Volume III – Staffing Approach

Stealth Solutions, Inc.
Response
to
Department of the Treasury
Internal Revenue Service (IRS)
Information Returns Modernization

2032H5-24-Q-00132
September 10, 2024

Submitted By:
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Volume III – Staffing Approach

Team Stealth is committed to delivering a comprehensive staffing plan that will successfully support the Information Return Modernization (IR Mod) project for the IRS.

Our staffing approach is developed around three core principles: stability, agility, and growth. This framework enables us to adapt swiftly to the evolving requirements of the IR Mod program while maintaining a focus on delivering superior performance outcomes.

Stable Workforce Implementation
Our approach begins with thorough incumbent capture where applicable, utilizing a "right of first refusal" strategy to retain high-performing personnel already familiar with the project's scope and dynamics.

Agility Through Adaptive Staffing
We ensure flexibility by maintaining a bench of qualified candidates ready to be mobilized as project needs dictate. Our Virtual Talent On Demand (VTOD) model facilitates swift access to specialized skills across diverse geographic locations.

Growth and Development Opportunities
We invest in continuous development programs to upskill personnel, enhancing their capabilities to tackle emerging challenges within the modernization project efficiently

1   Staffing Plan

Introduction
Team Stealth's approach leverages our extensive federal project experience to ensure a seamless alignment with the program's objectives and compliance with the Performance Work Statement (PWS). This plan provides a detailed overview of our proposed staffing structure, highlighting how our team is equipped to perform each PWS task efficiently.

Un-Priced Staffing Matrix
The unpriced staffing matrix is meticulously tailored to full fill every aspect of the IR Mod program's requirements. The matrix encapsulates:

Government Labor Category	Offeror's Labor Category
Program Manager	IT Project Manager
SME IT Specialist	IT Subject Matter Expert
Senior IT Specialist	IT Subject Matter Expert
Senior Quality Assurance Specialist	IT Subject Matter Expert

Government Labor Category	Offeror's Labor Category
Senior Program Manager	IT Project Manager
Senior Project Manager	Cloud Project Manager II
Senior Business Analyst III	IT Subject Matter Expert
Security Specialist	Cloud Architect I
Test Engineer	Systems Analyst

Labor Categories and Responsibilities

Labor Category	Location	Primary Responsibilities
Project Manager	Contractor Office	Oversees IR mod project execution and ensures alignment with customer requirements
Program Manager	Remote	Oversees and coordinates multiple related IR mod projects, ensuring they align with organizational goals, stay on schedule, and are delivered within scope and budget.
Sr Program Manager	Contractor Office	Leads and oversees complex programs, ensuring they align with strategic business goals, are delivered on time and within budget, and effectively manage risks and stakeholder expectations.
IT Specialist	Remote	Develops and integrates cloud solutions and ensures data security
Business Analyst	Contractor Office	Analyzes workflows and optimizes process efficiencies
Security Specialist	Remote	Implements security protocols and ensures compliance with IRS mandates
Test Engineer	Remote	Conducts systems testing and assurance of performance standards
Quality Assurance Specialist	Contractor Office	Ensures that products or services meet established quality standards by implementing testing processes

Skill Levels and Quantities

Our team composition effectively blends junior, mid-level, and senior specialists across key functions, ensuring depth and breadth in skills and operational expertise.

Role	Skill Level Requirement	Quantity Needed
Senior Project Manager	10+ years of experience and PMP certification expert project management skills, strategic leadership, risk management, and the ability to oversee complex projects from initiation to completion, ensuring alignment with organizational goals and stakeholder expectations.	1.25
Program Manager	7+ years of strong leadership, technical expertise, and project management proficiency, delivering multiple complex projects aligned with organizational goals.	1.25

Role	Skill Level Requirement	Quantity Needed
Sr Program Manager	10+ years advanced leadership, strategic planning, technical knowledge, and extensive experience in managing large-scale, complex programs, and delivery within scope, time, and budget.	1.5
Sr Business Analyst	10+ years strong analytical skills, expertise in business process modeling, excellent communication, and the ability to translate complex business needs into actionable solutions,	1.25
IT Solutions Specialist	Cloud (AWS/Azure) expert, 5+ years in cloud integrations	2.5
Cybersecurity Analyst	CISSP certified, 7+ years in security management	1
QA Assurance Specialist	ISTQB certified, 7+ years in system testing	1.25
Test Engineer	5 + years of strong analytical and technical skills to design, execute, and maintain test plans and scripts, ensuring software quality and functionality.	1

Labor Category Utilization at Task Level

The table below shows the utilization of labor categories. Task 5 is a one-time activity in the Base Year and option year 4. Option years 1, 2, and 3, Transition In and Transition Out costs will be utilized evenly by Tasks 1 through 4.
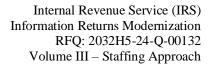
Government Labor Category	Offeror's Labor Category	Proposed Hours	Task 1	Task 2	Task 3	Task 4	Task 5
Program Manager	IT Project Manager	2,560	640	512	256	640	512
SME IT Specialist	IT Subject Matter Expert	3,200	320	640	1,280	640	320
Senior IT Specialist	IT Subject Matter Expert	2,560	256	512	1,024	512	256
Senior Quality Assurance Specialist	IT Subject Matter Expert	1,920	192	384	768	384	192
Senior Program Manager	IT Project Manager	3,200	800	640	320	800	640
Senior Project Manager	Cloud Project Manager II	2,560	640	512	256	640	512
Senior Business Analyst III	IT Subject Matter Expert	2,560	640	512	256	640	512
Security Specialist	Cloud Architect I	2,560	256	512	1,024	512	256
Test Engineer	Systems Analyst	1,920	192	384	768	384	192
	Total	23,040	3,936	4,608	5,952	5,152	3,392

Legend

Task 1 – Program Management Support

Task 2 – Program Integration Support

Task 3 – Technical Integration Support

Task 4 – Organizational Readiness Support

Task 5 – Transition in and Transition Out

Innovative Staffing Solutions

We endeavor to implement modern technology and methodologies that facilitate collaborative workflows, reduce overhead, and enhance team effectiveness. This includes utilizing innovative platforms for project management and communication and adopting agile methodologies wherever applicable to streamline processes and maximize outcomes.

Conclusion

In conclusion, Team Stealth's staffing plan is strategically aligned with the IR Mod project's objectives, offering robust and adaptable staffing solutions that ensure project goals are not only met but exceeded. Our proactive approach in recruitment, training, and project management underscores our commitment to quality and efficiency, thereby ensuring the project's success and reflecting our dedication to the IRS's modernization efforts.

2   Workforce Training and Retention

Team Stealth recognizes the critical importance of training and retaining a skilled workforce to ensure the seamless execution of the Information Return Modernization (IR Mod) project. Our strategy centers on building a resilient, knowledgeable team that embodies creativity, innovation, and efficiency while maintaining a strong alignment with the IRS's modernization goals.

Training Approach

Our training philosophy integrates continual learning with the highest industry standards to cultivate talent that is adaptable, informed, and prepared for the evolving challenges of the IR Mod program. We will execute a comprehensive training framework that includes the following:

- **IRS-Specific Training Modules:** Tailored to encompass the nuances of IRS operations, including security and privacy protocols as mandated by FISMA, with annual training updates to ensure compliance.
- **Role-Bas**ed **IT Security Training:** Conducted prior to granting access to IRS systems. We leverage both government-provided systems and pre-approved external courses to deliver this essential training to our team.
- **Agile Methodologies Workshops:** Facilitate understanding and application of agile project management, ensuring that team members are proficient in tools and practices that enhance project adaptability.
- **Cloud Integration Techniques:** Focused training sessions on AWS and Azure ensure our staff can proficiently manage cloud-based solutions integral to the IR Mod project's success.

Retention Strategies

Our retention approach is built on fostering an inclusive and rewarding work environment that values each team member's contributions. This includes:

- **Professional Growth and Advancement:** Implementing personalized career development plans, regular skill assessments, and access to advanced training opportunities, ensuring our team is not only current but ahead of industry trends.
- **Collaborative Culture:** Encouraging knowledge sharing through cross-functional teams and think tanks where employees explore innovative solutions and drive transformational change in project execution.
- **Comprehensive Benefits and Work-Life Balance:** Offering competitive compensation packages and flexibility in work arrangements to accommodate personal needs and increase job satisfaction.

Continuous Improvement

We are committed to continuous improvement, ensuring that our workforce evolves alongside project demands:

- **Regular Feedback Mechanisms:** Establish a loop of structured feedback sessions to capture insights, enabling real-time adjustments to strategies and methodologies.
- **Skill Enhancement Programs:** Regularly scheduled up-skilling workshops, focused on emerging technologies and best practices, to keep our workforce agile and versatile.

Certifications and Programs

To guarantee that our team remains a vanguard of expertise, we will pursue relevant certifications and programs, such as:

- **Project Management Professional (PMP) Certification:** Motivating our project managers to stay aligned with global standards.
- **Certified Information Systems Security Professional (CISSP):** Ensuring our security specialists are equipped to handle all IRS mandates.
- **AWS/Azure/GCP Certified Solutions Architect: Empowering** cloud specialists to effectively design AWS/Azure/GCP-based applications.

By harnessing these strategies, Team Stealth will develop a skilled, engaged, and innovative workforce poised to deliver exceptional results and exceed the IRS's expectations, driving the success of the IR Mod program toward the forefront of digital transformation.

3   Key Personnel Qualifications

Project Manager Profile

In alignment with the RFQ and the Performance Work Statement (PWS) for the Information Return Modernization (IR Mod) program, Team Stealth emphasizes the pivotal role of the Project Manager in driving the success of this initiative. The selected Project Manager will meet the federal requirements by demonstrating significant experience in managing projects of similar size and complexity.
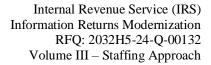
Qualifications and Experience
Experience and Leadership

The Project Manager will bring over seven years of experience in IT project management. With a proven track record of managing projects analogous to the IR Mod in terms of scope, this individual will effectively align project objectives with IRS modernization goals.

Certification

The candidate will hold a Project Management Professional (PMP) certification, confirming their expertise in leading complex projects. Alternatively, they possess a decade of experience in lieu of certification, ensuring competency in handling project demands.

Skills and Competencies

Key skills include executive communication development, stakeholder management, and efficient resource allocation. The Project Manager will engage with cross-functional teams to streamline operations, leveraging in-depth knowledge of cloud integration and agile methodologies.

Achievements and Previous Roles

The proposed Project Manager has led several high-profile federal IT initiatives, surpassing benchmarks for delivery time and budget constraints. By integrating innovative solutions and evidence-based practices, they facilitated major enhancements in data processing systems and organizational efficiency.

Project Manager Authority

In the context of the Information Return Modernization (IR Mod) program for the IRS, the Project Manager (PM) is entrusted with pivotal decision-making authority, fundamental to driving program success. This includes but is not limited to:

1. **Execution and Oversight:** The PM is responsible for the overall execution of the program, ensuring alignment with both the IR Mod objectives and broader IRS modernization goals. The PM manages the program roadmap and coordinates the integration of business and IT delivery partners.

2. **Resource Allocation:** Authority is vested in the PM to allocate and manage resources efficiently across various phases of the IR Mod program, optimizing performance against predefined benchmarks and deliverables.

3. **Stakeholder Engagement**: The PM acts as a central point of contact for the IRS executive management and other stakeholders, ensuring continuous communication and seamless integration of external inputs into the program framework.

4. **Risk and Issue Management:** With a proactive approach to identifying potential risks and issues, the PM is empowered to develop and implement mitigation strategies swiftly, ensuring minimal disruption to program timelines and objectives.

5. **Governance and Compliance:** The PM oversees compliance with the governance framework outlined in the Performance Work Statement (PWS), facilitating decision-making processes and ensuring adherence to IRS standards and legislative mandates.

6. **Coordination with Organizational Elements:** The PM liaises with various IRS divisions and coordinates across the organization to ensure effective implementation of the program, promoting a unified approach to modernization challenges.

By delineating these authorities, the Project Manager is positioned as a strategic leader, effectively navigating complexities inherent in the modernization process and steering the IR Mod program towards successful outcomes.

Vested in your success!

Key Personnel – Resume – Senior Program Manager

Vishnu Devarashetty
Senior Program Manager

RFQ: 2032H5-24-Q-00132   **Date Resource Available:** Upon Contract Award

EXPERIENCE OVERVIEW

Driven, result-oriented professional with 20+ years of proven performance in program management, leadership, client engagement, technical/non-technical stakeholder management, building teams from the ground up, delivering business value in grants management systems to the federal and state clients such as DHS/FEMA, NOAA, HUD, ACF, State of Massachusetts, Rhode Island, and Ohio. Deep understanding of traditional and Agile software development methodologies. Has proven organizational capabilities, budget management, Risk Management, budget management, process development, excellent communication, Stakeholder identification and management, detailed planning for optimized resource use, and schedule management with critical path based on precedents and dependencies working both in a matrixed cross-functional and project-based environment, analytical and fact-based decision-making, ensuring self and team accountability. Extensive experience in API development for systems in development, developing and managing data dictionaries and business glossaries, and coordinating with upstream/downstream system owners for their API and interface development. Excellent understanding of data flow/movement, multiple and complex data migration experience, successful data mapping and data migration, to cloud/AWS and system development and cloud PostgreSQL data migration. **Public Trust Clearance with DHS/FEMA**.

EDUCATION

BS in Electronics and Communication Engineering – 1990

TECHNICAL DOMAIN AND FUNCTIONAL EXPERTISE

- Contracts Management
- Program and portfolio management
- Risk Management
- Vendor / Subcontractor management
- Grants Management Domain
- Stakeholder Management
- Program crisis management
- Business process re-engineering and Grants Management Systems Modernization
- Client communication
- Building large teams
- Agile, Scrum, Kanban Scrum Master and Development
- Strategic Planning /technical and functional road map development

- Budget, Schedule, EVM, financial reporting
- Multi-time zone teams' management
- Mentorship
- Conflict resolution
- System Requirements, API development
- Data Migration and Data warehouse, data movement within and across downstream/upstream systems
- Data Dictionary and Business Glossary development
- Cloud-based development, CI/CD
- Visio, Jira, Contour, Microsoft Office, Project/Project Server, SharePoint

CERTIFICATIONS AND TECHNOLOGY–SPECIFIC TRAINING

- PMP Certification – 2010
- CSM Certification – 2018
- CASM Certification – 2019

PROJECT EXPERIENCE

Program Manager / Director, FPT/Intellinet Herndon, VA - June – Feb 2022
Responsibilities included:

- Managed a budget of over 5M per annum
- Standardized and developed a data elements dictionary, corresponding glossary mapping to typical business terminology of the data elements.
- Mapped state and municipal clients' data terminology to different state clients' data dictionaries. Created a new data dictionary for state clients where no data dictionary exists
- Reviewed resources process performance
- Simplified complex onshore/offshore development team structures for productivity development teams, and multiple integration teams, managed/monitored release management life cycle from development to manual/automated system testing, UAT, IV&V, and production deployment.
- Provided product and project progress and weekly and monthly status reports
- Managed stakeholders for the product client and end-user (fund client) stakeholders
- Provided organizational change management (OCM) support for clients' onboarding for better acceptance of the product by state and municipal client users

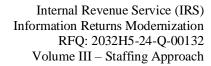**Service Delivery Manager / Deputy Program Manager, Karsun Solutions - Herndon, Jun 2019 – Jan 2022**
Responsibilities included:

- Managed and acted as Kanban Scrum Master for development teams, processes, 9 development agile teams, one AWS team, and one service desk team (11 teams) in a fast-paced development environment
- Led the gathering of complex business requirements to ensure MVP (Minimum Viable Product), ensuring no scope creep,
- Set up processes for monitoring progress against planned activities on all the program tasks including epics/stories requirements, development, deployments, training material and delivery, production configurations, and service desk preparation with a focus on constant improvement of processes
- Established development teams, and multiple integration teams, managed/monitored release management life cycle from development to manual/automated system testing, UAT, IV&V, and production deployment and customer support with automatic and manual checkpoints
- Spearheaded the development and management of data dictionaries and business glossaries for FEMA's grants management systems, improving data governance and supporting federal reporting requirements.
- Facilitated change management, and organization change management for the adoption of the new system
- Established and supervised an internal critical support team to support agile teams, training teams with, environment, system, and data issues/needs, and support similar to external customers.

Additional Positions
Technical Project Manager, Blueprint Consulting Services Group (BCSG), Winchester, VA, June 2018 – April 2019
Portfolio Manager, Stealth Solutions, Leesburg, VA – May 2016 – May 2018
Program Manager, REI Systems, Inc., Sterling VA – Feb 2008 – Apr 2016

STEALTH
SOLUTIONS

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September 06, 2024

Stealth Solutions, Inc.
Attn: Rahul Sundrani, President
46191 Westlake Dr. #112
Sterling, VA. 20165

Letter of Commitment: The Department of the Treasury Internal Revenue Service (IRS),
Information Return Modernization (IR MOD) Support Services
RFQ Number: 2032H5-24-Q-00132

I, Vishnu Devarashetty, offer this letter of commitment to Stealth Solutions, Inc., and agree to be
a member of its consortium submitting a response for the project Information Return
Modernization (IR MOD) Support Services, Department of the Treasury Internal Revenue
Service (IRS) RFQ No: 2032H5-24-Q-00132. I commit to support the project if the contract is
awarded to Stealth Solutions, Inc. I hereby verify that all the information contained in my resume
is correct and accurate.

Name: Vishnu Devarashetty
Address: Herndon, Virginia
Telephone: 571-432-9442

Signature: Date: September 06, 2024