financial systems (approximately 12) with an emphasis on the Major financial system (PRISM). Objective is to ensure FAA successfully complete its annual Systems audit.
- Provided Cybersecurity Assessment Disaster and Recovery Assessment for FAA Financial Enterprise Systems.
- Our method is to update and provide continuous monitoring support ensuring security documentation, vulnerability, and Information System Contingency Plan (ISCP) testing, scans performed to ensure financial system readiness for their review.
- Our Team also served as the financial manager liaison during the audit addressing any security auditable concerns

FAA   **Nov 2015 - 2018**
Program Manager and Subject Matter Expert

Key Responsibilities:
- Managing and providing FAA 10 Regions nationwide Tier II and Tier III staff support for 300+ applications supporting Dev/Ops SDLC Cyber Security Single Sign-On CA-Commercial Solution, system engineering, maintenance, and applications (300+) integration in in an Enterprise and Cloud Environment.

- Engineering Implementation and Maintenance Single Sign-On Security solution using multiple factors (password, email, PIV, One Time Password (OTP). Web Application Development and Testing support.
- Provided Cybersecurity Assessment Disaster and Recovery backup and alternate site support and 24x7 Operations.
- Program support included sixteen personnel engineering staff to include technical writers for continuous documentation upgrades of new releases.
- Assessing SLA Out the Box (OTB) solutions and system recommended changes.

FAA   **2014 – 2016**
Program Manager

Key Responsibilities:
- Managing and providing FAA nationwide 10 regions Tier II and Tier III staff support for Message Operation System – Lotus Notes Operation and migration to cloud environment (EM-365).
- Supported Engineering Staff successful transition and migration to the cloud mandatory environment.
- Provided weekly and monthly senior management progress status updates to senior managers. LOTUS *Application engineering support and migration to the cloud environment EMS 365,* mandated by federal government.
- Provided Cybersecurity Assessment Disaster and Recovery backup and alternate site support and 24x7 Operations. Staffing included sixteen engineering personnel and providing coordination with senior management and operational staff.

Jan 2021 - Present: Program Manager and Cybersecurity Consultant. Providing small business understanding and assistance for Cybersecurity requirements

FY 2012, District of Columbia Government, IT Auditor/ Security Planning Support for small business with District of Columbia Government Subject Matter Expert – Technical Lead - Task Update security documentation and provide Plan of Action and Milestone Corrective Action remediation support that included updating security policies and plans for compliance with Internal Review Audit Notice of Finding and FISMA and NIST 800-53 Revision 3 security controls.

FY 2012, Department of Energy (DOE) Southeastern Power Administration (SEPA) Senior Program Manager/Subject Matter Expert and Information System/Cyber Security Specialist, IT Auditor Security Planning Support Department Energy Southeastern Power Administration Subject Matter Expert Technical Lead - Task Update provided to senior management. Leverage prior security assistance and project management to develop deliverables such as security plan, establishing security common security controls. and review security documentation and procedures for compliance with FISMA and NIST 800-53 Revision 3 security controls to include Disaster and Recovery backup and alternate site support testing and procedures.

FY 2005 -2011 - Senior Program Manager/Subject Matter Expert and Information System/Cyber Security Specialist, IT Auditor Security Planning Support Department of Housing and Urban Development Subject Matter Expert Project Manager Technical Lead OMB A-123 and OMB A-130- provided assessment in review of business processes and systems and SAS 70 reports for compliance with FISMA and Financial Internal Control compliance. Supported included developing policies and procedures to resolve assessment gap findings and providing risk mitigation support for over 1100 Plan of Action and Milestones Findings and serving liaison to coordinate Inspector General Notification Finding Report tracking and corrections

FY 2004 – 2005, Senior Program Manager/Subject Matter Expert and Information System/Cyber Security Specialist, IT Auditor Security Planning Support Department of Energy CSO and supporting Regional Sites (Denver, Phoenix, Billing, North and South Dakota) Subject Matter Expert Project Manager Technical Lead OMB A-130- provided assessment in review of business processes and information technology systems for compliance with FISMA NIST Standards as well as integration of FISMA standards with FERC to support Power Grid security Assessments. Supported included developing policies and procedures, security plans, contingency and disaster recovery plans, incident response plans, rules of behavior, test reports, and corrective action plans.

FY 2002 – 2004, Department of Energy, Senior Program Manager/Subject Matter Expert and Information System/Cyber Security Specialist, IT Auditor Security Planning Support Department of Energy Western Area Power Administration (Folsom, CA) Subject Matter Expert Project Manager - OMB A-130- provided assessment in review of business processes and information technology systems for compliance with FISMA NIST Standards. Supported included creating and establishing a cyber security program for the agency including developing policies and procedures, security plans, contingency and disaster recovery plans, incident response plans, rules of behavior, test reports, and corrective action plans.

FY 2000 – 2004,
Department of Interior (DOI), Senior Program Manager/Subject Matter Expert and Information System/Cyber Security Specialist, IT Auditor Security Planning Support Department of Interior Bureau of Reclamation Regional Sites Western and North Western Region (California, Utah, Washington, Oregon, Idaho) Subject Matter Expert Project Manager Technical Lead OMB A-130- provided assessment in review of business processes and information technology systems for compliance with FISMA NIST Standards as well as integration of FISMA standards with water Dams to support security Assessments. Supported included developing policies and procedures, security plans, contingency and disaster recovery plans, incident response plans, rules of behavior, test reports, and corrective action plans.

Program Management IT and Computer Security Support DOD and US Army
- **Department of Defense (DOD) and US Army**-Retired US Army Lt. Colonel, who served as Senior Program Manager for Information Technology and Computer Security and Contingency-Supported 35 Sites Worldwide Support -FY 1994 – 2004, Senior Program Manager/Subject Matter Expert, IT Security Planning Support Department of Defense Information Systems Agency Subject Matter Expert program management documentation review and assessment for compliance with DOD standards. Provided review of migrating and government systems program documentation for accuracy and compliance with DOD standards.
- Supporting **U.S European Command**, planning, coordinating, developing, testing, and updating COOP plans and establishing an alternate international site for US and NATO personnel and critical assets in Europe and Belgium; **US Army Pentagon -** planning, coordinating, developing, testing, and updating COOP plans in continental US to support US Crisis and contingencies, establish and test COOP requirements for alternate site; **US Army Missile Command** – planning, coordinating, developing, testing, and updating COOP plans in continental US to protect chemical weapons, and Computer Centers Management reviews for compliance with security and contingency.

Date: Nov 2, 2022

Name: John Long

Letter of Commitment: *RE:* USAID

I   John W. Long   offer this letter of commitment to CSZNet, Inc., to exclusively submit my resume for the USAID Fair Opportunity Proposal Request (FOPR): No. 72MC1022Q00017 Development Information Solution (DIS) Complete Operations support services. I will support the project if the FOPR is awarded to CSZNet, Inc. I hereby verify that all the information contained in my resume is correct and accurate.

Signature   *John Long*   Date: 11/02/2022

100 M Street SE, Suite # 653, Washington DC 20003
Phone: (202) 524-9658 | Fax: (866) 408-9875 | www.csznet.com

GSA STARS III Approved, Washington DC CBE Certified, Metropolitan Washington Airports Authority Approved (MWAA)
DC Supply Schedule Approved, PA SB-M Certified, eFAST (FAA) Approved

19

Rahul Sundrani

Submitted for the Position of User Engagement Lead

Experience Overview

Rahul Sundrani is a PMP-certified senior IT professional with 25 years of hands-on Systems Development Life Cycle (SDLC) and project management and system adoption experience with large-scale enterprise-wide in the Federal and Commercial sectors. His problem-solving aptitude and ability to work well with complex systems have proven to be a great asset on multi-stakeholder and multi-vendor projects, including at **USAID Deal Management System**, 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.

Clearance: USAID

Technical Skills 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

Education

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

Work Experience

**Stealth Solutions, Project: USAID Salesforce Prosper Africa Tracker   January 2022–Present
Adoption Manager**
Assisting USAID as an Adoption Manager with the implementation and adoption of a Deal Management System built on Salesforce GovCloud plus for facilitating two-way trade and investment between African

nations and the United States. Mr. Sundrani is instrumental in deriving user engagement and system adoption by developing and methodically executing on rollout and change management throughout the project by providing user engagement, communication, training, and end-user support.

Key responsibilities include:
- Developing end-user support model, including training, communications, change management, user surveys, and adoption strategies
- Developing communication newsletters, user manuals, training content explaining product capabilities
- Planning and conducting user acceptance testing
- Facilitating user feedback sessions, documenting lessons learned and working closely with the development team for enhancements.
- Designing training plan and developing interactive training materials – storyboards, scripts, etc.
- Facilitating, and delivering planning in-person and virtual training sessions
- Work closely with the Government Program Manager and Product/Project Owner to coordinate all user engagement and adoption project activities.
- Developing and communications plans for internal stakeholders and external (customers) clients
- Coordinating and communicating with end users to ensure minimal disruption during the update and upgrade process

REI Systems, GovGrants®   **August 2014–December 2021**
Product and Technical Project Manager
Assisting REI Systems with the development of grants management product GovGrants, an enterprise grants management system built on the world's largest cloud platform Salesforce. GovGrants is a highly configurable product targeted toward federal, state, and local government.

Key responsibilities included:
- Provided strategic and technical leadership and collaborated with the sponsor, and the functional and technical team on product development and enhancement
- Transformed the GovGrants product from concept to mature state and led the Product implementations in Federal (**USAID**), State (Louisiana College System), and City Governments (District of Columbia, Department of Health)
- Elicited requirements using JAD sessions & conducted user interviews and prepared functional documents such as Use Cases, Software Requirements Specifications (SRS), and Wireframe
- Led the Business Processes reengineering, mapped client processes to GovGrants capabilities, developed solutions, and led implementation
- Managing budget, on-time delivery, and scope for all implementations.

Small Business Administration (SBA), SBA.gov   **June 2011– December 2015**
Adviser
(Formerly) Program Manager, August 2011 – July 2013
Mr. Sundrani is currently engaged as an adviser, assisting SBA.gov team on strategies, approaches, and solutions. Recent activities include assessment of SBA.gov mobile site, SBA.gov roadmap, and refining the technical and content strategy to align with the mobile roadmap.

Formerly, Mr. Sundrani was the Program Manager for the SBA.Gov portfolio, overseeing multiple initiatives for SBA that assisted in fulfilling the Agency mission of assisting small businesses. These initiatives promote small business resources and services on Agency social media channels and SBA.Gov, which receives more than 20 million unique visitors annually. He was accountable for the program 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.

Key responsibilities included:
- Executed the program management activities, performance evaluations, risk and issue management, change management, and quality assurance
- Assisted with capital planning
- Maintained the project plan
- Ensured all activities were completed on time and within budget

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.

Key responsibilities included:

- Defined the scope and Statement of Work
- Developed pricing
- Established contracts and invoicing
- Developed and maintained an integrated plan
- Oversaw requirements analysis, design, and development
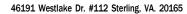
Department of Energy, Grants Management System   **July 2013–January 2014**
Program Manager
As the program manager, Mr. Sundrani managed the development and support of the Department of Energy's Portfolio Analysis and Management System (PAMS). He led all software development and maintenance activity using SDLC methodology and managed a 30+ member team of developers, testers, and analysts with a project budget of $5 million.

Key responsibilities included:
- Executing program management activities, risk, and issue management, change management, quality assurance
- Assisted with capital planning
- Created and maintained the project plan creation
- Ensured 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-award functionality.

Vested in your success!   46191 Westlake Dr. #112 Sterling, VA. 20165

11/1/2022

Letter of Commitment: RE: USAID

I, Rahul Sundrani, offer this letter of commitment to CSZNet, Inc., to exclusively submit my resume for the USAID Fair Opportunity Proposal Request (FOPR): No. 72MC1022Q00017 Development Information Solution (DIS) Complete Operations support services. I will support the project if the FOPR is awarded to CSZNet, Inc. I hereby verify that all the information contained in my resume is correct and accurate.

Signature _____   Date _____11/9/2022_____

Nambi Raghupathy

Submitted for the Position of Product Management Lead

Experience Overview

Nambi Raghupathy has 13+ years of Experience in Salesforce.com Implementation, Product Management, Cloud Transformation, Solution Design, Project Management and AppExchange Product Development. He has implemented various modules of Salesforce for 75+ clients in the last 10 years. He has developed and managed two products on the Salesforce AppExchange marketplace. Mr. Raghupathy has been a Salesforce and Cloud Evangelist enabling many organizations to transform their business development, sales and support teams from legacy systems and processes to Salesforce.com. His key strengths include strong interpersonal and communication skills, following best practices, problem-solving ability, and adherence to project schedules.

Key highlights for Mr. Raghupathy's experience include the following:

- Proven track record (7+ years) of leading diverse, cross-functional project teams in the successful launch of new software products or services, including developing product strategy, specifying its functional requirements, and managing feature releases;
- Expert in Stakeholder management by focusing needs of stakeholders, users, and user experience and makes hard decisions and trade-offs;
- Strong oral and written communications skills to present product visions with executives, business stakeholders, as well as other technical staff, engineers, and developers; and
- Demonstrated experience in managing a team of business analysts and set priorities, review work products, and provide directions of deliverables and operations.

Clearance: Public Trust, Small Business Administration and USAID

Technical Skills and Functional Expertise

- Salesforce Service Cloud
- Salesforce Sales Cloud
- Customer and Partner Communities
- AppExchange Product Development

Certifications and Technology-Specific Training

- PMP Project Management Professional – PMI Institute
- Salesforce Certified Administrator
- Salesforce Certified App Developer

Education

- Master of Business Administration (MBA) – Sam M Walton College of Business, University of Arkansas
- Bachelor of Engineering – Electrical and Electronics, PSG College of Technology, India

Work Experience

Stealth Solutions, Inc.   **March 2020–Present**
Salesforce Solution Architect
Key responsibilities include:

- Working with Stealth Solutions' clients in designing and building applications on the Salesforce platform
- Advising clients on how to best transition to the Salesforce platform and developing the roadmap for transforming legacy systems into best-in-class cloud applications on the Salesforce platform

Project: USAID
Role: Salesforce Product Manager   **Jan 2021 – Present**
Key responsibilities include:

- Implementing a Deal Tracking System on the Salesforce platform to manage deals on the African continent
- Reviewing and prioritizing user stories in line with product vision
- Designing and implementing data security model and sharing rules to ensure deals are being shared across identified countries and transaction advisors as required
- Tagging user stories for new feature development and managing product backlog and sprints
- Implementing and rolling out Tool/Services management system to support transaction advisors for deal management
- Preparing the Product Specifications Document and Functional Design Document
- Working closely with the development team in determining business processes and enhance existing business processes
- Reviewing and confirming system requirements are compliant with Agency policy

WorldStrides   **March 2021–December 2021**
Solution Architect.
The project involved working with various global teams in consolidation of business process and implementation on the Salesforce platform.

Key responsibilities included:

- Worked with key stakeholders to determine Salesforce migration strategy
- Drove sprint and release plans together with the Scrum Master
- Designed a solution on the Salesforce platform to manage student travel and booking

Technology Solution Provider Inc. (TSPi)   **March 2020–February 2021**
Salesforce Technical Analyst
The project involved the transformation of multiple legacy systems in a single Salesforce application and primarily involved in Disaster Management module of Salesforce implementation.

Key responsibilities included:

- Worked with the Small Business Administration (SBA.gov) Office of Disaster Assistance (ODA) on implementation of Disaster Center Management System on the Salesforce platform
- Identified pain points and design a solution for end-to-end Disaster management on Salesforce platform
- Prepared Business Requirements Documents, conduct review sessions with developers and ensure designed solution is delivered on time with highest quality

Maryland Health Benefit Exchange, State of Maryland   **November 2016–February 2020**
Salesforce Solution Architect

Key responsibilities included:

- Identified legacy applications to be migrated to Salesforce.com
- Designed and developed various applications on the Salesforce platform to support different verticals within the State agency
- Implemented Salesforce Service Cloud for MHBE Call center to support handling of 5000+ cases every day
- Modernized the legacy Learning Management System using Salesforce platform and customer communities
- Implemented a time tracking and invoicing system for all consultants currently working with MHBE

REI Systems Inc.   **July 2008–October 2016**
Salesforce Project Manager
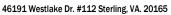
Key responsibilities included:

- Implemented Salesforce for more than 50 clients in different verticals
- Designed solutions, performed data migrations, and conducted end user trainings along with change management for all implementations

GovBD Product Manager
- Managed the GovBD product on AppExchange platform
- Designed and developed key modules of the product
- Oversaw lead generation and sales of the product along with customer onboarding

11/8/2022

Letter of Commitment: RE: USAID

I, Nambi Raghupathy, offer this letter of commitment to CSZNet, Inc., to exclusively submit my resume for the USAID Fair Opportunity Proposal Request (FOPR): No. 72MC1022Q00017 Development Information Solution (DIS) Complete Operations support services. I will support the project if the FOPR is awarded to CSZNet, Inc. I hereby verify that all the information contained in my resume is correct and accurate.

Signature   *Nambi Raghupathy*
Nambi Raghupathy (Nov 8, 2022 13:07 EST)

Date _____11/8/2022_____

Backup Key Personnel / Non-Key Personnel

<h1 style="text-align: center;">Chibu Anyanwu</h1>

Submitted for the Position of Backup Project Manager, Backup O&M Lead

Experience Overview

Data-Driven Project Management Professional (PMP)® and Secret Clearance Holder with over 10 years of experience in planning and delivering large-scale, high-visible, and complex programs and projects from initiation through delivery, establishing project methodology frameworks enterprise-wide, using data and metrics to drive improvements, managing and coaching cross-functional technical teams, identifying and mitigating risks and impediments, cultivating and interfacing with key stakeholders across enterprises, creating and executing project plans, managing and tracking project milestones, backlogs, timelines, budgets, and communication, and influencing senior leadership

Technical Skills and Functional Expertise

- Project Management Methodologies
- Software Development (SDLC)
- Task Management (Jira, Asana, Teamwork, Microsoft Project)
- Microsoft Teams
- Stakeholder Engagement
- Risk Management
- Cost Estimation and Budgeting
- Process Improvement Methodologies
- Requirement Gathering
- Data Analysis/Visualization (Tableau, Qualtrics, SQL)

Certifications and Technology-Specific Training

- Certified ScrumMaster (CSM), ScrumAlliance, Washington, DC. March 2021.
- Public Sector Data Governance Professional, Institute for Certification of Computing Professionals, Washington,
- DC. December 2020.
- The Art of Product Analysis and Design Certification (Business Analysis and Requirements Gathering). The
- Qualified Academy. December 2020.
- Security+ (Plus) Certification, CompTIA, Reston, VA. February 2020.
- Project Management Professional (PMP)® Certification, Project Management Institute, Washington, DC.
- January 2018.
- Introduction to SQL. Data Society, May 2022
- Microsoft Azure Data Fundamentals. Microsoft. October 2021.
- Microsoft Power Platform Fundamentals Course. Microsoft. September 2021.
- Mastering Tableau: From Basic to Advanced. StackSkills. July 2021.

Professional Affiliation:

- Project Management Institute, Washington, DC. January 2018 – Present.

- DC Commission on African Affairs (Mayoral Appointee), Washington, DC. August 2015 – November 2018.
- Zeta Phi Beta Sorority, Incorporated, Washington, DC. March 2012 – Present.

Education

- Master of Public Health, West Chester University of Pennsylvania, West Chester, PA.
- Bachelor of Science, Pharmaceutical Product Development, West Chester University of Pennsylvania, West Chester, PA.

Volunteer Experience

Project Management Institute Washington, DC   **May 2018 – Present**
Project Manager/Networking Chair (DC Chapter)

- Monitor and track data of monthly raffle winners that supports chapter business operations
- Lead volunteer program for monthly meetings and ensure that code of conduct is maintained
- Lead networking activities that engage new chapter members and new PMP certificate holders

Daniel Leadership Institute Silver Spring, MD   **Mar 2016 – Dec 2016**
Project Consultant

- Created a feasibility study for client on proposed venture that included market, operational, financial research, for their strategic plan
- Identified strategic issues impacting organizational growth and provided recommendations to CEO

Work Experience

T & T Consulting/National Institutes of Health Washington, DC   **Oct 2021 – Present**
Senior Program Manager, Technology and Data Analytics

Key Responsibilities:
- Lead the formation of NIH's Technology and Data Analytics workgroup that helps to optimize current acquisition products, structures, and processes across all institutes impacting over 20,000 employees
- Drive awareness and create campaigns to influence senior leadership on developing new acquisition products and features by establishing roadmaps and one-pagers, developing and presenting PowerPoint presentations, and recording info sessions
- Establish project management frameworks and ensuring consistency by developing various tools, including communication templates, roadmaps, project charter, project plans, and risk register and mitigation plans to support acquisitions infrastructure modernization projects
- Lead cross-functional project teams in designing, developing, testing and launching scalable solutions that meets the workgroup and sub-work group meetings to ensure that assignments at in alignment to project plans

B & E/U.S. Consumer Financial Protection Bureau Washington, DC   **Jun 2020 – Oct 2021**
IT Project Manager/Team Lead

Key Responsibilities:
- Spearheaded the formation of the Bureau's first enterprise-wide performance metrics dashboard project for senior leadership and managed a cross-functional team of 8 SMEs that ensured successful project delivery
- Developed recruitment engagement strategy for client team that focused on promoting compelling social media content and marketing tools with monthly themes that attracted prospective candidates and clients to the firm
- Interviewed prospective candidates and supported team onboarding, reviewed and approved timesheets, submitted monthly cost hour and status reports, managed risk log, and contributed to business development
- Led technical teams to deploy the Entellitrak CRM product for client, gathered business requirements, led project intake, and managed prioritizations & alignment to obtain Authority to Operate
- Developed and monitored Qualtrics forms and analyzed and interpreted data results that enabled the Bureau to craft strategic recruitment messaging for its first Adverse Action Tech Sprint Week
- Prioritized over 50 Jira maintenance requests received weekly based on level of effort, led the Bureau's design and development intake meetings as Scrum Master, and oversaw appropriate ceremonies

All Things Creative Washington, DC   **Aug 2020 – Feb 2022**
Senior Project Manager

Key Responsibilities:
- Orchestrated roadmap strategies for 6 clients, including Microsoft, resulting in the success delivery of over 25 deliverables, including webpages, annual reports, presentations, newsletter content, wall graphics, logos, and ads
- Served as the primary interface with senior leadership under client organizations, defined requirements, managed project timelines, used data and metrics to drive improvements, and provided status updates, resulting in lessons learned gathered for future product and feature deliverables
- Led cross-functional teams and created targeted assignment plans for all projects, including assignment scope, milestones, timelines, deliverables, project reporting, communication, and monitor project health
- Collaborated with key stakeholders and third-party vendors throughout system integration, performance, security, Section 508, system acceptance, user acceptance, usability, and test and evaluation reporting

ERPi/U.S. Department of Veterans Affairs Washington, DC   **Nov 2019 – Jun 2020**
Policy Document Manager

Key Responsibilities:
- Updated EHR software transformation-related national policies to reflect appropriate technical language Advised senior-level government customers in reviewing and updating their VA policies to be in compliance with the Government Accountability Offices (GAO) based on the GAO High Risk Report
- Reviewed over 15 federal policies quarterly and provided recommendations to senior leadership that ensured consensus on national guidance, integration of accountability, and core values and strategic goals into policies

Department of Health Care Finance, District of Columbia Government Washington, DC

IT Project Manager, **Program Management Office (PMO)**   **Jun 2018 – Jun 2019**

Key Responsibilities:
- Led cross-functional teams of business analysts, developers and testers that gathered requirements for JAR and JAD sessions, developed roadmaps, and mitigated project risks in an agile environment as part of SDLC
- Managed stakeholder engagement initiatives on PMO Leadership Team that helped to formulate cross-agency partnerships and project plans for $110 million Medicaid EHR software development project
- Managed and facilitated stakeholder communication and meetings resulting in the creation of high-level charters, business engagement plans, and summarized technical presentations for executive-level stakeholders
- Increased requirements gathering workshops efficiency by 50% though the creation, management, and monitoring of the administration's strategic business engagement plan

State Superintendent of Education, District of Columbia Government Washington, DC
Project Manager   **Nov 2013 – Jun 2018**

Key Responsibilities:
- Managed the planning and execution of a $1.2 million cross-function and strategy project with multiple project teams, high visibility, tight and strict deadlines, and budget, resulting in renewal of funding annually
- Led the design, planning, and requirement gathering for an eLearning epinephrine certification program that targeted school staff, that targeted school staff, resulting in buy-in from over 200 school representatives
- Defined KPI metrics and developed need assessment tools that tracked performance of 100 early childcare facilities in interventions reducing chronic diseases
- Partnered with marketing team and ensured that education materials and events promoted demonstrated cultural diversity and terminologies were acceptable to the target population
- Identified and delivered appropriate train-the-trainer health education for early childcare facilities and K-12 grade directors, principals, and teachers that expanded existing professional development opportunities

Centers for Medicare & Medicaid Services (CMS) Baltimore, MD   **Mar 2013 – Apr 2014**
Program Analyst (Contractor)

Key Responsibilities:
- Developed databases to track over 2,000 hardship requests and supplemental information using CMS
- Physician and Other Health Care Professionals Quality Reporting Portal application and Excel
- Investigated resolutions to solve over 200 health providers' Electronic Prescribing Payment Adjustment
- Hardship requests provided recommendations to client
- Curated weekly status reports and providers' correspondences to be narrated

Society for Public Health Education (SOPHE) Washington, DC   **Jan 2012 – Dec 2012**
Membership and Health Equity Consultant

Key Responsibilities:

- Analyzed and translated assessment survey data from over 15,000 members into meaningful reports that were presented at 2012 Annual Meeting
- Evaluated progress of Strategic Plan objectives using key indicators and performance measures

Technology BeyondHorizons

Date: **Nov 3, 2022**

Name: **Chi bu Anyanwu**

Letter of Commitment: RE: USAID

I [Chibu Anyanwu   ] offer this letter of commitment to CSZNet, Inc., to exclusively submit my resume for the USAID Fair Opportunity Proposal Request (FOPR): No. 72MC1022Q00017 Development Information Solution (DIS) Complete Operations support services. I will support the project if the FOPR is awarded to CSZNet, Inc. I hereby verify that all the information contained in my resume is correct and accurate.

Signature _____ Date: **11/03/2022**

100 M Street SE, Suite# 653, Washington DC 20003
Phone: {202) 524-9658 I Fax: {866) 408-9875 I www.csznet.com

GSA STARS III Approved, Washington DC CBE Certified, Metropolitan Washington Airports Authority Approved (MWAA)
DC Supply Schedule Approved, PA SB-M Certified, eFAST (FAA) Approved

34

Grover Lett

Submitted for the Position of Backup Information Systems Security Officer (ISSO)

Experience Overview

A highly motivated solution-oriented 15 years Information Technology (IT) professional specializing in Information Security as well as Enterprise System Development and Deployment. An effective communicator with exceptional customer service skills that has demonstrated abilities to manage projects autonomously, coordinate and lead multiple teams of up to 18 professionals and develop robust IT solutions. Vast experience supporting DoD as well as Federal customers within the Information Technology arena, including but not limited to Health Care Reform. Also has a solid record of service as key team player in fast-paced and critical technical environments.

Technical Skills and Functional Expertise

- Azure DevOps, MicroSoft Power BI, MicroSoft Power Automate, MicroSoft Forms, Telos XACTA 360, Tivoli Endpoint Manager, Nessus, nCircle Suite 360, AppScan V8.5, Secutor Prime, Internet Security Systems (ISS) Internet Scanner, Computer Security Assessment Management (CSAM) Tool, NMAP, Theater Medical Information Program Composite Health Care System Caché (TC2), Defense Medical Logistics Standard Support (DMLSS), DMLSS Customer Assistance Module (DCAM), Theater Army Medical Management Information System (TAMMIS), Electronic Post Deployment Health Assessment (ePPDHA), Armed forces Health Longitudinal Technology Application – Theater (AHLTA-T), Business Objects, Microsoft Desktop Optimization, Microsoft Application Virtualization, Microsoft SoftGrid, SharePoint, Quality Center, Test Director, Rational Tool Suite, HP Open View, ELRON Internet Manager, Gauntlet Firewall, Raptor Firewall, Check Point Firewall, Sidewinder Firewall, Stone Beat Load Balancer, Blue Coat Proxy SG, Microsoft Widows Server 2003 Active Directory Infrastructure, Datakey Card Management System, Datakey CIP, Entrust Security Authority Manager, Entrust Enteligence, EMC Control Center (ECC), Enterprise Storage Network (ESN) Manager, IBM TotalStorageä Network Attached Storage 300G, What's Up Gold network monitor, IBM TotalStorage FAStT200 HA Storage Server IBM LAN Manager and CT/2 Security Administration Monitors - Tandem (VLX) Computer System {Main-Frame}, Tandem 9-Track Turbo Tape Drives, SQL Server, TANDEM, XEROX {3700,4050} OS/2, Lotus 1-2-3, COBOL, CICS, RAS servers, Netfinity, VAX

Certifications and Technology-Specific Training

- **Secret Security Clearance**
- CISSP Certified Information Systems Security Professional
- NIST, FISMA, DHS Sensitive Systems Policy Directive 4300A, IRS Publication 1075, RMF, HIPPA
- Information Technology Infrastructure Library (ITIL) v3
- SANS Institute Network Penetration Testing and Ethical Hacking
- Certified Information Systems Security Professional (CISSP)
- Information Technology Infrastructure Library (ITIL) v3
- SANS Institute
- Cisco Certified Network Associate (CCNA)

- Microsoft Certified Professional (MCP)
- ACF2 East Coast Users Security Group

Education

- B.S. Business Administration Degree

Work Experience

Grant Thornton via ITPN   **Nov 2021 – Present**
Exceptions Management Manager and Third-Party Risk Management Manager

In support of the Information Security Risk Management Governance Risk and Compliance (GRC) team, I held the Exception Management Manager, as well as, Third-Party Risk Management Manager roles. The objective of both roles was to reduce organizational Risk while meeting GT's compliance obligations.

Key Responsibilities:
- Identified and tracked security exceptions requests
- Developed a modernized Exception Management platform, using MS Forms and Azure DevOps
- Created Exception Management Dashboards using MicroSoft Power BI
- Conducted security exception request & hardening deviation risk assessments and documented risk
- Tracked identified risk to closure in Risk Register
- Prepared risk acceptance documentation for Risk Owner approval
- Developed Exception Management Standard Operating Procedure
- Conducted 3rd Party Risk Assessments and documented risks
- Created Incident Response surveys to gage supplier impact to Zero-day vulnerabilities
- Identified requirement gaps and provided recommendations to the IT Security Policy

Government Client via Digital Forensics Services (DFS), Washington, DC   **Apr 2017 – Oct 2020**
Information System Security Manager

While supporting a DHS Component, I lead a team of fellow Certification Agents/Information System Security Manager (ISSM), serving as the principal interface between the Chief Information Security Officer (CISO) and the programs Information System Security Officers (ISSOs) as well as their System Owners, interpreting and managing DHS Security Policies and Procedures to ensure Federal, Departmental and Component requirements were followed.

Key Responsibilities:
- Serving as the principal interface between the Chief Information Security Officer (CISO) and the programs Information System Security Officers (ISSOs) as well as their System Owners
- Provided RMF guidance to ISSOs with the goal of obtaining authorization/reauthorization
- Interpreted and managed DHS Security Policies and Procedures to ensure Federal, Departmental and Component requirements were followed
- Applied Governance Risk and Compliance (GRC) principles, in support of Authority to Operate (ATO) efforts

- Provided risk-based recommendations about the implementation, operation, and monitoring of organizational information systems, to include systems in the Cloud
- Ensured adherence to the DHS Secure Baseline Configuration Guides (DHS 4300A Sensitive Systems Handbook)
- Addressed risk from an information system perspective that is guided by risk context, risk decisions, and risk activities of the Chief Information Officer (CIO) and Chief Information Security Officer (CISO)
- Reviewed/approved Security Assessment and Authorization tasks, using the Telos XACTA 360 tool
- Validated that IT Security testing and documentation was in place and complete
- Supported Incident Response efforts to minimize Agency exposure
- Monitored the DHS Scorecard for designated Program Office and recommended guidance to mitigate poor results
- Ensured that proposed system changes are reviewed for security concerns and negative system effects
- Validated MOU, MOA, Risk Statements, and ISA requirements

Government Client via ADS, Washington, DC   **Dec 2014 – Apr 2017**
Senior Security Policy Analyst

As an independent consultant working for the Office of the Chief Information Officer, my primary task was to develop policies that would bring the agency into and maintain compliance with Federal Tax Information regulations. In the process of developing policy, the foundation for an enterprise security program was laid. In addition to policy development, I guided SOP development, to ensure that procedures facilitated the implementation of the new agency policy. The guidance entailed group and individual knowledge transfer in compliance discipline. Also, I worked with the agency's management, application, network, and security teams to update processes and procedures to ensure alignment with the new agency policy.

Key Responsibilities:
- Worked with management to define granular policy requirements
- Developed security control SOP templates, to ensure documentation consistency for information systems
- Created security control plan, connection agreement, and accreditation package templates
- Guided SOP development
- Identified reoccurring compliance tasks and developed a schedule to complete tasks
- Member of the Change Control Board
- Identified process weaknesses and recommended improvements
- Developed and conducted Incident Response Training
- Assisted with non-security related policies
- Provided plan of action and milestone mitigation support for identified weaknesses

Federal Client via Beacon Hill Staffing Group, Bethesda, MD   **Jun 2014 – Dec 2014**
Senior Security Test Analyst

As a member of the ISS LOB, Security Authorization & Testing Team (SA&TT) for a Federal Client, I was tasked with assessing the security posture of Government customers Information Systems, against the latest FISMA requirements. The effort involved evaluating the security controls of the Client's system and their

ability to ensure the confidentiality, integrity, availability, and accountability of the data and services it provides.

Key Responsibilities:
- Performed assessments of management, operational and technical security controls to determine the extent to which security controls are implemented correctly, operating as intended, and producing the desired outcome, with respect to meeting the security requirements governing enterprise protection
- Developed technical security assessments, of the customers various GSS and Major Applications (MA), that included the evaluation of security engineering and integration initiatives
- Assessed the development of system security documentation, such as System Security Plans, Contingency Plans and Information System Risk Assessments
- Composed Security Test Plans for all levels of testing, as well as maintain records of test progress, document test results, report preparation and presents results
- Produced Corrective Actions Plans, to correct deficiencies in the security controls and mitigate vulnerabilities discovered in the information systems
- Organized and lead security control assessments efforts in the assembly of data gathering activities, interviews, documentation reviews, and preparation of assembling final deliverable packages
- Prepared and participated in executive level briefings on the status of all security control assessment related activities

Federal Client via Radius Technology Group, Inc, Washington, DC   **Mar 2013 – Jun 2014**
IT Policy Analyst

As an IT Policy Analyst supporting a government costumer, I was part of a team that was responsible for all aspects of Cyber Security. Major accomplishments undertaken were documenting revisions to the Agency's IT Security Policy and consolidating a three General Support Systems (GSS) environment to a single GSS, with 10,000 plus users and 15,000 plus networked devices, all while ensuring that the information assurance of the GSS operates securely and complies with Federal mandates.

Key Responsibilities:
- Developed and maintained Information System Interconnection Agreements to include Memorandum of Understandings and Interconnection Security Agreements, for the purpose of sharing data with other agencies
- Developed reports based on Incident Response Alerts and Notifications
- Produced quarterly/annual Federal Information Security Management Act (FISMA) Reports to satisfy Federal reporting requirement
- Conducted Contingency Plan Testing and created Contingency Plan After Action Report based on testing results
- Identified requirements and documented revisions to the IT Security Policy Security Control Families
- Tracked Agency Role Based Training (RBT) activities to ensure agency training compliance
- Monitored, tracked and managed GSS resources using Cyber Security Assessment and Management (CSAM) tool
- Created Agency Annual Personal Identifiable Information (PII) Report to satisfy Federal reporting requirement
- Conducted Security Self Assessments to evaluate the effectiveness of implemented security controls
- Monitored Tivoli Endpoint Manager, as part of the Continuous Monitoring Program

- Reviewed and Approved Change Control Request (CCR) to ensure system modifications are in line with established security controls
- Performed POAM Analysis to assist in the mitigation of vulnerabilities in the Information System
- Provided interpretation of Security policies to the supported program offices
- Contributed to the writing of Security documentation, to include the System Security Plan, Incident Response Plan, Contingency Plan, other ATO Package artifacts as well as the Computer Security Handbook Revision 4 update
- Conducted monthly/quarterly/annual reviews in an effort to stay compliant with security policies and procedures
- Remediate Support Tickets

CMS via TMI Solutions, Inc, Lanham, MD   **Aug 2009 – Nov 2012**
Senior Security Test Engineer

While working the Centers for Medicare and Medicaid (CMS) effort, I was tasked with leading a team of security professionals to conduct Security Control Assessments with the goal of determining the agency's systems compliance, by examining management, operational and technical security control against the customers defined Minimum Security Requirements for "HIGH" systems (based on NIST SP 800-53 for HIGH systems), ultimately providing the information needed to support the CMS's Certification and Accreditation (C&A) Program and Federal Information Security Management Act (FISMA) reporting. This entailed determining the potential security risks to the customer's critical information technology assets while validating that the confidentiality, integrity and availability of system data was securely implemented.

Key Responsibilities:
- Ensured that the underlying infrastructure including the confidentiality, integrity and availability of system data was securely implemented
- Performed assessments of management, operational and technical security controls to determine the extent to which security controls are implemented correctly, operating as intended, and producing the desired outcome, with respect to meeting the security requirements governing enterprise protection
- Developed technical and programmatic security assessments, of the customers various GSS and Major Applications (MA), that included the evaluation of security engineering and integration initiatives, as well as provide technical support to assess the customer's security policies implementation, standards, and guidelines
- Assessed the development of system security documentation, such as Information System Risk Assessments, Contingency Plans and System Security Plans
- Composed Security Test Plans for all levels of testing, as well as maintain records of test progress, document test results, report preparation and presents results
- Produced POA&M Reports, to correct deficiencies in the security controls and mitigate vulnerabilities discovered in the information systems
- Organized and lead security control assessments efforts in the assembly of data gathering activities, interviews, documentation reviews, and preparation of assembling final deliverable packages
- Prepared and participated in executive level briefings on the status of all security control assessment related activities
- Performed technical vulnerability scans and assessed vulnerability reports for multi-platform, large enterprise environments; included Federal Desktop Core Configuration (FDCC), databases, servers, as well as network devices

MC4 via L-3 Communications, Landover, MD   **Dec 2008 - Aug 2009**
Integration Test Engineer

As an Integration Test Engineer supporting the Medical Communications for Combat Casualty Care (MC4) program, which has helped capture more than 5 million health records to date, I was commissioned to ensure cutting-edge hardware, loaded with familiar software, that transcends military branches, could digitally capture and transmit battlefield medical records, from environments where Internet connectivity is intermittent to a worldwide-accessible database.

Key Responsibilities:
- Perform systems planning, testing, validation, and integration engineering to the MC4 Electronic Medical Record (EMR) system, to ensure a defect-free delivery of the IS
- Provide technical integration and evaluation support on all MC4 Project Builds, including the troubleshooting and resolving of software/hardware configuration and proprietary Army/GOTS software application issues
- Instrumental in the development of technical documentation to include creating/updating detailed test procedures and the System Administration Guide (SAG): consisting of Standard Operating Procedures (SOP), Trouble Shooting actions and Sustainment measures
- Contribute to the development and administration of the MC4 network architecture to include backup/recovery planning
- Report daily testing activities to include testing status, test progression and issue/defect identification/ classification
- Analyze and assess changes, additions, and reconfigurations of the MC4 EMR systems; for Laptops/Servers, Routers, Switches, Gateways
- Recommend, based on system research, upgrade growth and security strategies in an effort to enhance to MC4's EMR Systems

Office of the Secretary of Defense via SkillStorm, Crystal City, VA   **Jun 2008 - Sep 2008**
Software Systems Engineering Supervisor

While working for the Chief Information Office (CIO) of the Office of the Secretary of Defense (OSD), I was responsible for leading the efforts to introduce new technologies throughout the organization. Projects included Application Virtualization/SoftGrid, which allows users to utilize application that have been streamed to their desktop as if they were locally installed; development of Remedy's knowledgebase; and the upgrade to Microsoft Office 2007. These projects allow the OSD to be more productive, efficient and save monies by preserving valuable resources.

Key Responsibilities:
- Lead user testing efforts
- Collected project requirements
- Gathered and analyzed raw data statistics then develop
- Produced project artifacts
- Provided daily testing activates and progress reports
- Presented status report presentations

SRA International, Inc, Alexandria, VA   **Dec 2000 - Mar 2008**
Test Engineer IV - Information Assurance Engineer IV

Key Responsibilities:
- Throughout my tenure with SRA, I had three primary responsibilities: Security Test Lead; Infrastructure Team Lead; and Sr. Infrastructure Test Engineer. The ultimate goal of each was to

independently verify and validate our government client's requirements were being met. Primary duties included:

- Security Testing Lead on the United States Patent and Trademarks Office, (USPTO) contract. Responsibilities included conducting Technical Vulnerability Assessments (TVA), which consisted of the review of previous assessment documentation and ensuring that the latest C & A documentation was consistent with the current project version, and included the development of TVA Plans, conducting system security vulnerability test execution and analysis, and creating TVA Reports, for each newly implemented designated Automated Information Systems (AIS). All while ensuring compliance, by using the latest Federal Government mandates, FISMA, HSPD, FIPS, and the NIST SP – 800 series.

- Team Lead for the Infrastructure Testing Team. Provided level of effort (LOE) estimates and burn rate matrix in an effort to support the customer's budget tracking. Managed and tracked time allocated for each project to time used to ensure that there are no shortages. Delegated projects and responsibilities based on team member knowledge and expertise. Provide day-to-day assistance to team members to ensure that a high level of support is being provided to the customer as well as consistent on time delivery of documentation. Also reviewing documentation deliverables and ensuring conformance to established company/project standards and quality control procedures, to include CMM. (SRA is ISO 9001:2000 certified and also a CMM Level 4 assessed company). Managed test lab technicians to ensure workstations were available for baseline requests by, updating and tracking the request database, workstation requests were complete in a timely fashion, and verified that the test server had the latest patches and applications. Additional duties involved supplying input as a member of the Process Review Team, interfacing with project teams, test managers, and Sr. project management. Furnished weekly team status reports to management.

- Sr. Infrastructure Testing Engineer Project Lead on USPTO AIS. Duties consisted of strict adherence to the SDLC process, test execution (including functional, product evaluation, regression system compatibility, system integration and 508), which included using automated testing tools as well as manual test, development of artifacts (consisting of Test Plans, Test Scenarios and Procedures, Test Reports), identify/track system defects using HP Quality Center, providing test data intelligence and Quality Assurance (QA) metrics to the customer as well as a Technical Review Board, (TRB). Provided support to the Configuration Management (CM) team to ensure CM builds were consistent with expected test environment. Conducted peer reviews when needed in an effort to define requirements. Projects supported that help the USPTO generate in excess of $1,000,000 per day and protect against unauthorized access included: Electron Filing System on the Web which eliminated the mail-in/paper application process and implemented a Portal/Web-based application filling process; the Firewall projects, Redesign, Consolidation, Upgrade and Bluecoat which increased the organizations security posture and efficiency; USPTO Network Upgrade-2 which was a complete network architecture restructure; the EDS project which upgraded the Enterprise Active Directory System; PKI projects with undertakings that resulted in Federal Bridge Certification Authority (FBCA) operational member approval, and Smart Card implementation that satisfies HSPD-12; Enterprise Application Integration – Hub which provided application translation/communication; the NAS projects which were Storage Management ventures; and the Continuity of Operations (COOP)/Disaster Recovery Plans.

- Training and Awareness Subject Matter Expert. Redeveloped the Defense Information Systems Agency (DISA) Level1 System Administrator (SA-1) Certification Examination, using the most current DoD Directives, DISA policies and learning objectives. Provided subject matter knowledge for DISA's retooled Firewall and Router CBTs.

- Resale Engineer. Installed, configured, demonstrated the use of and provide technical support to clients and interested patrons for Tenix America, One-Way Data-Diode security products. The combination of the hardware appliances and software applications allow for a secure physical link to forward data between an unclassified and a classified network. The tools were displayed at

DISA, as part of the Joint Warrior Interoperability Demonstration (JWID), multi-national / multi-agency War fighter exercise intended to highlight multi-level security. This product became the first product to have been awarded the highest security certification of EAL 7+ under the NIAP Common Criteria scheme.

Electronic Data Systems (EDS), Arlington, VA   **Mar 1999 – Dec 2000**
National Guard Bureau (NGB), Army Computer Emergency Response Team (ACERT)
Firewall Engineer

Key Responsibilities:
- Primary responsibilities included the administration of the Army National Guard's 100plus Point-of-Presence firewalls located in each state and US Territory. I assessed business needs, configured and implemented unique security policies for each, updated rule bases, added patches and replaced damaged equipment was a daily occurrence. Other duties included:
- Managed preventive and corrective action processes
- Monitored sites Intrusion Detection Systems
- Provided Disaster Recovery support efforts
- Performed security audits and used security forensics to troubleshoot and resolve reported security related incidents

Air National Guard (ANG), Network Operations Security Center (NOSC), Crystal City, VA
Information Assurance Engineer

Key Responsibilities:
- While working in the NOSC, I maintained operational network security devices and related system services which included actively responding to and resolving enterprise security events for each of the Air National Guard's 250 plus units located throughout the United States and US Territories. Other duties included troubleshooting as well as:
- CISCO router configuration
- Performed WAN/MAN monitoring and optimization
- Firewall configuration and administration
- Exchange server administration/virus inoculation (Melissa, Bubble Boy and Love Bug)
- Assisted site unit with DITSCAP support
- Developed network performance metrics model and presented weekly reports

![CSZNet - Technology Beyond Horizons]

Date: Nov 4, 2022

Name: GROVER LETT

Letter of Commitment: *RE:* USAID

I [Grover Lett   ] offer this letter of commitment to CSZNet, Inc., to

exclusively submit my resume for the USAID Fair Opportunity Proposal Request (FOPR): No. 72MC1022Q00017 Development Information Solution (DIS) Complete Operations support services. I will support the project if the FOPR is awarded to CSZNet, Inc. I hereby verify that all the information contained in my resume is correct and accurate.

Signature *Grover Lett*   Date: 11/04/2022

100 M Street SE, Suite # 653, Washington DC 20003
Phone: (202) 524-9658 | Fax: (866) 408-9875 | www.csznet.com
GSA Stars III Approved, Washington DC CBE Certified, Metropolitan Washington Airports Authority Approved (MWAA)
DC Supply Schedule Approved, PA SB-M Certified, eFast (FAA) Approved

43

Submitted for the Position of Backup User Engagement Lead, Product Management Lead

Experience Overview

Ms. Magruder is a creative and inventive thinker with 5+ years of experience including Project Management, Managing Agile Teams, Business Analysis, Requirement Management, User Engagement, System Adoption, System Design, and In-depth Salesforce Cloud Solutioning. Her skills include handling business needs, development ability, and extensive knowledge of configuring Salesforce systems. With exposure to Business Analysis and Project Execution, she is adept at identifying and demonstrating clients' needs by translating them into appropriate business solutions. Ms. Magruder has strong experience in Salesforce development and implementation and in-depth knowledge of Agile Methodology. She has familiarity with USAID as she is involved with the USAID Prosper Africa project.

Clearance: USAID

Technical Skills and Functional Expertise

- Salesforce: Service Cloud, Classic, Lightning
- Business Analysis
- Requirements Gathering
- Agile Methodology

Certifications and Technology-Specific Training

- Salesforce Sharing and Visibility Architect
- Salesforce Data Architect
- Salesforce Platform App Builder
- Salesforce Administrator
- Salesforce Service Cloud Consultant
- Salesforce Community Cloud Consultant
- Certified Scrum Master

Education

- Master of Criminal Justice, Boston University
- Bachelor of Arts in English, University of California, Berkeley

Work Experience

Stealth Solutions, Inc.   **November 2022–Present**
Senior Functional Analyst

Key responsibilities include:

- Serving as the functional lead on the USAID Prosper Africa Salesforce CRM
- Gathering requirements from stakeholders and designing and implementing solutions
- Working closely with USAID stakeholders to ensure project artifacts are up to date

Steampunk, Inc.   **April 2021–January 2022**
Senior Salesforce Functional Analyst

Key responsibilities include:

- Served as the functional lead on the USAID Prosper Africa Tracker
- Gathered requirements from stakeholders, designed solutions, and implemented declarative configuration
- Worked with the USAID PMO and M/CIO to ensure the project and all supporting documentation were ready for ATO

Acumen Solutions, a Salesforce Company   **January 2020–March 2021**
Consultant

- Rated a Top Performer in 2020 (top 15% of all consultants company-wide)

Certified ScrumMaster® & Sr. Configurator
U.S. Coast Guard Recruiting Solution

Key responsibilities include:

- Ensuring the effectiveness of the scrum team by coaching team members, focusing on creating high-value sprint increments, and removing impediments to progress
- Planning and overseeing all scrum team ceremonies including sprint planning, daily scrum, sprint review, and sprint retrospective
- Gathering requirements, authoring user stories, and grooming the backlog
- Developing a close working relationship with the client and working with the product owner to prioritize the backlog
- Assisting the solution architect with high-level design decisions and micro-level design notes.
- Declarative configuration

Deputy Project Manager, U.S. Army Recruiting Solution
Key responsibilities include:

- Used organizational and time-management skills and keen attention to detail to ensure the team's efficiency and productivity
- Successfully onboarded 14 surge resources in a tight timeframe to ensure the team would meet its delivery goals
- Used detailed knowledge of the project's scope and the government's processes and policies to present comprehensive plans for the delivery schedule to the project manager, as well as to identify and mitigate project risks
- Provided valuable input that drove internal team decisions and was trusted to make important decisions independently
- Assigned tasks to the team and ensured that they were completed in a timely manner
- Provided formal and informal feedback on individual performance

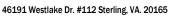**Business Analyst, U.S. Army Recruiting Solution**
Key responsibilities include:

- Authored user stories and provided oversight to ensure acceptance criteria were accurate and complete. Superior attention to detail led to several instances of catching errors before they were configured thus preventing technical debt

- Took ownership of the sharing and visibility aspect of AIE and led several sessions with the client to help them understand Salesforce's security model.

- Created extensive documentation pertaining to application-level security and was the team's go-to resource for questions related to OWDs, profiles, roles, and permission sets

- Was the Salesforce system administrator for the production and sandbox environments (approximately 10 orgs total) responsible for all aspects of user management for both the development teams and the Army's functional teams, and for implementing all critical updates and mandatory security enhancements across all orgs

- Worked closely with the scrum team and architects to support the development, testing, and release processes

- Despite joining the project mid-stream, quickly got up to speed on the solution design and assisted the project's solution architects with authoring the solution design document for wave one.

Business Analyst, CASA de Maryland Community Solution
Key responsibilities include:

- Led requirements-gathering sessions with the client and translated requirements into user stories

- Authored a comprehensive and customized best practices document for the client's anticipated migration from Classic to Lightning Experience

- Analyzed the client's existing configuration of profiles, roles, and record types, and provided concrete recommendations that the client could use to improve org security, performance, and user experience

- Stood up the org's new community by configuring the majority of the community settings and components

- Prepared the community solution design document covering the solution design and configuration as well as the process for moving the configuration from sandbox to production.

- Presented the end-to-end demo of the new community for the client

Vested in your success!   46191 Westlake Dr. #112 Sterling, VA. 20165

11/8/2022

Letter of Commitment: RE: USAID

I, Whitney Magruder, offer this letter of commitment to CSZNet, Inc., to exclusively submit my resume for the USAID Fair Opportunity Proposal Request (FOPR): No. 72MC1022Q00017 Development Information Solution (DIS) Complete Operations support services. I will support the project if the FOPR is awarded to CSZNet, Inc. I hereby verify that all the information contained in my resume is correct and accurate.

Signature   *Whitney Magruder*   Date   11/8/2022
             Whitney Magruder (Nov 8, 2022 13:04 EST)