A view of the earth from space

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REI Response to

Virginia Department of Social Services

Salesforce System Integrator

Request For Proposals #ITS-22-051

*File 1 – Technical*

July 13, 2023

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| Submitted electronically to:  Commonwealth of Virginia  Department of Social Services  Attn: Whitney Wallace  801 East Main Street  Richmond, VA 23219 | Submitted by:  REI Systems  Kevin M. White  Senior Director of Contracts  14325 Willard Road, Suite 200 Chantilly, VA 20151 |

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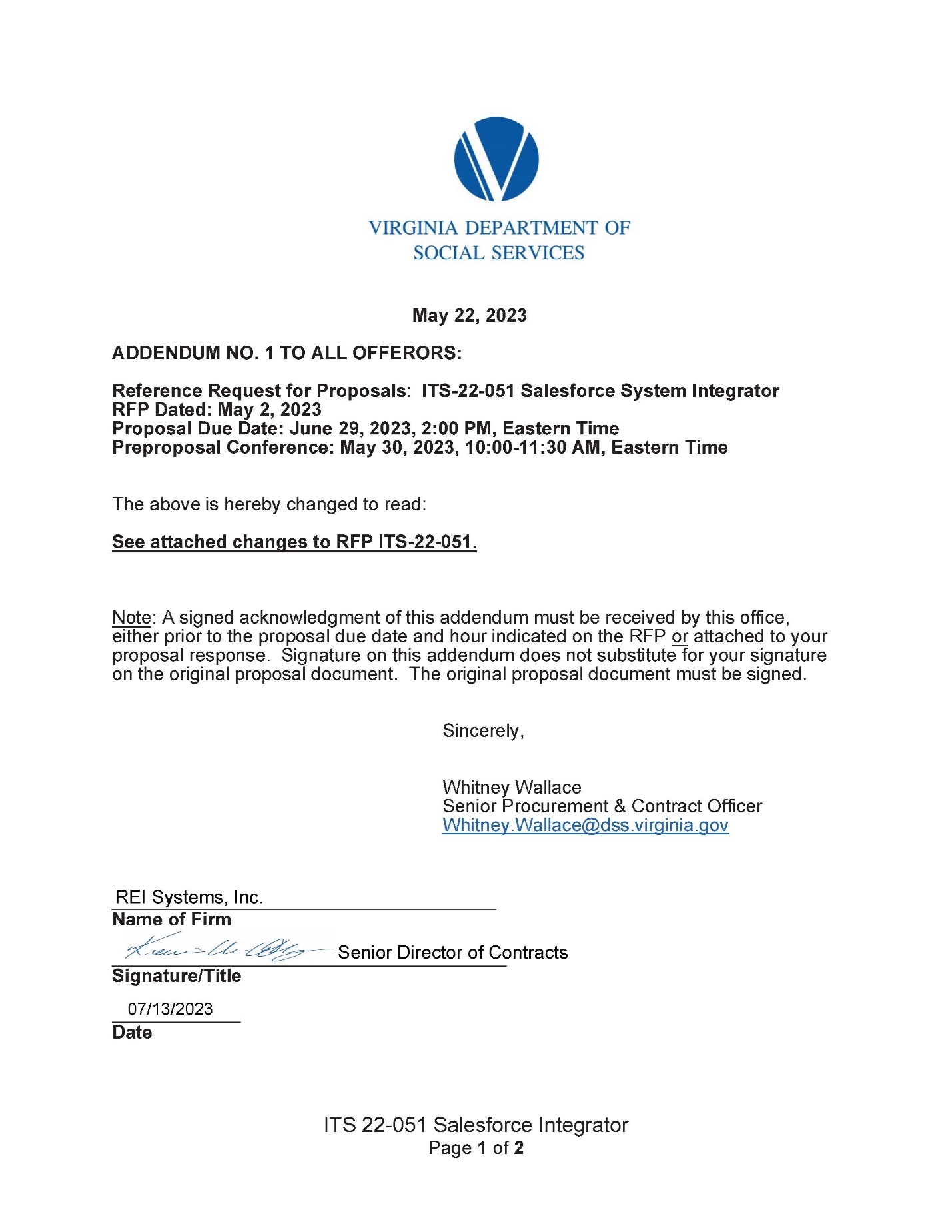
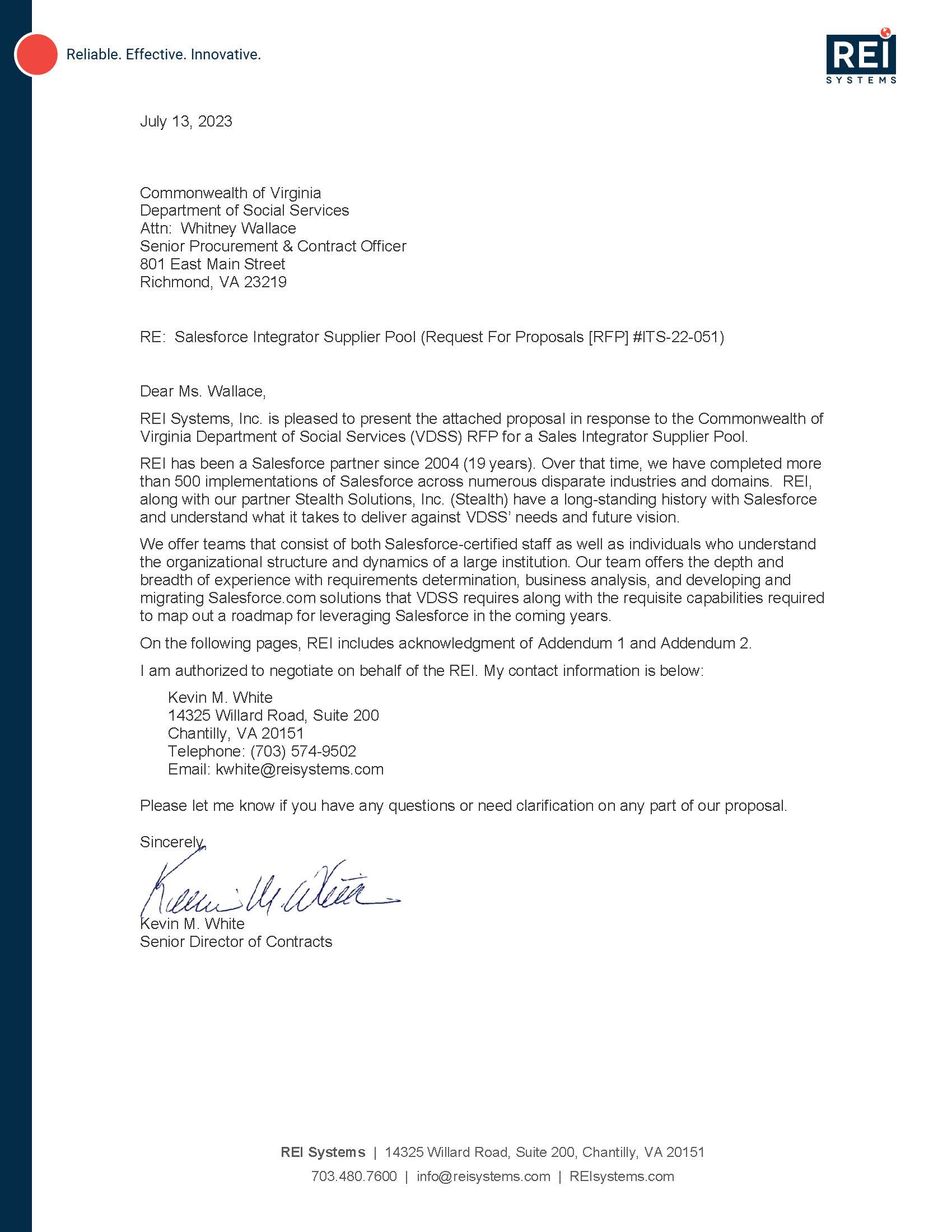
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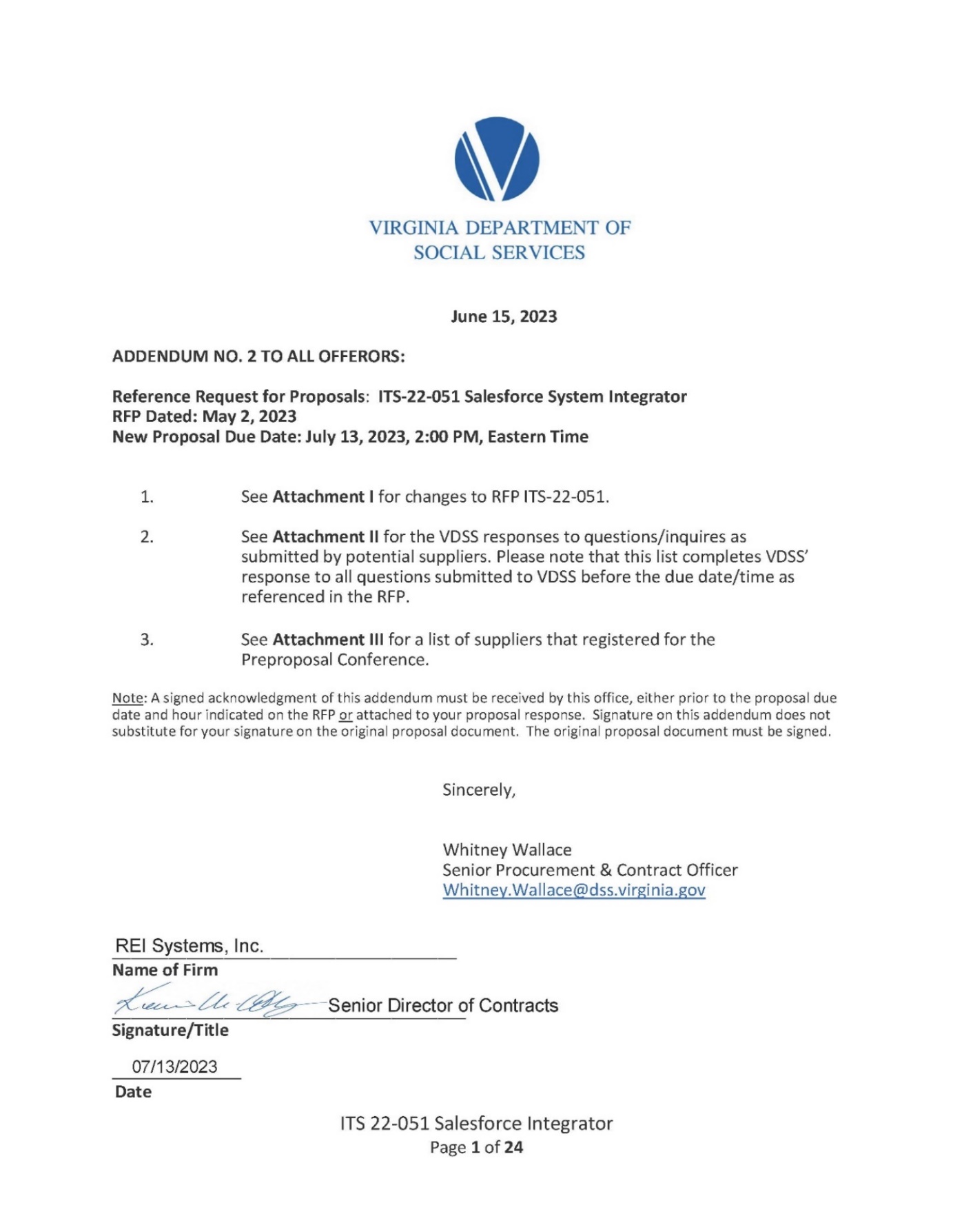
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Executive Summary

REI understands that the VDSS is looking for Salesforce Integrators (SIs) to assist VDSS with Design, Development (configuration), Implementation, and Integration activities to migrate existing health and human services systems into the Salesforce Low Code Application Platform (“LCAP”). VDSS is seeking SIs who can apply innovative ideas/solutions to migrate VDSS’s existing outdated, “siloed,” and “vertically integrated” systems to Salesforce LCAP using Salesforce accelerators that, when implemented, will help achieve the VDSS’ mission “–to design and deliver high-quality human services that help Virginians achieve safety, independence, and overall well-being.” The SI must provide solutions that meet the key objective of the enterprise-wide strategic framework developed by VDSS, which is to “–increase and integrate automated technology solutions focused on efficient and targeted service delivery.” VDSS also expects the SI to support business process re-engineering and offer low-code or no-code solutions. Finally, VDSS would like the SI to offer optional operations and maintenance (O&M Services), including help desk support and incident management.

## REI Team

REI Systems, Inc.

A screenshot of a video game

Description automatically generated with medium confidenceIncorporated in 1989 as a business doing work for the U.S. Federal government, REI Systems, Inc. (REI) is now a well-established, privately held C-Corporation with an employee-stock-ownership plan. REI is focused on serving government customers by addressing mission-critical challenges.

REI has been a Salesforce partner since 2004. Over that time, we have completed more than 500 implementations of Salesforce for 200+ customers across numerous disparate industries and domains. REI has a long-standing history with Salesforce and understands what it takes to deliver against VDSS’s needs and future vision.

REI has more than 840 employees, including business analysts, project managers, engineers and developers, quality assurance analysts/testers, and other technical and non-technical personnel. With its deep bench of talent, REI can devote the needed time and resources to ensure the success of the Virginia Department of Social Services (VDSS) project.

Given the Department’s desire to work with a partner who offers a highly qualified and robust staff, REI offers VDSS more than 100 Salesforce.com certified staff with a combined 500+ years of Salesforce experience and nine types of Salesforce certifications, including Salesforce Administrators, Developers, and Consultants.

Stealth Solutions, Inc.

A logo with a red triangle and blue text

Description automatically generatedFor VDSS, REI is partnering with Stealth Solutions, Inc. (Stealth), a SWaM-certified and certified 8a distinctive provider for innovative technology and management services. Stealth has been a longstanding teammate, successfully supporting numerous Salesforce grant system implementations. It has built various solutions on the Salesforce platform, including Grants Management, Contract Management, Learning Management, Case Management, and others on the Salesforce platform.

## Salesforce Experience

REI’s 19+ year record of Salesforce delivery successes includes solutions that automate manual business processes, improve the reportability of business data, and reduce the total cost of ownership for our customers. We bring VDSS extensive experience and expertise in implementing Salesforce solutions for government agencies using native capabilities and minimum customizations. This experience has produced multiple internal subject matter experts (SME) in the workflows and business processes of state department use cases such as Eligibility, Enrollment, and Child Welfare Systems. Our SMEs will work with VDSS from Day 1, starting with the Fit-Gap analysis and continuing to support system requirements, development, testing, User Acceptance Testing (UAT), training, and Organizational Change Management (OCM). Further, our SMEs will work with VDSS to optimize business workflows and processes for the VDSS to drive its mission.

REI Best Practices and Proven Processes

REI will follow our best practices and proven proprietary approaches refined over 19+ years of Salesforce delivery success to ensure that the projects meet the stated requirements, goals, objectives, desired outcomes, and schedule. REI’s best practices include:

* Identify opportunities for business process improvements and reengineering in the new Salesforce LCAP applications to increase overall efficiency and reduce redundancy of tasks;
* Use Salesforce native out-of-the-box platform capabilities as much as possible;
* Identify and leverage accelerators to expedite delivery;
* Engage experienced policy and functional experts who believe in systemizing processes and support them so they can dedicate time to systems development;
* Leverage Agile development methodology and deploy capabilities incrementally; and
* Drive system adoption through strong stakeholder communication, structured solution rollout, and a robust training program.

REI’s proven proprietary approaches include:

* Mindful Modernization® Approach;
* Three-phase Implementation Model – Envision, Build, and Deploy;
* REI Agile Delivery Framework;
* CCAIR Organizational Change Management (OCM);
* Design, Build, and Execute Data Migration Approach; and
* REI Training Center of Excellence (CoE).

REI Salesforce Projects

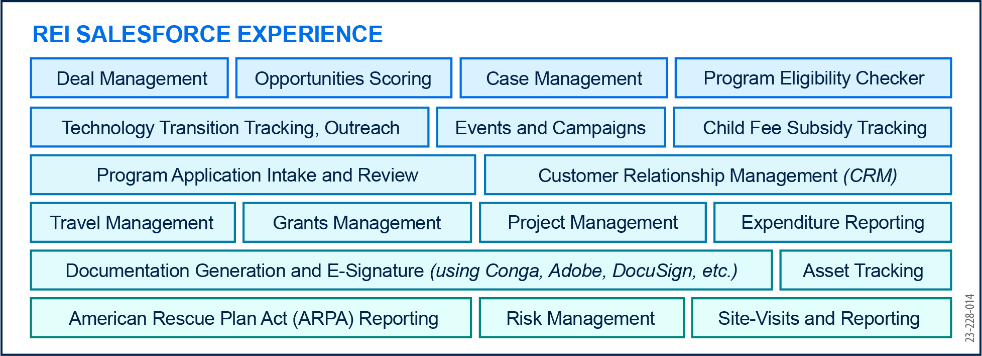
REI has implemented numerous Salesforce projects across Federal and State agencies. Our extensive Salesforce experience in building diverse Salesforce solutions for the government assures that VDSS will meets its objectives (**Exhibit 1**).

Exhibit 1. REI Salesforce Experience in Government Space

REI has also developed Salesforce Accelerators and AppExchange products on the Salesforce platform. Our flagship product GovGrants is an enterprise-class, fully modular, highly configurable, and comprehensive end-to-end Grants Management System (GMS) developed on the Salesforce.com platform. GovGrants is built using grants and Salesforce best practices that include innovation for system navigation, User Interface (UI) design, ease of use, and business process automation/optimization. Our Salesforce grant solutions are currently used by 18-plus customers including the Utah State Board of Education (USBE), the Texas Veterans Commission (TVC), and the Los Angeles Homeless Services Authority (LAHSA).

Summary

In summary, REI and its partner, Stealth offer the depth and breadth of experience with requirements determination, business analysis, and developing Salesforce.com solutions that VDSS requires along with the requisite capabilities required to map out a roadmap for leveraging Salesforce in the coming years.

Detailed Description of Proposed Solution(s)

REI Systems includes its response by item in Appendix E as a separate, Excel file.

This completed Appendix E includes the following:

1. Must Haves, REI Response, Explanation;
2. Functional Requirements, REI Response, REI Narrative Response; and
3. Alignment with Standards, REI Response, REI Narrative Response.

In addition to our detailed responses provided for all Commonwealth functional requirements and how we align to Standards we specifically and to further detail our capabilities, project approach, deployment, and O&M in this Proposed Solution section of our proposal.

# Understanding of VDSS RFP Objective

VDSS has selected the Salesforce Lightning Low Code Application Platform (LCAP) as a Service for its next-generation architecture as it provides an “on-demand” environment for development, without having to set up and manage the underlying infrastructure. VDSS’s intent is to migrate existing applications to the Salesforce Lightning LCAP and to use the LCAP to develop new applications as needed. VDSS is seeking assistance with Design, Development (configuration), Implementation (DDI), and integration activities for its migration and application development efforts on the Salesforce Lightning LCAP.

REI recognizes and appreciates VDSS’s selection of LCAP as it will improve VDSS’s ability to manage and administer its applications landscape and will result in a greater ROI. It is imperative that VDSS contracts with credible Salesforce SIs with capabilities and services needed for VDSS’s mission-critical new LCAP. REI is ready to meet and exceed the stated functional and service requirements as we have experienced, skilled, and certified resources with extensive experience in building and migrating applications to the Salesforce platform. The sections below detail our experience, capabilities, processes, methodologies, and resources required to successfully deliver services desired by VDSS.

# REI Salesforce Experience

REI has been a Salesforce partner since 2004. Over that time, we have completed more than 500 implementations of Salesforce across numerous disparate industries and domains. REI has a long-standing history with Salesforce and understands what it takes to deliver against the Department’s needs and future vision.

REI Salesforce Experience

* 100+ Salesforce-certified consultants
* 10 types of certifications
* More than 500 years of combined Salesforce experience

Given the Department’s desire to work with a partner who offers a highly qualified and robust staff, REI offers VDSS more than 100 Salesforce-certified staff. These staff members own 10 types of certifications ranging from Salesforce Administrator to Salesforce Developer to Salesforce Application Architect.

REI’s 19+ year record of Salesforce delivery successes includes solutions that automate manual business processes, improve the reportability of business data, and reduce the total cost of ownership for our customers. We bring extensive experience and expertise in implementing Salesforce solutions for government agencies. This experience has produced multiple internal subject matter experts (SME) in the workflows and business processes of state department’s use cases such as Eligibility and Enrollment, and Child Welfare Systems. Our SMEs will work with VDSS from Day 1, starting with the Fit-Gap analysis and continuing to provide support for system requirements, development, testing, User Acceptance Testing (UAT), and training. Further, our SMEs will work with VDSS to optimize business workflows and processes for the VDSS in order to drive its mission. REI’s experience will guide Salesforce.com solutions implementation for VDSS incorporating our refined best practices and approach to ensure that the projects meet the stated requirements, goals, objectives, desired outcomes, and schedule.

REI has also developed Salesforce Accelerators (***see Exhibit 2 below)*** and AppExchange products on the Salesforce platform. Our flagship product GovGrants (***see Exhibit 3 below***) is an enterprise-class, fully modular, highly configurable, and comprehensive end-to-end Grants Management System (GMS) developed on the Salesforce.com platform. GovGrants is built using both grants management and Salesforce best practices that include innovation for system navigation, User Interface (UI) design, ease of use, and business process automation/optimization. Our Salesforce GMS is currently used by 18-plus customers including, but not limited to the Utah State Board of Education (USBE), Texas Veterans Commission (TVC), Los Angeles Homeless Services Authority (LAHSA), Cook County, and San Diego Economic Development.

Exhibit 2. LWC Flex Table – REI’s Accelerator for Excel-like functionality on Salesforce

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generated](data:image/jpeg;base64,/9j/4AAQSkZJRgABAQEAkACQAAD/4RDsRXhpZgAATU0AKgAAAAgABAE7AAIAAAALAAAISodpAAQAAAABAAAIVpydAAEAAAAWAAAQzuocAAcAAAgMAAAAPgAAAAAc6gAAAAgAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAFNhcmF0IEdvbGkAAAAFkAMAAgAAABQAABCkkAQAAgAAABQAABC4kpEAAgAAAAMzNAAAkpIAAgAAAAMzNAAA6hwABwAACAwAAAiYAAAAABzqAAAACAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAA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Exhibit 3. GovGrants – REI’s Grants Management System built on Salesforce

Graphical user interface, text, application, chat or text message

Description automatically generated

In summary, REI offers the depth and breadth of experience with requirements determination, business analysis, and developing Salesforce.com solutions that VDSS requires along with the requisite capabilities required to map out a roadmap for leveraging Salesforce in the coming years.

# REI Design, Development (configuration), Implementation (DDI), and Integration Approach for Salesforce Lightning Low Code Application Platform (LCAP)

At REI we have a dynamic and innovative approach towards Salesforce implementations. We understand that Salesforce is not just a software platform but a powerful tool that can revolutionize the way businesses operate. With that in mind, we prioritize a customer-centric approach, where we collaborate closely with our clients to understand their unique needs and goals. Our team of skilled Salesforce developers is adept at configuring and customizing Salesforce solutions to align perfectly with our client’s business processes. We believe in delivering high-quality solutions that not only meet the immediate requirements but also have the scalability and flexibility to adapt to future growth and changes. Our focus is on leveraging the full potential of the Salesforce ecosystem, including utilizing the latest features and integrations, to create efficient, seamless, and transformative solutions for our clients. With our deep expertise and passion for Salesforce, we strive to provide exceptional development services that drive business success and help our clients unlock their full potential.

At REI, we have developed a standard implementation approach for successfully deploying Salesforce solutions. REI’s implementation approach is comprised of three major phases – Envision, Build, and Deploy. This model has been successful across multiple deployments for our Salesforce customers. Specifically, we have observed that by completing a formal gap analysis, architecture analysis, and design process at the start of the project, we can better align expectations around scope, cost, and schedule with our customers. REI’s approach is very similar to the VDSS delivery methodology; therefore, REI team members will quickly adopt VDSS’s methodology as per the RFP requirement. **Exhibit 4** below highlights the key activities that take place during each implementation phase.

Exhibit 4. REI Has a Proven Three-Phase Salesforce Implementation Approach

Deploying a proven Salesforce-centric implementation model inherently brings efficiencies into the implementation, minimizes disruptions to internal and external stakeholders, and boosts the adoption of the system.

A screenshot of a computer program

Description automatically generated

**Envision Phase:** In this phase, REI will collaborate with VDSS to provide a comprehensive project kickoff with clear project consensus, agreements on the project governance process, and project baseline with VDSS stakeholders. After the project kickoff, REI SMEs will kick-start **Requirements Gathering and Analysis** with the intent to discover ‘As-Is’ VDSS processes, pain points, and desired outcomes. It includes conducting interviews, workshops, and surveys to gather comprehensive information about the organization's needs and goals. REI will then document all the VDSS-specific requirements in a product backlog and engage in-house business and technical experts on architectural analysis, identification, and fit-gap analysis of existing accelerators, and design customizations that will meet immediate and anticipated business needs in the future.

REI will leverage its experienced SMEs to migrate legacy applications to VDSS’s LCAP

REI’s SMEs will demonstrate their deep knowledge of Salesforce and the business domain with an understanding of the right set of questions to ask to discover ‘As-Is’ VDSS processes, and requirements.

Sandbox/Environments Setup and Approach

As part of the initial setup and after project kick-off, REI sets up various development and testing sandbox environments as well as continuous integration and continuous deployment (CI/CD) tool that allows for code migration and code promotion between Salesforce environments. VDSS personnel will have access to both the UAT (User Acceptance Testing) and the Production environments. Broadly speaking, there are three types of environments:

* Development Environments – Salesforce.com environments where you can extend, integrate, try new features, and develop on Force.com without affecting your production environments;
* Test & Training or Quality Assurance Environments – These are independent verification environments specifically used for testing or training application functionality before deploying to production or releasing to customers.
* Production Environments – Salesforce.com environments that have active users accessing business-critical data.

**Exhibit 5** outlines the typical environments needed in a Salesforce implementation and which type of sandbox they are associated with. As part of the development process, all developers work on the DEV environment, and once the development of a module is complete, they move their changes to the TEST environment for testing. The QA team verifies the changes, and once all the issues are resolved, approves the deployment to the UAT environment. Please note that we will tailor the environment per VDSS guidance to **align with “Appendix J – System Integrator Controls.”**

Exhibit 5. Environment Requirements

Based upon each step in the process a different environment is deployed to support the required functions.

| Environment | Type of Sandbox | Purpose | Duration of Use |
| --- | --- | --- | --- |
| Development (DEV) | Developer Sandbox | Major and minor releases, code development, unit tests  Multiple instances | Development team has access all throughout the implementation |
| Integration (INT) | Developer Sandbox | Functional, integration, and performance testing; compliance testing | Development team has access all throughout the implementation |
| TEST  (QA) | Developer Sandbox | Functional, integration, and performance testing; Accessibility compliance; and browser compatibility and security tests | Development team has access all throughout the implementation |
| User Acceptance Testing (UAT) | Partial Copy Sandbox | User acceptance tests and **training** purposes This could also be used for staging purposes. | Available during UAT periods |
| Staging | Full Copy | Pre-Production performance testing and preparation | Available post-UAT |
| Production (with Failover) | N/A | Production environment integration and reporting | Available at Go-Live |
| Break-fix | Partial Copy Sandbox | Production issues debug & hotfix validation environment | Available post-Go-Live |

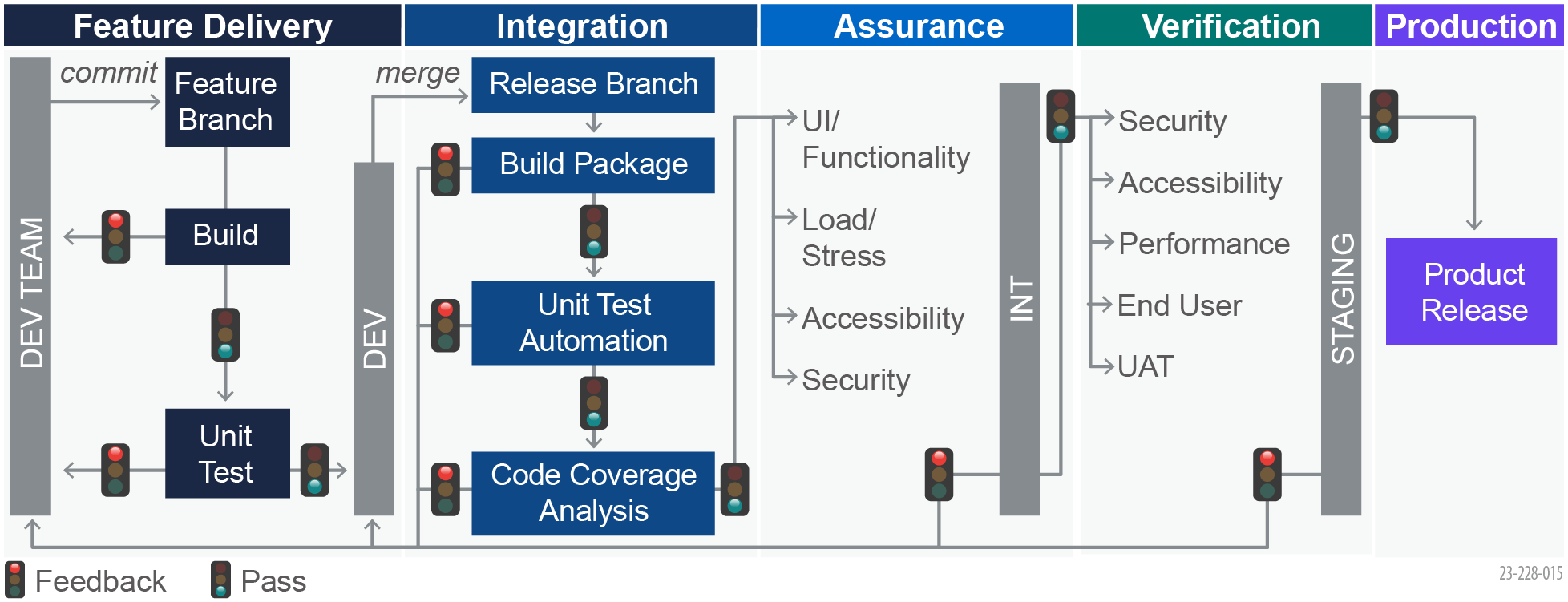
REI will provide VDSS stakeholders access to test the entire system for user acceptance testing (UAT). The UAT environment will be used to perform acceptance testing. This environment will contain all upcoming changes available to VDSS for review prior to promoting to the live production system.

Continuous Integration and Deployment (CI/CD)

REI agrees and will adhere to code promotion and deployment as referenced in **“Appendix J – System Integrator Controls”**. We will Implement a robust CI/CD (Continuous Integration and Continuous Deployment) pipeline. We will Automate the build, testing, and deployment processes to ensure consistency and minimize manual errors. This helps in detecting issues early and promoting a faster and more reliable release cycle. We structured our CI/CD pipeline with progressive assurance tiers, first executing unit tests and code coverage tests after every code check-in. As the product passes these automated code-quality gate reviews, we apply progressively more complex functional, security, accessibility, and performance tests.

Exhibit 6. REI Continuous Integration / Continuous Delivery Pipeline

Speeds both delivery and quality through relentless automation.



During the **Design** task, REI invests additional time in creating a well-thought-out architecture and data model. Designing reusable components and ensuring proper separation of concerns results in more maintainable and modular code.

Accelerator First Approach

As part of our best practice, we strive to avoid customization and focus on meeting functionality using native out-of-the-box platform capabilities. As part of the analysis and design, we always start with the “accelerator-first approach”. REI has used many Salesforce accelerators both homegrown and from AppExchange to accelerate the Design, Development (configuration), Implementation (DDI), and integration of applications. Salesforce accelerators speed up the development of common customizations that we are asked to do or to address issues we encounter, helping us deliver products faster, at lower cost, and with less risk.

REI always evaluates if there are any accelerators available to ensure the development and design time is minimized. REI’s developed accelerators are the culmination of our many years of experience working with clients mostly in the public sector. The benefits of REI’s accelerator approach are the following:

* Shortened design phase: The initial design phase is shortened by requiring fit-gap analysis rather than lengthy discovery sessions.
* Early working solution: Clients can be presented with an early working solution that can help with informed decision-making.
* Aid user adoption: End users get to test a solution much earlier in the process which can aid user adoption and greatly assist with training.
* Contain costs: There is more certainty around the cost of the project with clearly defined packages and set pricing for standard features.
* Project risk management: Greater understanding of costs at the beginning of the project with clearly defined goals and objectives. Enhanced knowledge of features and capabilities of the platform with proven, demonstratable solutions reduces project risks.

Below are REI-developed examples of accelerators leveraged by REI implementations:

* Salesforce Flows: Pre-built flows for enhanced user guidance
* Tableau CRM: Pre-built with datasets and recipes for use cases such as program outcomes, KPIs, distribution of dollars and services by county and congressional districts, etc.
* Salesforce 1 Mobile User Experience Design
* Collab - A layer on top of Salesforce chatter to address accessibility issues with Chatter
* Expedite Integration with Financial Systems such as NetSuite, People Soft, CGI FiNet, MIP, Oracle Financials
* Grants Management for Education
* Salesforce FTP accelerators as Salesforce does not support FTP protocol and many legacy government systems only support FTP for data/files transfer.

We are currently assisting Salesforce in developing a Grants Management accelerator for their Public Sector Solution offering.

We can foresee utilizing many of the in-house accelerators developed by REI such as Application Intake, Review and Scoring, Eligibility Checker, Case Management, Documentation Generation, Adobe and DocuSign E-Signature, SharePoint Connector, Box Connector, Financial System Connector, and Recipient Portal that we can use for VDSS to expedite implementation of potential projects such as Eligibility and Enrollment and Comprehensive Child Welfare Information System (CCWIS) projects.

After adjudicating the solution and priority of the identified requirements in the product backlog with VDSS and before commencing the Build phase, REI will finalize the updated project baseline by conducting an Integrated Baseline Review with VDSS to ensure an explicit agreement and consensus with VDSS.

**Build Phase:** The primary purpose of the Build phase is to configure and tailor the solution per the requirements identified in the Envision phase. REI will tailor its Agile Delivery Framework (ADF- detailed below) to configure, develop, and test, with each sprint lasting two to three weeks. As per the RFP requirement, REI team members will be able to quickly adapt VDSS’s methodology as the REI ADF framework is built on the same principles as the VDSS Hybrid Agile Methodology. After each sprint, REI will demonstrate usable functionality to VDSS staff to solicit early comments and implement them, if prioritized, in subsequent sprints to deliver a highly acceptable system for UAT. During the build, REI adheres to **Salesforce's best practices and coding standards** and follows guidelines related to naming conventions, governor limits, security, data access, and other recommended practices ensuring the solution is defect-free, scalable, and maintainable. Below are the detailed build activities performed by REI:

Build (Design and Development) Activities

1. Solution Design: Based on the gathered requirements, the design team creates a high-level solution design that outlines how Salesforce will meet the organization's needs. It involves identifying the required Salesforce features, configurations, customizations, and integrations.
2. Data Model Design: The data model design activity focuses on defining the structure and relationships of the data within Salesforce. It includes identifying and designing objects, fields, record types, and relationships to ensure optimal data management and reporting capabilities.
3. User Interface (UI) Design: UI design encompasses creating an intuitive and user-friendly interface for Salesforce users. It involves designing page layouts, determining field visibility and accessibility, customizing buttons and links, and defining the overall user experience to enhance productivity and usability.
4. Workflow and Process Design: This activity involves designing workflows, approval processes, and automation rules to streamline business processes within Salesforce. It includes defining criteria, actions, email alerts, and field updates to automate and enforce specific business rules.
5. Integration Design: If Salesforce needs to integrate with other systems, integration design becomes essential. It involves identifying integration requirements, selecting appropriate integration methods (such as APIs, middleware, or connectors), mapping data fields between systems, and designing data synchronization processes.
6. Reporting and Analytics Design: Designing effective reporting and analytics capabilities is crucial for leveraging Salesforce's data insights. This activity includes identifying key performance indicators (KPIs), designing custom reports and dashboards, creating data snapshots, and implementing data visualization techniques for better decision-making.
7. Security and Access Design: In this activity, the design team defines the security model for the Salesforce org. It includes designing profiles, permission sets, role hierarchy, record-level security, and sharing rules to ensure data confidentiality and control user access based on their roles and responsibilities.
8. Configuration: Configuration involves tailoring the Salesforce platform to align with the organization's unique business processes. This activity includes creating custom objects, fields, and page layouts to capture and store specific data, as well as configuring validation rules, workflow rules, and formulas to enforce business logic.
9. Apex Development: For requirements that cannot be configured using out-of-the-box capabilities, REI will develop Apex Code to ensure all the required business processes are automated.
10. Lightning Web Components (LWC) Development: REI will build custom Lightning Web Components for responsive and efficient user interfaces in Salesforce. Development activities may involve creating LWC components, integrating them into page layouts, and enhancing user interactions and workflows with JavaScript and HTML. Below are a few examples of our experience with pre-built LWC:

* Flex table component - provides functionality similar to Excel Sheet, which significantly improves data entry on the Salesforce layout.
* Snapshot History - Allows a user to take PDF snapshots of records as needed or automatically take snapshots based on record status change to augment Salesforce audit capabilities as Shield tracking is available only for limited fields.
* Enhanced Email - Adds Governance to the emails sent by Salesforce based on internal users, external users, groups, etc. This accelerator has been heavily used in government space to account to meet sensitivity around communication and privacy requirements.
* Sidebar - Provides quick navigation to pages and actions as a sidebar not available as an OOTB feature from Salesforce.
* Enhanced Utility Bar - for quick access to Tools and actions as a utility bar in the footer. For example, access to calculators, calendars, etc.

1. Defining Integration Specifications: REI will start by identifying the integration requirements, including the specific data or processes that need to be integrated, the direction of data flow, and the frequency of data synchronization.
2. Establish Integration Method: REI will choose the appropriate integration method based on the requirements and capabilities of the external system. Salesforce offers various integration options, including APIs (such as SOAP, REST, Bulk API), middleware tools like MuleSoft or Informatica, connectors, or pre-built integration apps available on the Salesforce AppExchange. Select the method that best fits the integration requirements and technical landscape.
3. Design Data Mapping and Transformation: REI will define the data mapping and transformation rules to ensure the proper mapping of data fields between Salesforce and the external system. This step involves identifying corresponding data fields, addressing any data format differences, and designing data transformation rules if needed.
4. Establish Connection and Authentication: REI will Set up the connection and authentication mechanism between Salesforce and the external system. This may involve configuring API credentials, establishing secure communication protocols (such as HTTPS), and implementing authentication mechanisms (such as OAuth or API tokens) to ensure secure and authorized access to the external system.
5. Develop Integration Components: REI will Develop the necessary integration components on both the Salesforce and external system sides. This can include writing code (e.g., using Apex for Salesforce or the chosen programming language for the external system), configuring middleware tools, or leveraging connectors and pre-built integration apps. These components facilitate data extraction, transformation, and loading between the systems.
6. Implement Error Handling and Logging: REI will Implement error handling mechanisms to capture and handle any errors that may occur during the integration process. This can involve implementing error logging, exception handling, and automated error notification mechanisms to ensure timely resolution of integration issues.
7. Data Migration: The Build phase also includes data migration in REI’s sandbox (DEV, QA) environments and the development and testing of relevant integration capabilities required between planned applications and other VDSS systems.

**Deploy Phase:** After completing the in-house testing in the Build phase, REI initiates the Deploy phase by conducting a UAT for system acceptance with a subset of system users appointed by VDSS. The UAT participants get an opportunity to test the system using migrated data and new data. We work closely with VDSS to triage and address critical UAT issues and comments before Go-Live and agree on a resolution timeline for all remaining items. Please refer to the “Testing Approach for Salesforce Implementation” section for details on UAT. We will finally deploy the code and migrate the data to production. To ensure system users are ready to use the new System on Day 1, REI will deliver different types of training (e.g., Systems Administrators Train-the-Trainer, and end-user) to system users. Refer to the section “Training Approach” below for further details.

## REI’s Agile Delivery Framework

REI shall provide the VDSS with multiple opportunities to validate and approve requirements and design throughout the project period. REI will tailor our Agile Delivery Framework (ADF) to the VDSS’s Hybrid Agile Methodology, guidance, and standards, to facilitate greater collaboration and engagement from the VDSS staff. As per the RFP requirements, our resources are well-versed with ADF and will be able to quickly adapt to VDSS methodology.

REI ADF is supported by our focus on quality management and our investment in and adherence to CMMI Level 3 (zero weaknesses in the most recent appraisal) and ISO 9001:2016 quality processes. We have effectively applied this software development methodology across multiple federal, state, local, and commercial clients to reap benefits such as lower project risk, greater customer satisfaction, and higher quality outputs. Our ADF includes guidelines, templates, and samples from hundreds of previous projects that can benefit the VDSS. A high-level summary of REI’s ADF is provided in **Exhibit 7** below.

Exhibit 7. REI’s Agile Delivery Framework Will Reduce Project Risk

REI’s ADF provides for constant development and client-prioritized deliverables to meet release dates with quality testing and oversight.

A diagram of a software project

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As per VDSS discretion, REI will use 2 or 3-week sprints, with each sprint bookended by a Sprint Planning Meeting and Sprint Retrospective and supported by Daily Scrums and Sprint Reviews. REI’s Agile Scrum team provides an environment free of distraction and unnecessary disruption so that all focus is on the priority stories promised in each Sprint. Our proposed team includes the traditional Agile Scrum roles necessary to be self-organizing and focused.

The primary benefits of using sprints during the configuration and development of systems are greater engagement, early and continuous delivery of value, increased flexibility, timely issue resolution, and lower project risk.

The VDSS stakeholders will be involved at every step of this iterative process to provide guidance on business needs, priorities, and confirmation/feedback on the implemented features. This essential and continuous feedback from the VDSS will inform the direction of the project’s implementation from start to finish. The VDSS will be the primary driver.

# Quality Assurance

**REI’s focus on quality control centers on building quality checkpoints into the process rather than just reviewing for quality reactively,** resulting in early engagement with customer stakeholders to define what success looks like for every activity (i.e., service) and work product (i.e., technical deliverable). Our Quality Assurance methodology consists of four phases (**Plan, Prevent, Detect, and Improve**), as depicted in **Exhibit 8** on the next page.

Exhibit 8. REI’s Quality Assurance Methodology

REI’s Quality Assurance Methodology reduces risks and improves execution by ensuring quality throughout the project lifecycle.

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**The four phases above illustrate that quality is a continuous activity, not a one-time activity.** The phases include **planning** with an emphasis on integrating quality into each project activity, **preventing** by employing best practices throughout the project to avert defects, **detecting** to audit work products and record results, and **improving,** which provides a feedback loop to continuously improve quality. Our QA methodology guides project teams to deliver projects using REI-defined process guidelines that support robust project management practices and high-quality development, verification, validation of software, and related documentation. In addition, projects have the flexibility to tailor project processes if necessary.

The REI PM follows an established procedure for reporting, escalating, and tracking non-compliance issues. This allows the REI PM to resolve the issues before they pose a significant risk. For problems that need additional oversight or facilitation, the PM escalates to REI Executive Management as required. Team REI reporting procedures entail weekly meetings with VDSS PM to review the project schedule, risks, and issues and discuss corrective actions to ensure a satisfactory resolution.

REI regularly performs scheduled and unscheduled processes and product inspections for the identification and prevention of application defects. The methods for inspection include deliverable reviews, continuous testing, peer review, process reviews, and quality audits.

As a professional services company focused on providing cutting-edge IT solutions for government agencies, we use a holistic approach to assess the overall health of a project and identify improvement areas that address root causes, such as employee morale, to support more substantial project outcomes, of which quality is an integral part.

# Testing Approach for Salesforce Implementation

REI implements Salesforce solutions utilizing an integrated quality approach to define quality standards, measure quality, and continuously improve quality. REI used the internal process standards and controls which comply with ISO 9001:2016 and Software Engineering Institute’s Capability Maturity Model Integration (CMMI) Development Level 3 processes, standards, and best practices for software development methodology. REI’s will perform the following various types of testing, including any testing exclusions with appropriate justification.

* **Unit Testing:** is performed by the developers when configuring various functionalities to ensure that each configuration works correctly in isolation. This testing is performed using a set of guidelines established by REI, built on industry best practices and lessons learned. REI developers perform unit testing using a mix of manual and automated methods. Salesforce requires that at least 75% of the code has automated test coverage before the solution can be deployed in production.
* **Code Peer Review:** REI will Conduct regular code reviews with the development team. We will have experienced developers review the code to identify potential issues, suggest improvements, and ensure compliance with coding standards. Code reviews promote knowledge sharing, catch defects, and improve the overall quality of the codebase.
* **Functional Testing:** performed by REI quality test engineers after developers complete the unit testing for each user story. The goals of functional testing are to ensure individual capabilities are working in isolation, that all acceptance criteria for each user story are met, and that additional tests (e.g., negative tests, boundary value tests) are performed using a set of guidelines established by REI built on industry best practices and lessons learned. REI test engineers perform functional testing using a mix of manual and automated test cases. REI strives to automate functional testing of the core business scenarios which allows the testing team to routinely perform the basic functional (regression) testing and easily identify any newly introduced defects.
* **Business Validation:** the REI functional lead will demonstrate the system capabilities iteratively to VDSS’s business users every two/three weeks as they are configured and tested per VDSS’s needs. If desired, VDSS staff can play with the implemented capabilities in the demo environment using test user credentials and report any issues or provide comments. REI will work with VDSS functional lead and the PM to identify and prioritize VDSS’s comments for implementation.
* **Integration Testing:** performed by the REI test engineers using pre-designed test cases to ensure that various capabilities/modules within the system are integrated as expected and that the end-to-end business process flows are working per business requirements. Integration tests also include verification of integration between the planned system and any external systems and 3rd party applications.
* **Performance Testing:** performed by the REI test engineers to ensure that frequently used user actions (e.g., view, create, update) have an acceptable response time. The tests will be performed against pre-designed test cases.
* **Accessibility Testing:** REI is well experienced in providing accessible solutions to government agencies. We have designed and delivered numerous Salesforce solutions that are compliant with Web Content Accessibility Guidelines (WCAG) requirements. We have developed an *Accessibility Blueprint* that outlines a repeatable method to ensure that accessibility is incorporated into the design, development and testing process. The blueprint output will provide a roadmap with actionable steps to ensure compliance with accessible design and coding standards including the revised 508 standards and Web Content Accessibility Guidelines (WCAG). VDSS will benefit from this approach in terms of getting guidance from 508 thought leaders that liaise with agencies within the Government, private industry, and with non-profit disability-focused organizations in determining best-shared practices and approaches to accessibility; access to 508 SMEs; and 508 compliant work products.
* **Security Testing:** REI has a deep understanding and experience with Salesforce’s world-class security protocols and procedures including role-based security as well as page-level, field-level, and record-level security. To support VDSS-specific configurations, REI quality test engineers will perform security testing to ensure that the roles and permissions for various capabilities are configured per VDSS’s needs. Security testing will also include verification for data sharing rules that REI may configure for VDSS.
* **Automated Testing:** REI has its proprietary Behavior Driven Development (BDD) Test Automation Framework built on the latest technologies (Java, DI, Cucumber, Selenium, Appium, Docker, etc.) using advanced design patterns. Additionally, REI will leverage other automation tools such as s Salesforce's Apex testing framework or third-party testing frameworks, to streamline the testing process. Automating the execution of unit tests, integration tests, and regression tests will catch defects quickly and reliably.
* **UAT Testing:** The UAT cycle is conducted during each release before go-live. VDSS stakeholders will be asked to validate the solution as part of User Acceptance Testing (UAT). These users verify the full functionality, performance, and technical usability of the system. To facilitate this effort, REI will submit a testing plan that outlines the multiple activities, responsibilities, logistics, rules of engagement, and timeline for the UAT tasks during each release. The user feedback is documented, triaged, prioritized, and agreed-upon bugs are fixed before deploying the system to production.

# Organizational Change Management (OCM)

REI has supported the successful implementation and deployment of modern IT systems for many years. We understand that the successful deployment of Salesforce solutions is linked to systematically supporting the VDSS with organizational change. We integrate OCM at both enterprise (Agency) and individual (User) levels. Our OCM approach involves executing REI’s CCAIR model to identify and manage people-process-technology interdependencies in a manner that will aid VDSS in maximizing resources and the agency-wide impact of the new product.

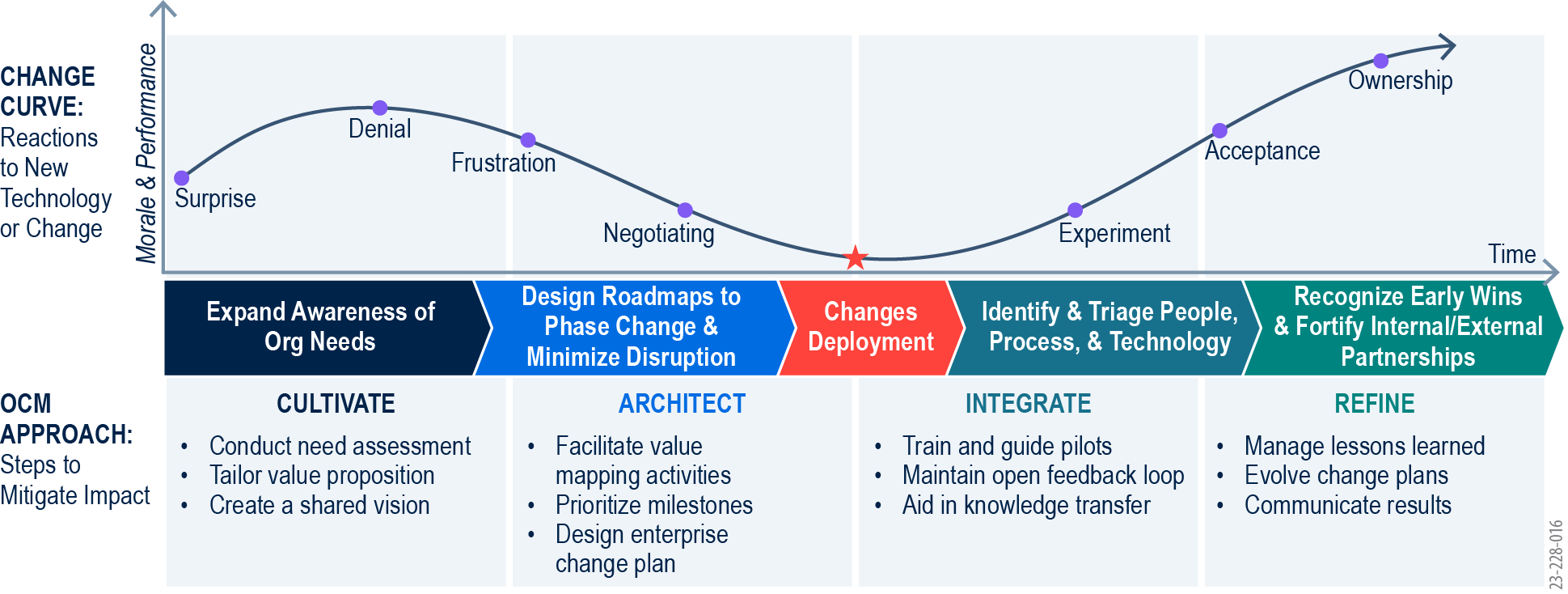
Our OCM-CCAIR Approach Drives Value Across IT Modernization

Our holistic approach to OCM has helped guide agency implementation of federal policies, create new governmentwide programs, and maximize the operability and value of IT modernizations In FY21, our CCAIR model influenced the design and publication of the Governmentwide Federal Change ManagemenT Guide to support Technology Business Management implementation. The guide was later used by several other federal programs like the Data Center and Cloud Optimization Initiative PMO to create an OCM-driven strategy for Application Rationalization, and received kudos from Assistant Commissioner for IT Category, “Kudos on establishing a change strategy with clear steps, and one that can be used across Federal initiatives.”

* **Enterprise (Agency) Level**: The stakeholders at the Agency level are key decision-makers and their ownership of change management efforts is critical for transition planning and change implementation from legacy systems to VDSS’s modernized solutions.
* **Individual (User) Level**: The day-to-day users will have to be motivated and successfully prepared to transition from their familiar way of working. As illustrated in the change adoption curve below in Exhibit , some users may experience inefficiency and difficulty while transitioning to a new way of working, but the long-term outcome and prognosis are positive and efficient. We believe OCM must be used early, often, and throughout any change effort, and is a critical part of success.

Exhibit 5.6-1. REI Employs a Four-Step Approach to Support Organizational Change Management

Our CCAIR model is a proven tool to successfully support larger organizations with a distributed and diverse user base to succeed in new system deployments.



REI’s holistic OCM approach is designed to support VDSS stakeholders and users navigate the transformational journey through to successful system adoption. REI’s OCM CCAIR model integrates strategy, process improvement, business integration, training, and continuous communications and stakeholder engagement (C&SE) to accelerate acceptance and adoption of the Salesforce solution and optimize its native business processes and systems. Our OCM team will develop a robust C&SE campaign to help guide the messaging and communications to build an understanding of the benefits and support critical user adoption activities.

Our ambition is for VDSS users to fully adopt and leverage system capabilities to deliver against mission objectives, and early, frequent, and consistent communication can influence user perceptions positively from the onset. OCM must be an activity that occurs throughout the Envision, Build, and Deploy phases.

Our OCM CCAIR model provides a cyclical roadmap to guide change efforts from start to finish through to continued system maintenance by delivering a sustaining approach for continuous improvement. The cyclical nature of our approach illustrates how change activities will occur simultaneously and will be an evolving process throughout the deployment of applications on LCAP.

# Training Approach

To ensure a successful rollout of the system, REI develops a comprehensive training plan and schedule, designs training courses, prepares training materials, and conducts train-the-trainer, end-user, and technical training.

REI understands the importance of training users – especially with a new system. We appreciate that training is not a singular event, but an ongoing need. Our SMEs are well trained and equipped with advanced tools to support the VDSS in the rollout activities, including preparation of training videos, on-screen user help, classroom or online user training, on-demand training, and transition from an existing system to the new system. Our training approach makes the training more realistic and grounded in actual usage. Our instructors are proficient in various training content delivery methods – from instructor-led training (ILT), classroom training, virtual classroom, e-learning, mobile learning, and self-learning. When possible, REI prefers to deliver training in person, allowing attendees to better interact with and engage with the trainer. However, with more and more staff members working remotely, REI has developed a strategy to deliver virtual classroom training to a very large number of participants and keep staff engaged throughout the session. Training is recorded for repeat viewings and can be made accessible to all users via the VDSS’s Knowledge Base.

REI Has Trained 20,000+ Users

We appreciate that delivering value through technology requires end-user adoption of the system. As such, we have invested many years in honing our training approach to ensure that we are able to mitigate any barriers to adoption – even with a diverse user community.

With guidance from the VDSS, REI instructors will develop a comprehensive and customized training plan and a timeline. REI will create a unique training curriculum for all users with specific training courses and materials that reference appropriate system documentation and standard operating procedures. REI will deliver ongoing training based on the VDSS’s training plan and timeline, including specific types of user training:

* Train-the-Trainer Training;
* End User Training;
* and Administrator Training.

REI plans to conduct training sessions around each planned release. REI will conduct training on the modules and functionalities implemented during the release. REI is open to discussing and modifying the above approach through consultation with VDSS stakeholders. To ensure successful adoption and the appropriate accrual of benefits, the number of training sessions, timeline, and scope of each training is subject to agreement by VDSS stakeholders.

**To conclude**, by following the above-codified Implementation (DDI), and Integration approach for the Salesforce Lightning Low Code Application Platform (LCAP) and maintaining a strong focus on quality throughout the development process, REI has gained a stellar reputation for delivering defect-free functioning code on Salesforce. We are confident that our Implementation and Quality Assurance approach will account for, and address practices referenced in VDSS “Appendix K – Salesforce Code Review Controls And Standards”, “Appendix J – System Integrator Controls”, and “Appendix I – Salesforce Best Practices”.

# REI Approach to Staffing Salesforce Projects

Our people are at the forefront of our success in working with government institutions. REI was founded 34 years ago and has continued to delight its customers with outstanding delivery on mission-critical IT projects. REI brings 840 full-time staff to support our government customers in North America. As a professional services company focused on providing cutting-edge IT solutions for government agencies, REI staffs full-stack software designers, cloud architects, user interface/user experience specialists, business process engineers, communications experts, performance managers, Agile scrum masters, strategic planners, and many more team members with cross-cutting and complementary skill sets. REI is recognized for its culture that takes good care of its employees. As a **seven-time winner** of ***The Washington Post’s Top Workplaces*** award, we pride ourselves on being a company where people build enriched and fulfilled careers.

REI Has a Deep Salesforce Resource Pool

Close to 188 of our staff support Salesforce systems across Federal, State, and Local government customers today. We offer the VDSS a deep pool of resources and SMEs from which to draw.

Ability to Support VDSS Objectives

Achieving VDSS objectives means finding and keeping the right resources to ensure the highest productivity and collaboration throughout the contract. REI uses a combination of full-time and matrixed staffing approaches and proven recruiting processes that have been developed and fine-tuned over multiple similar IT programs. We provide individuals that best match the task skill requirements, offering each customer a best-value approach tailored to the solution itself. This flexible model ensures excellent customer service and satisfaction with VDSS’s current and future goals by providing a team of dedicated staff and specialty staff when needed during various phases of the implementation.

REI offers the VDSS a deep bench of resources. **Today, close to 188 REI’s employees support Salesforce solutions across the government**. REI’s deep bench of resources provides the VDSS with a pool of Salesforce subject matter experts and staff to rely upon over the course of project execution. **All of the staff proposed to support the VDSS SOWs will be Salesforce certified and have multiple Salesforce system deployments under their belt. Exhibit 9** below depicts the REI Salesforce practice certification requirements by job title, and **Exhibit 10** shows the strength of Salesforce certifications held by REI staff.

Exhibit 9. Mandatory Salesforce Certifications by REI Job Title

Salesforce Certified and Experienced REI resources de-risk project execution for VDSS.

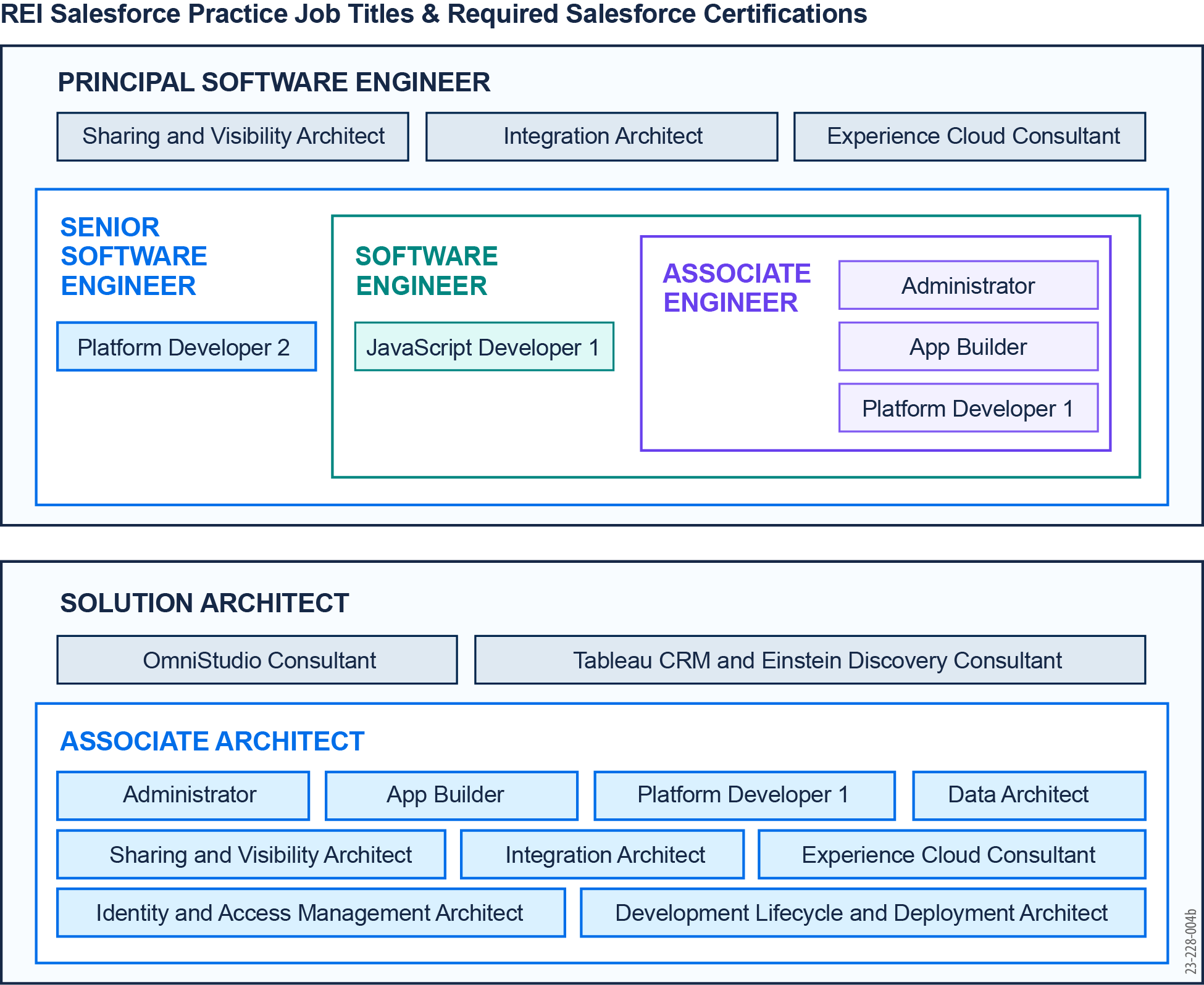


Exhibit 10. Salesforce Certifications held by REI Staff

REI Deep Salesforce expertise supports VDSS’s intent to migrate existing applications to LCAP.

| Salesforce Certification | Number of Certified Resources |
| --- | --- |
| Administrator | 43 |
| App Builder | 28 |
| Platform Developer 1 | 60 |
| Platform Developer 2 | 46 |
| JavaScript Developer 1 | 1 |
| Sharing and Visibility Architect | 4 |
| Data Architect | 4 |
| Experience Cloud Consultant | 4 |
| Tableau CRM and Einstein Discovery Consultant | 2 |
| OmniStudio Consultant | 2 |

Corporate Commitment and Reach-Back Capability

REI is a full-service IT solutions-based company that has designed, developed, deployed, and directly supported our proposed Salesforce solutions for many years. With more than 840 employees, including business analysts, project managers, engineers, developers, quality assurance analysts/testers, and other technical and non-technical personnel, our proposed personnel can devote the time and resources needed to ensure VDSS’s success. In addition, Team REI’s PM has direct access to the SaaS Business Unit Lead and Chief Operating Officer (COO) for guidance and support, as well as any project escalation, as shown in Error! Reference source not found.

Exhibit 11. REI Systems’ Corporate Organization

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All projects at REI are supported by the Project Management Office (PMO). The PMO is tasked with ensuring all projects are operating by the norms and standards established over the last 34 years in designing, developing, and deploying mission-critical IT systems for government agencies. Monthly reporting for each project by the PMO drives risk mitigation and superior project execution at scale. Moreover, the proposed personnel/project team can easily reach back into the depth of REI’s expertise to assist with any possible project surge needs that are discovered throughout project delivery or with specific technical guidance. This ability to draw on a much larger pool of resources further de-risks project execution for VDSS.

The entire Salesforce organization is divided into three teams: Product, Implementation/Delivery, and Customer Success. Each team has its own lead and respective staff members to support the corresponding activities executed by each team. **Exhibit 12** below depicts Team REI’s organization chart specific to the Salesforce practice.

Exhibit 12. Salesforce Organization’s Three Teams: Product, Implementation/Delivery,  
and Customer Success

A close-up of a chart

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For each Salesforce project, REI assembles a team that provides the optimum expertise needed to ensure ongoing, successful delivery. By drawing additional staff as needed from a multidisciplinary pool of business and technical experts, we can provide the right resources at the right time to meet VDSS requirements. A depiction of a typical structure of an REI Salesforce project team is provided in **Exhibit 13** below.

Exhibit 13. REI Plans to Support the VDSS with a Diverse and Experienced Salesforce Team

The REI team supporting the VDSS will have the ability to reach back into the organization to support overall project management as well as for recommendations on Salesforce-related items.

A diagram of a company

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Ability to Fill Positions

REI maintains an in-house recruiting staff of more than ten individuals to identify and attract qualified, diverse staff for VDSS by reaching back to more than ten professional talent firms for additional surge support. We recruit by applying a rigorous interview process, panel interviews by technical and management staff, tests for competency and logic such as Brainbench, as well as tests for coding excellence, including HackerRank. We develop the identified staff by filling any gaps with internal training and other educational opportunities and certification.

We screen all candidates for creativity and mission orientation to ensure alignment with our purpose-focused culture. We use the following methods to establish a ready pipeline of candidates.

* **Proactive Recruiting:** Our forward-looking approach to recruiting staff involves market scans and interviews in anticipation of future resource needs. By engaging with prospective hires in advance, our team significantly reduces the time needed to onboard a candidate.
* **Internal Employee Mobility Program:** At REI, mobility means that employees have a clear path to grow in their careers by changing career paths or delivering projects. The mobility process exists to provide talented employees with a new avenue to pursue new intellectual challenges and broaden their skill sets and professional experiences. We will use this process to match an employee to a position on the VDSS contract that lets them move in a direction that fits their career objectives and best serves VDSS. On one of our contracts, FDA SIRCE / OCI / Admin / Imports / Laboratory (SCAIL) Support, around 15% of the program staffing, including senior leadership, was staffed through the mobility program.
* **Sponsoring and Hosting Innovative Events:** Team REI sponsors and hosts hackathons, happy hour hiring events, computer science challenges, and emerging tech expos to meet new talent.
* **Employee Referrals:** Team REI’s employee referral program provides monetary rewards when employees refer a new applicant who is hired and retained for at least three months.
* **University Partnerships:** REI sponsors an annual computer science challenge in conjunction with the University of Maryland and has conducted recent on-campus recruiting events at the University of Mary Washington, Virginia Tech, and Liberty University. In addition, REI also conducts partnership events and forums with Johns Hopkins University, Coppin State University, Norfolk State University, George Washington University, and Howard University.

REI, using the hiring methodology mentioned above, has successfully hired and onboarded more than 300 staff members over the last 12 months.

Ability to Retain Personnel and Knowledge

REI’s corporate recruiting and retention processes are proven to attract and retain skilled experts through our opportunities for professional development, monetary incentives, benefits, and progressive employee support initiatives.REI utilizes a three-phased approach to develop employees, including our hands-on Leaders and T-shaped (cross-functional) delivery staff. We use a “promote from within” approach to motivate all our resources to continuously develop themselves and look toward the future. In Phase 1, staff focus on taking ownership of their role and their impact on the project/program. During Phase 2, we encourage our employees to become leaders by challenging them and expanding their soft and technical skill sets. Finally, in Phase 3, we encourage our more senior resources to coach, mentor, and train a successor. As part of our training, mentoring, and coaching of successors, our key personnel and other resources develop and maintain operational guides, Standard Operating Procedures (SOP), organizational charts, and other documentation that are stored in a repository (i.e., SharePoint), making these materials accessible to the team for training and onboarding purposes.

We have a skilled and professional workforce and boast a high retention rate of 90 percent on Salesforce projects, better than industry averages, which translates to workforce stability. REI continuously invests in the professional development of our staff by instituting strong mentorship, training, and career progression programs.

Ability to Retain and Manage Subcontractors

REI has a well-defined process for managing and onboarding subcontractors. Team REI’s PM works closely with subcontractors and oversees its resources working on the implementation. Our PM escalates any subcontractor resource concerns/issues to subcontractor leadership for timely agreed-upon resolutions. If necessary, REI requests that subcontractors provide replacement resources from its pool of resources who have Salesforce and domain experience.

Samples of Resource Skills and Experience

The following tables highlight the Salesforce skills and experience of our sample resources. Additionally, we have included sample resumes of architects as per the functional requirements **2.A.14** in Appendix B of this response.

| Salesforce Administrator/Developer | |
| --- | --- |
| Primary Responsibility | Manages users and data, maintains security standards, and sets up analytical reports |
| Years of relevant experience | 12 |
| Description of relevant experience | * Possesses more than 6 years of hands-on systems development experience in large-scale, enterprise-wide software development. * Is a Salesforce.com-certified developer and administrator and has been instrumental in supporting REI Systems for the last 4 years with the development of its grants management product built on Salesforce.com used by federal, city, and local governments in the United States. |
| Educational qualifications and professional certifications | *Education*  Bachelor of Engineering (B.E.), Information Technology, Pune University, MIT College of Engineering, Pune, India, 2011  *Certifications*   * Salesforce Certified Platform App Builder * Salesforce Administrator Certification * Salesforce Certified Platform Developer I Certification |

| Developer | |
| --- | --- |
| Primary Responsibility | Collaborates with the stakeholders to translate business needs into effective tools within Salesforce |
| Years of relevant experience | 10+ |
| Description of relevant experience | * Has IT experience in application design, customization, development, and support on the Salesforce.com Platform. * Is proficient in all phases of SDLC like requirements gathering, analysis, design, development, testing, and deployment. Administration, Configuration, Implementation, and support experience on the Salesforce.com platform. * Has experience in realizing the business requirements to design on the Salesforce.com platform by designing the required entities like custom objects, creating the relationships/ junction objects like Master-Child, lookups, Entity Relationship data model, Pages, Classes, Interfaces, Workflows & Workflow rules, triggers, Email alerts, and business logic |
| Educational qualifications and professional certifications | *Education*  Master's in Management Information Systems, University of Memphis, Tennessee  Bachelor of Technology in Computer Science, JNTU Hyderabad  *Certifications*   * GovGrants® Admin Certified * Salesforce Certified in Dev-401 (retired) * Salesforce Certified in Adm-201 * Sales Cloud Consultant Certified * Platform App Builder Certified * Data Architecture and Management Designer * Sharing and Visibility Designer * Platform Developer 1 * Salesforce Application Architect * Business Information Assurance (Computer Security & Network Security) |

| Senior Developer | |
| --- | --- |
| Primary Responsibility | Develops VDSS requirements/user stories as LCAP functionality. |
| Years of relevant experience | 5+ |
| Description of relevant experience | * Has more than 5 years of experience working as a Salesforce Developer. * Is experienced in leveraging Salesforce standard functionality and is highly skilled in developing custom requirements using custom triggers, pages, classes, etc. In addition, he has extensive experience in: * Different phases of SDLC including requirements gathering, planning, design, implementation, testing, and post-go-live maintenance   + Salesforce.com native Reports and Dashboards   + Activities related to configuration, customization, user management, data migration, and deployment using change sets. * Has supported Salesforce implementations at the Utah State Board of Education (USBE), and the Los Angeles Homeless Services Authority (LAHSA). * Is currently leading REI’s Inter–American Foundation (IAF) implementation. |
| Educational qualifications and professional certifications | *Education*  Master of Science - Computer Science - University of North Carolina at Charlotte (UNCC)  Bachelor of Engineering (Information Technology), Sinhgad College of Engineering, University of Pune, India  *Certifications*   * GovGrants® Certified Administrator * Salesforce Certified Administrator (ADM-201) * Salesforce Certified Platform Developer I (Dev-401) * Salesforce Certified Platform Developer II |

# Operations and Maintenance (O&M Services)

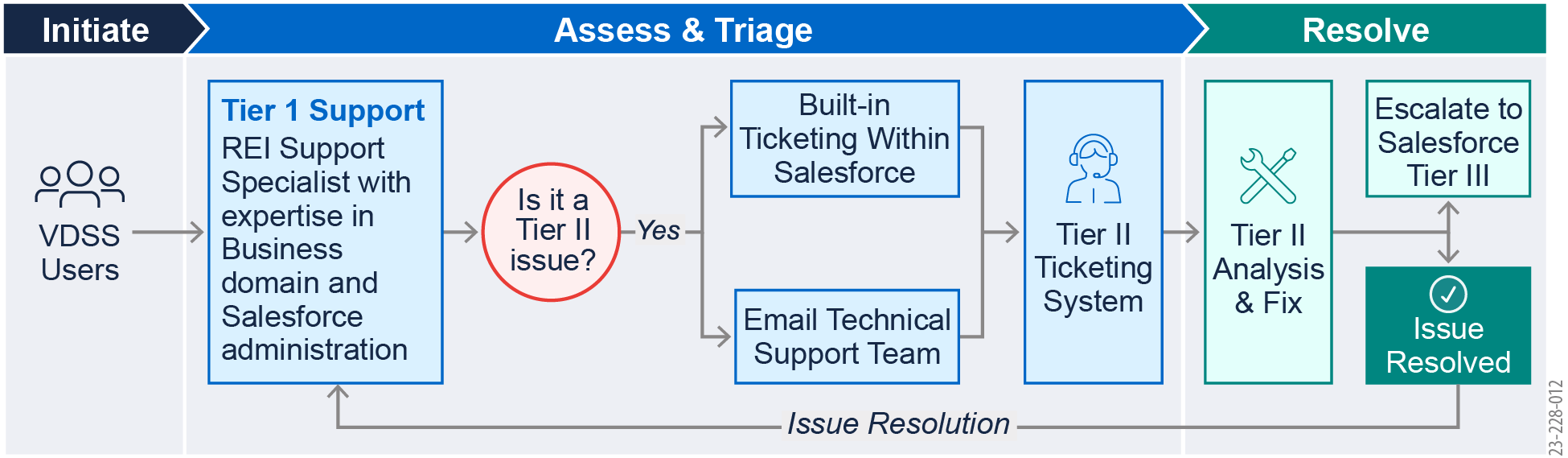
Upon the end of the warranty period and request from VDSS, REI can provide O&M services. To ensure ongoing support and successful system adoption post-Go-Live, our development team will transition the built systems to the REI Customer Success Team (CST) completely within 90 days of Go-Live. There are broadly three levels of system support – Tier I End User Support, Tier II Technical Support, and Tier III Platform Support. Each support tier has its own set of responsibilities and engagement model. The scope of each support tier is listed below:

* **Tier I (End User Support/Helpdesk)**: Tier I provides first-line support for all users who need help with the system. This type of support interfaces with all user types. REI will assist end-users with their day-to-day activities on the Salesforce platform. It involves answering training and onboarding, supporting user queries, providing guidance on how to use Salesforce features and functionalities, resolving user-related issues, and ensuring user adoption and satisfaction. This is your traditional “help desk” function for the solution. REI will leverage our experience of operating several world-class ITIL and CMMI-compliant Help Desks for government and commercial clients. One of the top priorities of our Helpdesk support is to ensure a consistent response to problem resolution, service requests, status reporting, and notification of changes related to the system. REI implements standardized call scripts, Service Desk guides, and SOPs through strict adherence to ITIL processes, allowing us to support rising monthly contact counts and increasingly complex user issues all while reducing response times. REI’s Helpdesk service will offer a responsive end-to-end solution that includes troubleshooting problems at all levels, real-time remote assistance, provision of desk-side visits, and technical assistance.
* **Tier II (Product Support)**: Tier II support serves to address all system-level issues, defects, and enhancements and involves addressing technical issues related to the Salesforce platform itself, such as system errors, performance optimization, data integrity, platform upgrades, security patches, and feature enhancements. Tier II also includes supporting enhancements where the REI CST team will make changes to existing configurations, implement new features, and develop custom solutions.
* **Tier III (Platform Support):** Tier III addresses any issue related to the underlying Salesforce platform. If any such issue were to arise, Tier II would initiate engagement with Salesforce’s technical team and coordinate the resolution.

The REI CST team consists of developers, analysts, and a customer success manager who will provide Tier-I, Tier-II, and Tier-III throughout the life of the O&M services contract. The CST will fix issues reported in production, answer user questions escalated by VDSS users, and implement any additional changes or enhancements requested and approved by VDSS. REI CST is led by a Customer Support Manager to support the system post-production. The Customer Success Team is available weekdays (Monday – Friday) from 8:00 a.m. to 6:00 p.m. EST, with the exception of U.S. Federal Government holidays.

REI has a well-established support initiation and resolution process for engaging with the Customer Success Team. VDSS users should report any issues to the Customer Success Team following our standard Support Engagement model as outlined below in Error! Reference source not found.. This graphic shows the engagement model for how VDSS reports issues, errors, and requests with their system and how our Customer Success Team responds and provides resolutions to all requests categorized as Tier I, Tier II, and Tier III.

Exhibit 14. Engagement Model for GMS Users



All requests handled by the Customer Success Team are logged in a Ticketing System (Zendesk). Zendesk provides the number, type, and resolution time of the inquiries. This information is used to monitor activities and analyze requests to make continuous improvements, streamline processes, and come up with innovative solutions for user support.

If needed, our O&M services approach can be adjusted per VDSS guidance. We have reviewed and are confident that we can support Service Levels as defined in RFP Appendix A. Any adjustments to O&M services and impact on SLAs can be finalized during contract execution.

Supplier Profile

# A. Supplier Proposal Compliance

REI verifies that this proposal:

* Is accurate and complete;
* Is prepared in accordance with the solicitation requirements, including providing all information, content, response, and appendices requested; and
* Follows all required communication, format, and submission instructions.

# B. Supplier Corporate Overview

## 1. Business

### REI Systems, Inc. Overview

A screenshot of a video game

Description automatically generated with medium confidenceIncorporated in 1989, REI Systems, Inc. (REI) is a well-established, private, employee-owned company with more than 840 employees focused on serving U.S. Federal, State, and Local Government customers by addressing mission-critical challenges through Information Technology (IT) solutions. REI provides Grants Management, Software Development, Application Modernization, Advanced Analytics, Platform-based Operations and Maintenance, and DevSecOps services and solutions to more than 25 federal, state, and local government agencies.

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

In recognition of our corporate culture, dedication to customer service, and investments in employee development, REI has been consistently recognized as a Washington Post Top Workplace.

REI has not had any corrective action plans, written allegations of contract breaches, contract terminations, data leaks, or data breaches within the last three years for any of our contracts.

Primary Business

Our primary line of business is the modernization and support of grants management systems across Federal, State, and Local governments. Our solutions utilize both custom applications and GovGrants®, our Salesforce.com based, full-lifecycle COTS SaaS product.

Our systems currently support more than 2,000 programs; 122,000 application submissions; and $47 billion in financial transactions annually. REI’s end-to-end grants management solutions maximize enterprise-wide efficiencies without sacrificing desired customization. We automate every phase of the grant lifecycle, enabling our users to efficiently administer, track, and report on their grants.

Modernization of Public Sector Systems

REI is a leader in system modernization for the public sector. Public sector clients use our IT solutions to centralize and standardize their business processes, workflows, and approvals to drive greater operational efficiencies, increase their ability to report on program status in real-time, and improve the overall customer service.

Salesforce Experience

A close-up of several logos

Description automatically generatedREI has been a Salesforce partner since 2004. Over that time, we have completed more than 500 implementations of Salesforce for 200+ customers across numerous disparate industries and domains. REI has a long-standing history with Salesforce and understands what it takes to deliver against VDSS’s needs and future vision.

REI’s team of 100+ Salesforce.com certified staff (with a combined 500+ years of Salesforce experience and 10 types of Salesforce certifications including Salesforce Administrators, Salesforce Developers and Salesforce Consultants) has both the depth and breadth of experience in determining requirements, analyzing business processes, and developing Salesforce.com solutions that VDSS requires along with the requisite capabilities required to map out a roadmap for leveraging Salesforce in the coming years.

In addition, the personnel/project team that will work with the VDSS can easily reach back into the depth of REI’s employee consulting expertise to assist with any possible project surge items that are discovered throughout project delivery or with specific technical guidance. This ability to draw on a much larger pool of resources de-risks project execution for the VDSS.

REI has more than 19 years of experience delivering systems built on the Salesforce Platform. Our delivery successes include solutions that automate manual business processes, improve the reportability of business data, and reduce the total cost of ownership for our customers. A screenshot of a computer screen

Description automatically generatedREI has implemented numerous Salesforce projects across Federal and State agencies. Extensive Salesforce experience in government space partnering with REI systems with diverse experience building Salesforce solutions for the government assures VDSS meets its objectives (**Exhibit 15**).

Exhibit 15. REI Salesforce Experience in Government Space

REI has also developed REI has also developed Salesforce Accelerators and AppExchange products on the Salesforce platform.

Products and Accelerators Built on the Salesforce Platform

REI has built AppExchange products (GovGrants® and GovBD®) using the Salesforce platform. GovGrants® is an enterprise-class, fully modular, highly configurable, and entirely electronic and comprehensive Grants Management System (GMS). It is currently installed in more than 18 organizations. GovBD® is a full life-cycle Business Development (BD) pipeline management application for Federal contractors, based on best practices refined over 34 years of successful Federal contracting and sustained growth.

We also have many in-house accelerators developed by REI such as Application Intake, Review and Scoring, Eligibility Checker, Case Management, Documentation Generation, Adobe and DocuSign E-Signature, SharePoint Connector, Box Connector, Financial System Connector, and Recipient Portal that can be utilized for VDSS to expedite implementation of potential projects such as Eligibility and Enrollment and Comprehensive Child Welfare Information System (CCWIS) projects.

Sample Salesforce Projects

The three Salesforce implementation projects below are a sample showing our experience with multiple-size government systems.

**Health Resources and Services Administration (HRSA) –** REI provides the full spectrum of Agile Development, Modernization, and Enhancement (DME) services for all existing and emerging systems and sub-systems across the HRSA enterprise to support HRSA’s program operations.

**National Aeronautics and Space Administration (NASA) –** REI built a customer relationship management (CRM) solution in Salesforce for the Small Business Innovation Research (SBIR) and Small Business Technology Transfer (STTR) programs. Salesforce is used to track technology transition, outreach, event, and travel management.

**Legal Services Corporation (LSC.gov) –** REI implemented our home-grown GovGrants® customizable grants management system built on the Salesforce cloud-based platform. REI configured and launched the GovGrants solution (branded as GrantEase for LSC) within an aggressive 4-month timeline.

(LSC is the nation’s single largest funder of civil legal aid for low-income persons.)

## 2. Corporate Identity

|  |  |
| --- | --- |
| RFP Requirement | REI Response |
| Parent Entity | REI Systems, Inc.  14325 Willard Road, Suite 200  Chantilly, VA 20151  Phone: (703) 230-0011  Fax: (703) 230-0020 |
| Contact and Email | Kevin M. White, Senior Director of Contracts  Email: [Kwhite@reisystems.com](mailto:Kwhite@reisystems.com) |
| Subsidiaries | Not applicable |

## 3. Organization and Structure

REI is a full-service IT solutions-based company that has designed, developed, deployed, and directly supported Salesforce projects for more than 19 years. With more than 840 employees, including business analysts, project managers, engineers, developers, quality assurance analysts/testers, and other technical and non-technical personnel, REI can execute at the level needed to ensure VDSS’ success.

In addition, REI’s PM has direct access to the Software-as-a-Service (SaaS) Business Unit Lead and Chief Operating Officer (COO) for guidance and support, as well as any project escalation, as shown in **Exhibit** 16.

Exhibit 16. REI Systems’ Corporate Organization

A chart with text on it

Description automatically generated

All projects at REI are supported by the Project Management Office (PMO). The PMO is tasked with ensuring all projects are operating by the norms and standards established over the last 34 years in designing, developing, and deploying mission-critical IT systems for government agencies. Monthly reporting for each project by the PMO drives risk mitigation and superior project execution at scale. Moreover, the proposed personnel/project team can easily reach back into the depth of REI’s grants management expertise to assist with any possible project surge needs that are discovered throughout project delivery or with specific technical guidance. In addition, the VDSS team will be bolstered by having access to technological SMEs in customer experience, artificial intelligence, machine learning, and data analytics to bring user experience, productivity, and efficiency innovations to bear.

REI’s project delivery team members are aligned with the core aspects of IT project delivery – project management, solution design, architecture, development, testing, and analysis. To support our delivery teams, REI maintains several corporate-level functional organizations. These include Advisory Services (which include organizational change management support, end-user training services, and more), a Project Management Office (PMO), a Quality Assurance Office (QAO), and several innovation labs. One of REI’s innovation labs is centered around new technological concepts relating to grants management, including artificial intelligence/machine learning, advanced analytics, and natural language processing.

REI’s successful implementations demonstrate a history of working together that assures our corporate and personal commitment to mission success. With each project, REI assembles a team that provides the optimum expertise needed to ensure ongoing, successful delivery. By drawing additional staff as needed from a multidisciplinary pool of business and technical experts, we can provide the right resources at the right time to meet VDSS requirements.

Indicate whether your firm expects to provide the Service with existing resources or plans to secure additional resources by partnering or subcontracting. If applicable, identify the additional resources required to provide the Service included in the proposal and the timetable for obtaining such resources. If your firm expects to utilize a partnership or subcontracting relationship, any such partner or subcontractor shall comply with the requirements of Section 2.F above.

REI has teamed with **Stealth Solutions, Inc.** (Stealth) which is a Virginia-based SWaM-certified and SBA-certified 8a small business incorporated in 2014. Stealth provides its clients the expertise to configure, customize, and develop customer-specific applications on the Salesforce Platform.

Stealth and its employees will be available on day 1 of the project.

## 4. Locations

Please describe the geographical locations of your firm at the national, regional, and local levels, as applicable. Identify all locations that will be used to support any contract resulting from this RFP and the operations handled from these locations. VDSS policy requires that all Commonwealth data must stay within the Continental U.S. Clearly identify any overseas locations that may be used to support the resultant contract or any related data transactions.

In addition to its headquarters located in Chantilly, Virginia, REI also has an office at 45335 Vintage Park Plaza Sterling, VA 20166. All of the work on this project will be performed from the Sterling location. It should be noted that the trip from Sterling to Richmond is less than 120 miles.

## 5. Strategic Relationships

Please identify any and all strategic relationships with other related Suppliers you have or anticipate having support for any project resulting from this RFP. Identify all subcontractors expected to be employed and outsourced Service to be used in implementing the proposed solution. VDSS reserves the right to request that Supplier provide all the information described in this section for any and all major subcontractors proposed by Supplier.

Since 2004, REI has partnered with Salesforce to develop applications on the Salesforce platform (LCAP), both for our customers’ modernization projects and for our COTS SaaS products. We believe that the Salesforce platform represents the future of government system development.

As noted in Section 3 above, REI is teaming with **Stealth Solutions, Inc.** (Stealth) to provide the Salesforce System integration and modernization. Stealth has been deploying Salesforce solutions since 2014. Stealth has been working with REI for more than 8 years on multiple Salesforce GovGrants implementations, including at the United States Agency for International Development (USAID), the DC Department of Health (DC DOH), the Louisiana Community and Technical College System (LCTCS), the City of San Diego, the Region of Peel (Canada), the Los Angeles Homeless Services Authority (LAHSA), the Legal Services Corporation (LSC), and the National Endowment for Democracy (NED).

## 6. ISO Certification

Please indicate if your firm is ISO certified. Yes or no is sufficient. If “yes”, identify the area(s) certified (e.g., services, manufacturing). Provide your experience with these certifications and the value they bring to your proposed Service.

REI currently has **4** ISO certifications:

1. **ISO 9001:2016 – Quality Management Systems**

This certification promotes the adoption of a standardized process and approach when developing, implementing, and improving the effectiveness of a quality management system. It enhances customer satisfaction by meeting customer requirements. It also promotes the adoption of the “Plan-Do-Check-Act” (PDCA) methodology to all processes.

The benefits that VDSS will realize as a result of REI having the ISO 9001:2016 certification are:

* **Consistency** - REI will ensure a consistent workflow process, with a low variation rate, ensuring product consistency and quality.
* **Fast Problem Resolution** - REI will be able to quickly resolve any issue because of policies, processes, and procedures in our QMS. In addition, REI will initiate effective corrective action by collecting and analyzing customer feedback.
* **Meeting Customers’ Expectations** - REI will meet VDSS expectations and requirements by ensuring continued quality through the application of preventative measures. In addition, REI will comply with all regulatory requirements that govern the project. QMS ensures continued quality through the application of preventative measures.
* **Maintaining Certification** - REI will maintain the ISO certification through regular audits to ensure compliance. Through the ongoing process of continued scrutiny, REI will increase its QMS effectiveness and improve final product quality by improving and evolving our QMS to address different issues over time.

1. **ISO 20000-1:2011 – Information Technology Service Management System (SMS)**

This certification specifies requirements for the service provider to plan, establish, implement, operate, monitor, review, maintain and improve an SMS. The requirements include the design, transition, delivery and improvement of services to fulfill agreed service requirements.

The benefits that VDSS will realize as a result of REI having the ISO 20000-1:2011 certification are:

* REI will fulfill VDSS system service requirements.
* REI will provide a consistent approach to providing service.
* REI will measure and monitor its service management processes.

1. **ISO 27001:2013 – Information Security – Security Techniques**

This certification specifies the requirements for establishing, implementing, maintaining, and continually improving an information security management system within the context of the organization.

The benefits that VDSS will realize as a result of REI having the ISO 27001:2013 certification are:

REI will assess and mitigate information security risks tailored to the needs of VDSS through documented information security processes regarding:

* Information Security Policies;
* Organization of Information Security;
* Human Resource Security;
* Asset Management;
* Access Control;
* Cryptography;
* Physical and Environmental Security;
* Operations Security;
* Communications Security;
* System Acquisition, Development, and Maintenance;
* Supplier Relationships;
* Information Security Incident Management;
* Information Security Aspects of Business Management; and
* Compliance.

1. **ISO 27018:2014 – Information Security – Security Techniques**

This certification specifies the requirements for establishing, implementing, maintaining, and continually improving an information security management system within the context of the organization.

The benefits that VDSS will realize as a result of REI having the ISO 27018:2014 certification are:

* REI will only use PII in the way(s) VDSS have explicitly stated.
* REI will set up processes and technology VDSS external users to access their data.
* VDSS will have the processes to comply with their notification obligations in the event of a data breach.
* REI will keep VDSS data private unless required to turn it over.
* REI will notify VDSS of all locations that process their data.
* REI will have a policy to dispose of VDSS data no longer in use.
* REI operations will be regularly reviewed and audited by a third party.
* REI will ensure that every employee with access to VDSS data under an NDA.
* REI will ensure that its staff has adequate training in handline VDSS data in accordance with ISO 27018 guidelines.

# C.

## 4. Research and Development

State the percentage of your firm’s total revenue invested in Research and Development, as appropriate.

Investments in the future of our solutions is a competitive differentiator for REI. In 2021, REI’s total revenue invested in Research and Development was 5%. We anticipate this investment amount to continue to increase as our customers demand innovation to be embedded in our solutions.

## 5. Supplier Viability

Are you currently under any investigation that might materially adversely impact the Services or your ability to deliver the Services you are proposing? If so, explain.

REI Systems, Inc is not currently under any investigation that might materially adversely impact the Services our ability to deliver the Services we are proposing.

# D. Future, Long Term Vision and Strategic Plans

Provide information on your firm’s future, long-term vision, and strategic plans as they relate to the direction of the proposed Service and describe a clear vision of how your firm plans to support emerging technologies and industry standards.

With the highest quality solutions that support emerging technologies and meet industry standards, REI aspires to be a leading IT solutions provider for federal, state, and local governments. We believe deeply in improving the performance of government for citizens through the targeted use of technology and innovation. Our view is that technology is a tool to unlock greater trust and belief in the power of government institutions. By reimagining how our customers go about their day-to-day operations, we are driving towards a future where the boundaries between government and citizens are removed and any skepticism in the benefit of government services is eliminated.

For the past 34 years, REI has helped governments to modernize their IT systems so that they are better able to drive mission impact. Our experience spans the gamut of government agencies from State Departments of Education to NASA. We have also led technical maturation and innovation in numerous areas of public sector IT systems such as grants management solutions by developing the first online grants management system for NASA in 1999.

REI has rapidly expanded over the last few years and plans to continue to add capacity and expertise to serve our expanding customer base.

Since 2004, REI has partnered with Salesforce.com to develop applications on the Salesforce low-code (LCAP) platform, both for our customers’ modernization projects and for our COTS SaaS products. We believe that Salesforce.com represents the future platform of public sector system development. Salesforce’s flexible, configurable, and ever-evolving low-code (LCAP) platform solves many of the issues that plague legacy software and drive agencies to modernize their IT systems. REI will continue to expand our Salesforce capability, capacity, and expertise so that we can meet the needs of our customers and their mission.

In all of our projects, REI focuses on five strategic areas to add value and improve mission impact for our customers:

1. **Data Analytics / Visualization of Performance** – REI designs our IT solutions to provide insight into our customers’ data so that they can make better decisions by utilizing enhanced data analytics, comprehensive simple to understand dashboards, and performance metrics that improve social ROI for our customers;
2. **System-to-System Interfaces** – REI designs comprehensive integrations and interfaces so that our solutions can communicate with existing customer systems and third-party tools (system-to-system) to reduce manual data handoffs and exchanges, and data transcription errors. In addition, by seamlessly incorporating innovative third-party tools, we provide our customers with greater capability, efficiency, lower cost, and improved user adoption;
3. **Artificial Intelligence / Machine Learning** – REI looks for ways to incorporate predictive analytics and artificial intelligence into our solutions that increase staff effectiveness and efficiency through a more intelligent system;
4. **User Experience and Usability** – REI designs our solutions with user experience and ease of adoption in mind. REI’s modernization strategy is to not only add needed functionality but to also improve usability by making business processes and workflows simpler to understand and use;
5. **Improving Long-term Product Sustainability** – With every solution that we develop, REI strives to provide our customers with increased business flexibility, self-service capabilities, and lowered total cost of system ownership.

REI is also committed to enhancing our Salesforce capability and expertise by leveraging lessons learned from our Salesforce projects to refine our best practices and create new implementation approaches. This process has resulted in many successful process innovations that help us to better serve our customers such as:

* Mindful Modernization Approach®;
* Envision, Build, and Deploy Implementation Model;
* REI Agile Delivery Framework (ADF);
* CCAIR Organizational Change Management (OCM);
* Design, Build and Execute Data Migration Approach; and
* REI Training Center of Excellence (CoE).

# E. Supplier Experience Level and Customer References

## Salesforce Certified Partner

REI has been a Salesforce partner since 2004. Over that time, we have completed more than 500 implementations of Salesforce for 200+ customers across numerous disparate industries and domains. REI has a long-standing history with Salesforce and understands what it takes to deliver against VDSS’ needs and future vision.

## Experience

In addition, respondents to this RFP should possess the following minimum experience:

1. Access to and experience with Salesforce Accelerator Services;

As part of our best practice, we always start with the “accelerator-first approach”. REI has used many Salesforce accelerators both homegrown and from AppExchange to accelerate the implementation.

Below are examples of accelerators leveraged by REI implementations:

* Salesforce Flows: Pre-built flows for enhanced user guidance;
* Tableau CRM: Pre-built with datasets and recipes for use cases such as program outcomes, KPIs, distribution of dollars and services by county and congressional districts, etc.;
* Salesforce 1 Mobile User Experience Design;
* Collab - A layer on top of Salesforce chatter to address accessibility issues with Chatter;
* Expedite Integration with Financial Systems such as NetSuite, People Soft, CGI FiNet, MIP, Oracle Financials;
* Grants Management for Education; and
* Salesforce FTP accelerators as Salesforce does not support FTP protocol and many legacy government systems only support FTP for data/files transfer.

We are currently assisting Salesforce in developing a Grants Management accelerator for their Public Sector Solution offering.

Additionally, we have developed many in-house accelerators such as Application Intake, Review and Scoring, Eligibility Checker, Case Management, Documentation Generation, Adobe and DocuSign E-Signature, SharePoint Connector, Box Connector, Financial System Connector, Recipient that Portal can be utilized for VDSS to expedite implementation of potential projects such as Eligibility and Enrollment and Comprehensive Child Welfare Information System (CCWIS) projects.

2. Access to and experience accelerating DDI and integration of applications using Salesforce Lightning pre-built component accelerators; and,

REI has strong experience in leveraging salesforce pre-built lightning components and building custom lightning web/aura component accelerators on top of native blueprints to solve complex use cases. We have built custom Lightning Web Components for responsive and efficient user interfaces, integrating them into page layouts, and enhancing user interactions and workflows with JavaScript and HTML. Below are a few examples of our experience:

* Flex table component - provides functionality similar to Excel Sheet, which significantly improves data entry on the Salesforce layout.
* Snapshot History - Allows a user to take PDF snapshots of records as needed or automatically take snapshots based on record status change to augment Salesforce audit capabilities as Shield tracking is available only for limited fields.
* Enhanced Email - Adds Governance to the emails sent by Salesforce based on internal users, external users, groups, etc. This accelerator has been heavily used in government space to account to meet sensitivity around communication and privacy requirements.
* Sidebar - Provides quick navigation to pages and actions as a sidebar not available as an OOTB feature from Salesforce.
* Enhanced Utility Bar - for quick access to Tools and actions as a utility bar in the footer. For example, access to calculators, calendars, etc.

3. Experience with large scale Salesforce solutions:

REI has successfully built and deployed large-scale enterprise solutions on the Salesforce platform for federal and state agencies. Below are examples of a few of our recent large implementations:

* Customer relationship management (CRM) solution for NASA;
* Deal Management System for USAID; and
* Grants Management System on Salesforce for Los Angeles Homeless Services Authority (LAHSA), the Legal Services Corporation (LSC), and the National Endowment for Democracy (NED).

## Key Personnel

Any SOW issued pursuant to an awarded Contract pursuant to this RFP may require specific Salesforce programmer certifications for Key Personnel, including the following:

1. Certified Technical Architect

2. Platform Developer I

3. Platform Developer II

4. Javascript Developer

Supplier must have the ability to staff its projects with Key Personnel having such minimum qualifications, and if Supplier cannot demonstrate in its proposal the ability to staff qualified individuals (through example resumes with applicable certification levels listed) it **may not** advance in the evaluation process.

For each SOW issued, REI can staff its projects with Key Personnel having the specific Salesforce program certifications including the following:

* Certified Technical Architect;
* Platform Developer I;
* Platform Developer II; and
* JavaScript Developer.

REI includes sample resumes in Appendix B of this proposal showing the experience and skill sets of our personnel.

## References

# F. Performance Standards Methodology

Please describe the methodology used to develop your firm’s internal performance standards, the processes and tools used to monitor and measure performance against those standards, and the management reporting systems that capture this data.

In particular, please describe your firm’s ability to complete Salesforce integration projects within the approved scope, schedule, and budget. When projects have not been completed within these parameters, please explain what the deviation was and describe the monetary amount and/or schedule extension in any resulting contract modification(s).

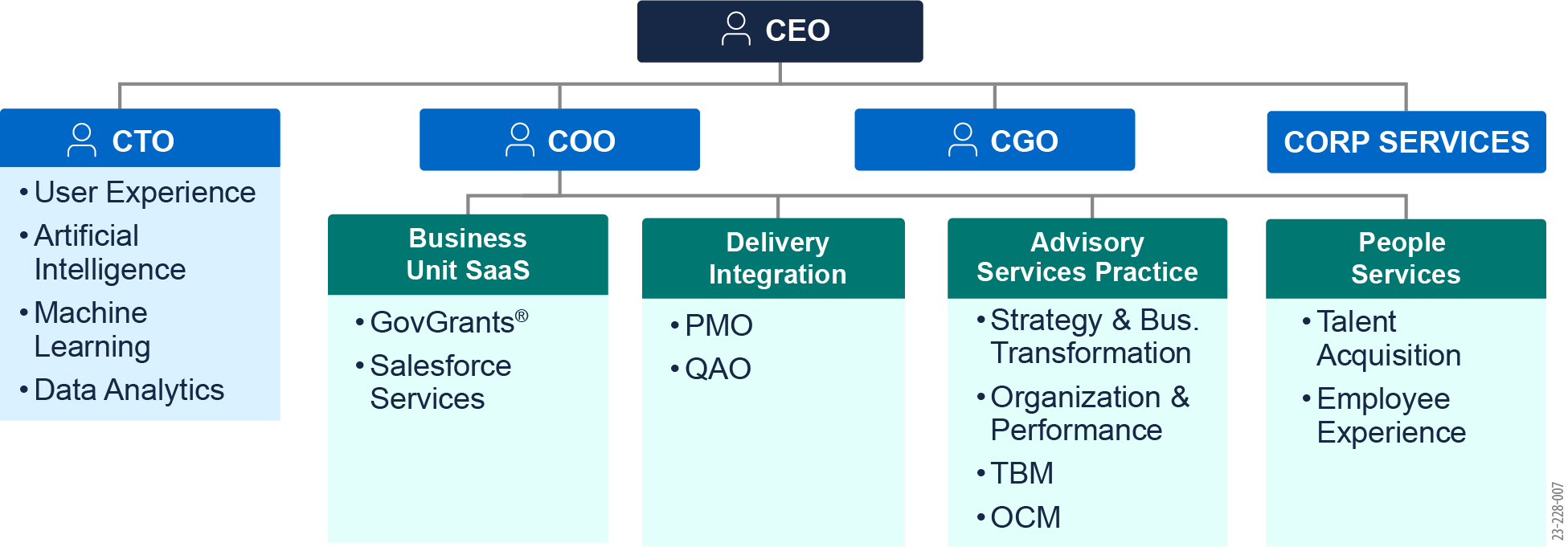
Indicate your firm’s present customer satisfaction rating, summarize customer satisfaction criteria, and describe the methodology used to measure customer satisfaction. Please include any relevant publication ratings or articles.

As a professional services company focused on providing cutting-edge IT solutions for government agencies, REI is purposefully structured to provide the highest quality solutions with the greatest customer service. All of REI’s projects and customer delivery is overseen by a corporate entity known as the Delivery Integration Team (DIT). DIT is led by REI’s Chief Operating Officer and provides project oversight, delivery support, and performance monitoring across all of REI’s delivery teams.

All REI projects submit a monthly Project Health Card (PHC) for review from the oversight of our corporate Project Management Office (PMO) and Quality Assurance Office (QAO) which are represented on DIT. Our project delivery teams are grouped by domain – Health Systems, Software as a Service, Open Government and Public Safety, and Science and Technology. The products and services outlined in this proposal will be provided by the Software as a Service Business Unit with support from PMO/QAO.

Exhibit 17. REI Systems Organizational Structure Aims to Provide the Highest Quality Government Solutions with the Greatest Customer Service

REI’s delivery teams are grouped by domain with the product and services outlined herein being provided by the Software as a Service Business Unit.



As a project management best practice, REI has each of its projects track project health across a number of metrics under the PHC. Tracking project health monthly allows REI to keep projects on track by identifying any project management issues before they disrupt the project schedule or impact project scope.

At a high level, under the guidance of the corporate PMO, REI Project Managers are asked to track project schedule variances, cost variances, resource issues, scope-related issues, and the quality of underlying solutions. These project management metrics will enable VDSS stakeholders to:

* Have visibility into project status and any potential blockers;
* Assess the status of the project in terms of schedule, resources, and scope;
* Identify project risks/issues; and
* Assess the quality of solution delivered.

**Exhibit 18.** below describes the key service level metrics that REI uses for project tracking.

Exhibit 18. REI’s Project Service Level Metrics

Tracking the health of a project across multiple dimensions on a regular basis allows for pre-emptive interventions and mitigations.

| Project Category | Service Level Metrics | Objective | How is it calculated? |
| --- | --- | --- | --- |
| Schedule | Schedule Variance | Schedule Variance (SV) is the measure of schedule performance of the project. | It is the difference of the planned schedule and the actual schedule. |
| Budget | Cost Variance | Cost Variance (CV) is the measure of budget spent on the project implementation. | It is the difference of planned costs and the actual costs. |
| Resource | Resource Utilization % | Resource Utilization % helps to measure the productivity of the resources involved. | It is calculated for each resource as total effort spent/total effort budgeted. |
| Scope | # of Change Requests | Change requests helps to manage the scope of the project and keeps the scope controlled. | Any deviation in requirements from baselined project scope will be managed as change requests. |
| Quality | Defects Resolution % | Defect resolution % helps to keep track of defects resolution and quality of the software code. | It is calculated as defects closed/open defects. |

Indicate your firm’s present customer satisfaction rating, summarize customer satisfaction criteria, and describe the methodology used to measure customer satisfaction. Please include any relevant publication ratings or articles.

Methodology Used to Measure Customer Satisfaction

REI believes that customer satisfaction begins with delivering high-quality products that help our customers advance their mission. We collect customer satisfaction ratings through three primary sources

* Contract Performance Assessment Reporting System (**CPARS**) - CPARS are provided by REI’s Federal government customers directly. The rating categories are “Exceptional”, “Very Good”, “Satisfactory”, “Marginal”, and “Unsatisfactory.” REI’s CPARS data is provided at a contractual level and can be requested by a government official directly through the CPARS website – [www.cpars.gov](http://www.cpars.gov).
* **Open Ratings** (D&B)- Open Ratings are provided out of score of 100 points. To calculate the aggregate score, D&B asks a series of 10 questions each scored 0-10. REI currently maintains a 92 out of 100 Open Ratings score.
* **REI Customer Survey** - REI’s Quality Assurance Group conducts annual customer surveys, in accordance with industry best practices and as shown in **Exhibit** 19, that help to ensure we are addressing our goal of “Customers for Life.” We use Net Promoter Score (NPS) as the quantifiable metric to assess customer satisfaction.

Exhibit 19. REI’s Annual Customer Survey

REI annual surveys provide feedback that enables us to continue to increase customer satisfaction and address the “Customer for Life” goal.



# G. Governance and Compliance Management

Please describe your firm’s management processes that ensure governance and compliance with all federally mandated laws and regulations used by your industry, and in provision of your services to your customers. Also, please provide a detailed description on how you will provide governance and compliance with any of VDSS’s required security and data privacy requirements, or any other requirements specified in this RFP, that are not currently managed by your firm, but that you will be willing to do should an award be made to your firm.

REI was incorporated in the Commonwealth of Virginia in 1989 and has been a government contractor since incorporation. As such we follow all government policies and regulation pertaining to reporting, HR policies, and accounting/contracting.

REI has vast experience in many US Federal agencies such as DHS, NASA, OMB, DOJ, DOE, GSA, HRSA, and USDA to manage organizational risk using NIST’s Risk Management Framework (RMF). We have followed the NIST Special Publication 800-122 “Guide to Protecting the Confidentiality of Personally Identifiable Information (PII)” and agency guidance to protect information systems that process and store Personally Identifiable Information (PII) and have experience in hosting and protecting federal information systems (Moderate categorization) that process and store sensitive PII.

REI Solutions Support Recent Federal Regulatory Changes

Over the past few years, the Federal government has instituted several new regulations that impact the recipients of Federal funds. The new **Uniform Grant Guidance** (UGG) places new responsibilities on States to measure performance outcomes while simultaneously ensuring compliance. The **DATA Act** enforces the use of electronic data standards on all Federal fund disbursements.

REI solutions provide agencies with the native toolkit to keep pace with these changes.

We are well-versed with US laws and guidance pertaining to security and data privacy such as Federal Information Security Management Act (FISMA), the Computer Security Act of 1987, OMB Circular A-130, NIST Special Publications and the security standards, policies & guidelines as mandated by various Federal agencies.

We host our Salesforce solutions on the FedRAMP-certified Salesforce Government Cloud. Salesforce maintains compliance with the world’s most demanding security and auditing standards with respect to Salesforce Government Cloud such as:

* PCI DSS Level 1;
* ISO 27001/27018;
* SOC 1/SSAE 16/ISAE 3402 (formerly SAS70);
* SOC 2; and
* SOC 3.

Project governance – specifically the ability to make key decisions in a timely manner and have others follow – is a critical component to any successful IT project implementation. The distributed and potentially siloed nature of establishing a grants management system that is used across grant program staff necessitates governance.

To ensure the governance and compliance with all federally mandated laws and regulations, REI typically installs two pillars as part of its project governance framework: first, establishing a governance team; and second, creating multiple communication channels to ensure adequate information flows.

Establishing a Governance Team

REI will establish a governance model which consists of VDSS’s executive stakeholders, grant stakeholders from various programs, and REI project stakeholders. **Exhibit 20.** describes the roles that will be established and are key for the success of the Governance Team.

Exhibit 20. A Decision-Making Governance Team Helps to Ensure Overall Project Performance

REI has established an approach to ensuring project governance supports VDSS’s Salesforce implementation.

| Role | Responsibilities |
| --- | --- |
| Project Sponsor | The Project Sponsor sets the strategic direction and provides an oversight that keeps all the VDSS stakeholder engaged and involved in the Grants Management Implementation. |
| Steering Committee | The Steering Committee provides functional, grants management business-centric direction. It is accountable for meeting project objectives and is involved in managing end-user expectations and driving consensus when divergent functional and technical perspectives emerge. |
| PMO Office (Optional) | The PMO provides operational direction on a weekly basis by managing weekly activities, resources, risks/issues and timelines. |
| Project Manager | The Project Manager (PM) provides tactical directions and confirms that project activities/deliverables are conducted in a timely fashion and meets the quality expected. The PM also identifies any risks and issues and escalates them to the PMO for each phase of the project. |

Creating Multiple Communication Channels

Communication is critical to establish transparency across multiple stakeholders and showcase project compliance and progress. **Exhibit 21.** describes the meeting cadences that REI would establish.

Exhibit 21. A Multi-Channel Communication Model Minimizes Project Surprises

REI will constantly be in touch with VDSS stakeholders and project staff to surface project issues and risks before they impact project execution.

| Meeting Name | Objective | Participants |
| --- | --- | --- |
| Weekly Status Reporting | Provides weekly updates of project activities, resources, and timelines | Project Manager |
| Project Governance Monthly Executive Reporting | Provides the overall project progress at a high level and identifies any stakeholder conflicts | Project Sponsor  Steering Committee  PMO  Project Manager |

# H. Security Risk Management Overview

Please provide an overview of your firm’s comprehensive security risk management processes including your application, monitoring, and management of the controls used. Provide details as to how you establish the context for security risk-based decisions, how you assess the risk, how you respond to the risk once it’s determined, and how you monitor the risk on an ongoing basis using communications and feedback for continuous improvement within your organization.

REI is an ISO/IEC 27001:2013 certified organization, and we are well-versed with various federal laws pertaining to security and privacy such as FISMA, the Computer Security Act of 1987, OMB Circular A-130, NIST Special Publications and the security standards, policies & guidelines as mandated by various Federal agencies. **REI has vast experience supporting the Assessment & Authorization (A&A) process and obtaining an Authority to Operate (ATO) for their information systems. We have followed the NIST (NIST SP 800-122) and agency guidance to protect information systems that process and store Personally Identifiable Information (PII)** and have experience in hosting and protection of Federal information systems (FISMA Moderate categorization) that process and store sensitive PII. We have experience across the Government securing, monitoring, and responding to incidents in systems at agencies such as HRSA, DHS, NASA, OMB, DOJ, DOE, GSA, and USDA.

During the development process, REI will analyze future changes in the application for impacts to the security controls and posture that may require updates to the security documents such as Privacy Threshold Assessment (PTA), Privacy Impact Assessment (PIA), System Security Plan (SSP), and other related security documents as requested by the CISO or the ISSO. Our application development team will provide the necessary information to the VDSS ISSO to allow for timely updates in the event of a posture or boundary change. Our program manager will track compliance with all VDSS required NDAs, security training, or other security office requirements of onboarded and existing staff.

Our team will ensure that we comply with VDSS mandated information security and privacy requirements from the contract initiation to its expiration. We will comply with the VDSS EPLC processes and Enterprise Architecture requirements. **Our *Application Delivery Framewor*k will integrate application security touch points into the entire lifecycle of development to assure security is built into applications from the ground up.** We will use incremental threat modeling and architectural risk analysis to assure software designs are secure. The development team, which is trained in secure coding practices, will adhere to the secure coding standards and guidelines to build secure code. Using ourleading-edge CI/CD approach, our system will be tested frequently for security vulnerabilities and our code analyzed at every check-in to detect any unsafe coding practices. This improves our ability to deliver value, as our developers spend less time reacting to security issues and more time delivering features.

A summary of the specific methods we will employ to meet VDSS security can be found in **Exhibit** 22.

Exhibit 22. Methods to Control Quality to Secure VDSS Sensitive Information & Information Systems

| Security Requirement/Measure | REI Quality Standard (Acceptability) |
| --- | --- |
| Safeguarding Information and Information Systems including PII | 100% compliance in encrypting sensitive information and securing computing devices utilized to store & process that information with FIPS 140-2 compliant cryptographic modules. |
| Confidentiality and Nondisclosure of Information  Contractor Non-Disclosure Agreement (NDA) | 100% compliance in the Completion of VDSS Specific NDA before access to VDSS information resources and Reading and signing “Rules of Behavior”. |
| Controlled Unclassified Information (CUI) | REI is an ISO 27001:2013 certified organization. The ISO 27001 standard has a direct mapping to the security controls listed in the NIST SP 800-171 (*Protecting Controlled Unclassified Information in Nonfederal Information Systems and Organizations).* |
| Incident Response | Comply with HHS and VDSS policy and procedures, NIST standards and guidelines, and US-CERT notification guidelines and OMB M-17-12. |
| Internet Protocol Version 6 (IPv6) and Government Websites | Compliance with OMB Memorandum M-05-22 (Transition Planning for IPv6) and implementation of HTTPS & HSTS protocols. |
| Training | Complete mandatory and role based training before access to VDSS Resources and Information. |
| Position Sensitivity Designations and Roster of Staff | Participate in background process as applicable  Roster submitted to the COR, with a copy to the Contracting Officer, within 7 days of the effective date of this contract. Updates to the roster submitted within 3 days of the change. |
| Incident Response | Comply with HHS and VDSS policy and procedures, NIST standards and guidelines, and US-CERT notification guidelines and OMB M-17-12. |

REI understands that the protection of PII is of paramount importance. As such, we will ensure that all the appropriate risk mitigation strategies and procedures are in place to secure the sensitive information including PII and information assets under this contract to the greatest possible extent. We will follow HHS policies & procedures, NIST SP 800-122, Guide to Protecting the Confidentiality of Personally Identifiable Information and NIST SP 800-53 rev.4 guidance.

### Privacy Incident Handling and Notification

We will continuously monitor the information systems for any suspicious activities and security breaches. In the event of a suspected or confirmed incident or breach, **we will protect all sensitive information, including any PII created, stored, or transmitted in the performance of this contract** to avoid a secondary sensitive information incident with FIPS 140-2 validated encryption. Unless instructed by the Contracting Officer or representative, we will not notify individuals that may be affected by the security incident. If so instructed by the Contracting Officer or representative, we shall send notifications to affected individuals based on VDSS guidelines. We will report all suspected and confirmed information security and privacy incidents and breaches to the VDSS Incident Response Team (IRT), COR, CO, VDSS SOP (or his or her designee), and other stakeholders, including incidents involving PII, in any medium or form, including paper, oral, or electronic, as soon as possible and without unreasonable delay, no later than one (1) hour, and consistent with the applicable VDSS policy and procedures, NIST standards and guidelines, as well as US-CERT notification guidelines. **We will comply with OMB M-17-12, “Preparing for and Responding to a Breach of Personally Identifiable Information”**, VDSS incident response policies when handling PII breaches and will provide full access and cooperation on all activities as determined by the Government to ensure an effective incident response, including providing all requested images, log files, and event information to facilitate rapid resolution of sensitive information incidents.

### Privacy Plan

In the absence of a System Security Plan (SSP), **REI will submit a Privacy Plan in accordance with the HHS IS2P, NIST 800-122, Guide to Protecting the Confidentiality of Personally Identifiable Information and NIST 800-53 rev.4**. The initial draft of the privacy plan will be submitted 120 days prior to the EPLC Design Readiness Review and a final draft 120 days prior to the Operational Readiness Review. The final version will be submitted 30 days prior to the Operational Readiness Review The plan shall, among other security controls, verify the adequacy of REI’s existing internal corporate policy, which is based on NIST 800-53, that it addresses the VDSS mandated information protection requirements to include storing, processing and trans

# I. Disaster Recovery/Security Plan

Describe in detail your firm’s plans to mitigate against any disaster that would affect the ability to provide VDSS with the proposed Service. Provide a detailed plan of your firm’s security infrastructure including, facility and information technology security. Provide your firm’s plans of action for the following security incidents, as applicable to the RFP:

• Interruption of service including denial of service attacks

• Vulnerability incidents

• Data loss or compromise

• Insider attacks

Disaster Recovery

VDSS applications will be deployed on the Salesforce cloud platform, which provides world-class disaster recovery plans and procedures for its more than 100,000 customers. As the world’s most trusted cloud provider, Salesforce has invested heavily in ensuring the business continuity and uptime of its customers – many of whom have placed mission-critical applications on its platform. Cloud computing services provided by Salesforce reduce the need for complex disaster recovery plans to be managed by the client and comprehensively increase the recovery/resolution times for them.

Salesforce completely owns the processes and will provide disaster recovery solutions for VDSS. The Salesforce service performs real-time replication to disk at each data center and near real-time data replication between the production data center and the disaster recovery centers. The data are transmitted across encrypted links. The disaster recovery tests verify the projected recovery times and the integrity of the data.

Salesforce has a government-specific cloud (GovCloud), which is meant for Federal, state, and local governments only, and the Salesforce application will be hosted on that GovCloud. Salesforce has two FedRAMP-certified data centers in the United States (Northern Virginia and Chicago, Illinois). In the event of a disaster, the Salesforce Continuity Of Operations Plans (COOPs) will restore the backup environments, and REI will need to perform regression testing to ensure that the system is fully operational. REI will work with the VDSS’s Information Technology (IT) staff to prepare an integrated disaster recovery plan after fully understanding the current COOP approach at VDSS. REI has extensive experience working with our customers preparing computer systems security plans, and in supporting annual COOP tabletop exercises to assess and test readiness to respond to disasters.

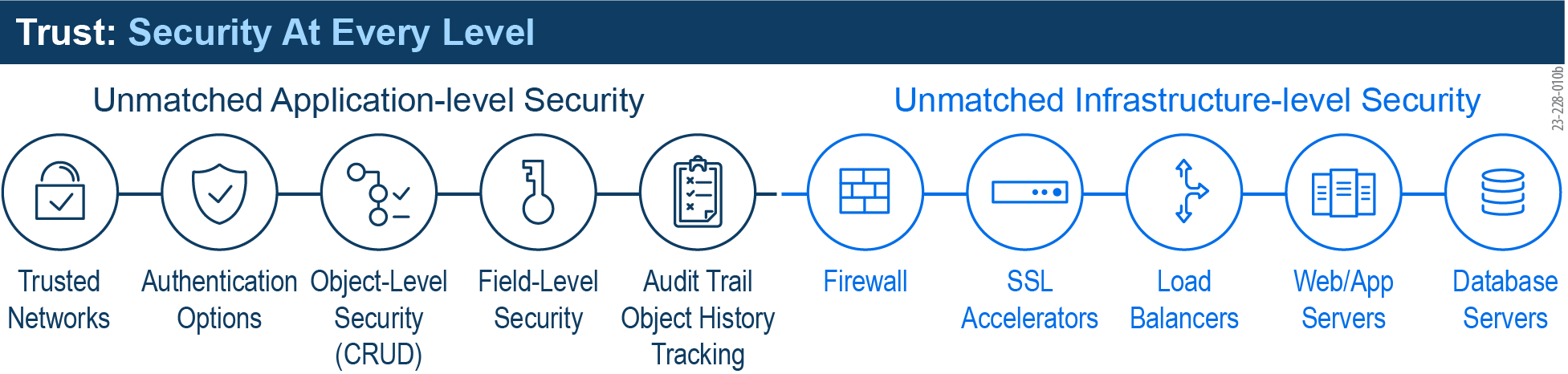
Please visit the following site for more details on Salesforce disaster recovery plans: <https://help.salesforce.com/articleView?id=000213366&type=1>

Security Plan

Most of the Fortune 100 companies utilize Salesforce’s cloud for automating critical business processes and storing VDSS business data. The underlying Salesforce platform and related infrastructure have many layers of security to prevent various types of threats and achieve SAS 70 Type II, SysTrust, ISO 27001, and FedRAMP certifications. The Salesforce security is provided at every level from the platform infrastructure to the application security levels as indicated in **Exhibit** 23below.

Exhibit 23. Salesforce Platform Security Levels

Salesforce provides extensive security levels at the cloud platform level and for use at the application level.



Salesforce secures its platform in many different ways. For example:

* Stateful packet inspection (SPI) firewalls inspect all network packets and prevent unauthorized connections;
* Bastion hosts (special-purpose computers designed to withstand attacks) act as hardened barriers between the perimeter and core firewalls;
* Two-factor authentication processes verify the identity of access requests to internal systems; and
* End-to-end TLS/SSL cryptographic protocols encrypt all network data transmissions. Salesforce.com implements industry-accepted best practices to harden all underlying host computers that support the various software layers of the Salesforce cloud platform.

In the event of a data breach, REI shall be responsible for following all protocols related to notification at the individual claimant level. Salesforce provides Trust Notifications in near real-time. The platform automatically emails notifications regarding incidents to all users.

To accomplish Intrusion Detection, Salesforce, or an authorized third party, will monitor the Covered Services for unauthorized intrusions using network-based and/or host-based intrusion detection mechanisms. Salesforce may analyze data collected by users' web browsers (e.g., device type, screen resolution, time zone, operating system version, browser type and version, system fonts, installed browser plug-ins, enabled MIME types, etc.) for security purposes, including to detect compromised browsers, to prevent fraudulent authentications, and to ensure that the Covered Services function properly.

The Security Logs of all systems used in the provision of the Covered Services, including firewalls, routers, network switches, and operating systems, log information to their respective system log facility or a centralized syslog server (for network systems) to enable security reviews and analysis.

Salesforce maintains security incident management policies and procedures. Salesforce notifies impacted customers without undue delay of any unauthorized disclosure of their respective Customer Data by Salesforce, or its agents of which Salesforce becomes aware to the extent permitted by law.

Salesforce publishes system status information on the Salesforce Trust website. Salesforce typically notifies customers of significant system incidents by email, and for incidents lasting more than one hour, may invite impacted customers to join a conference call about the incident and Salesforce’s response.

# J. Service and Support Management

## 1. Post Implementation and Account Management Plan

Provide a detailed description of the approach that your firm would recommend in order to achieve maximum Service Levels within a minimal amount of time following Service implementation. This should include a description of the approach your firm would take to provide O&M Services, if requested by VDSS.

REI has been externally appraised at CMMI Level 3 and is ISO 9001:2016 certified in the development of information technology solutions. These credentials are the result of our industry-standard, repeatable processes, developed and refined over years of execution on hundreds of projects. We employ this process rigor across our portfolio of government projects.

Once a project has been deployed to production, REI has a structured approach to support the system post-implementation as well. REI has a Customer Success Team that is engaged once the system is ready for production deployment. Post implementation the system is formally handed over to VDSS. To empower and support the transition to VDSS, the Customer Success Team will work alongside VDSS’ help desk staff in the first 90 days of post-production. The goal of this transition period is that VDSS is ready to provide help desk support to their end users after 90 days.

REI recommends that VDSS identify the end user support/help desk staff at the start of the project. This way, they can be involved from the outset of deployment and participate in product demonstrations to better understand the system. REI will also offer VDSS the option to go through the formal REI Salesforce Administrator Training to maximize its staff’s understanding of the solution’s capabilities, overall system administration, and product usage best practices.

REI’s training types are outlined below in **Exhibit** 24whichhighlights the objectives, target audience, approach, inputs, and results of our system training with any pre-requisites or additional required resources.

Exhibit 24. REI Provides a Variety of Training Types to VDSS Users

A table with text on it

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Post-production, REI makes sure that our customers have access to a wide variety of training materials, learning materials, and system resource materials, including:

* A written **Training Guide**;
* A built-in **Online Knowledge Base** library containing dynamic content including product user manuals, quick reference guides, and standard operating procedures;
* On-demand **training videos**; and
* **Product release notes** to support adoption and help our customers grow with their Salesforce Solution.

In addition (after the initial implementation and release training outlined above and during the contract period) REI provides a block of monthly office hours that the VDSS can use for training (virtual hands-on classroom style or ad hoc). VDSS users will have access to all of the self-service training tools outlined above.

REI understands that each client has a variety of policies and procedures, so we will work with the VDSS team to ensure that these guides and self-help tools reflect that. This is something that can be discussed during implementation or afterward with the CST team.

## 2. Post-Deployment Support

Upon the end of the warranty period and request from VDSS, REI can provide O&M services. To ensure ongoing support and successful system adoption post-Go-Live, our development team will transition the built systems to the REI Customer Success Team (CST) completely within 90 days of Go-Live. There are broadly three levels of system support – Tier I End User Support, Tier II Technical Support, and Tier III Platform Support. Each support tier has its own set of responsibilities and engagement model. The scope of each support tier is listed below:

* **Tier I (End User Support/Helpdesk)**: Tier I provides first-line support for all users who need help with the system. This type of support interfaces with all user types. REI will assist end-users with their day-to-day activities on the Salesforce platform. It involves answering training and onboarding, supporting user queries, providing guidance on how to use Salesforce features and functionalities, resolving user-related issues, and ensuring user adoption and satisfaction. This is your traditional “help desk” function for the solution. REI will leverage our experience of operating several world-class ITIL and CMMI-compliant Help Desks for government and commercial clients. One of the top priorities of our Helpdesk support is to ensure a consistent response to problem resolution, service requests, status reporting, and notification of changes related to the system. REI implements standardized call scripts, Service Desk guides, and SOPs through strict adherence to ITIL processes, allowing us to support rising monthly contact counts and increasingly complex user issues all while reducing response times. REI’s Helpdesk service will offer a responsive end-to-end solution that includes troubleshooting problems at all levels, real-time remote assistance, provision of desk-side visits, and technical assistance.
* **Tier II (Product Support)**: Tier II support serves to address all system-level issues, defects, and enhancements and involves addressing technical issues related to the Salesforce platform itself, such as system errors, performance optimization, data integrity, platform upgrades, security patches, and feature enhancements. Tier II also includes supporting enhancements where the REI CST team will make changes to existing configurations, implement new features, and develop custom solutions.
* **Tier III (Platform Support):** Tier III addresses any issue related to the underlying Salesforce platform. If any such issue were to arise, Tier II would initiate engagement with Salesforce’s technical team and coordinate the resolution.

The REI CST team consists of developers, analysts, and a customer success manager who will provide Tier-I, Tier-II, and Tier-III throughout the life of the O&M services contract. The CST will fix issues reported in production, answer user questions escalated by VDSS users, and implement any additional changes or enhancements requested and approved by VDSS. REI CST is led by a Customer Support Manager to support the system post-production. The Customer Success Team is available weekdays (Monday – Friday) from 8:00 a.m. to 6:00 p.m. EST, with the exception of U.S. Federal Government holidays.

REI has a well-established support initiation and resolution process for engaging with the Customer Success Team. VDSS users should report any issues to the Customer Success Team following our standard Support Engagement model as outlined below in Error! Reference source not found.. This graphic shows the engagement model for how VDSS reports issues, errors, and requests with their system and how our Customer Success Team responds and provides resolutions to all requests categorized as Tier I, Tier II, and Tier III.

Exhibit 25. Engagement Model for GMS Users

A diagram of a flowchart

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All requests handled by the Customer Success Team are logged into a Ticketing System (Zendesk). Zendesk provides the number, type, and resolution time of the inquiries. This information is used to monitor activities and analyze requests to make continuous improvements, streamline processes, and come up with innovative solutions for user support.

If needed, our O&M services approach can be adjusted per VDSS guidance. We have reviewed and are confident that we can support Service Levels as defined in RFP Appendix A. Any adjustments to O&M services and impact on SLAs can be finalized during contract execution.

## 3. Account Management Plan

Provide a detailed description of the approach that your firm would take in order to manage the business and performance aspects of an awarded contract. Provide a detailed description of the approach your firm would take to support self-sufficiency of a public body with respect to the Services and the transition of Services management to a public body requesting such transition.

By submitting a proposal, you agree that you shall, if awarded a contract pursuant to this RFP, consent to participation in the meeting(s) of the Steering Committee described in the Steering Committee section of the VDSS Information Technology Solution Contract template found in Appendix F to this RFP. Please identify the titles and areas of responsibility of persons within your firm you would commit to serve on this Steering Committee.

REI believes in supporting its “customers for life”. Many of our government customers have chosen to continue to work with us year after year because of our ability to effectively manage the business and performance aspects of our contracts.

REI will have Sr Director and Contracts Director as part of the Steering Committee outlined as part of the contract herein. These members of REI’s senior executive team can be part of regular calls (i.e., quarterly) to discuss the performance of the contract and any course corrections that may be needed.

To support the self-sufficiency and ongoing performance of the solution throughout the life of the rewarded contract, REI will provide Product Support (Tier II) for the life of the contract.

To support the need of transitioning the end user support to VDSS staff, REI will work closely with the support staff during the first 4 weeks of production deployment to empower them and provide guidance with regard to real end-user queries. During this transition period, VDSS staff can reach out to the REI customer success team for Salesforce system-specific “how-to” questions on an ad-hoc basis.

REI will also set up a knowledge base portal for the end users as well as the VDSS staff that will have the user guides, recorded video sessions of any prior training (if opted for by VDSS), and other system documentation (where applicable).

## 4. Project Team

i. Once SOWs are issued, VDSS will require the resumes of all key members of the project team, including, if applicable, the following:  
Regional vice President(s) responsible for the VDSS account  
Account Manager  
Contract Administrator  
Project Managers  
Business Lead  
Technical Lead  
Data Lead  
Security Lead  
Testing Lead  
Architecture Lead  
  
These key members of the project team shall be responsible for the accounts of VDSS. Please describe at a high level how you will staff potential projects resulting from this RFP.

Achieving VDSS’ objective for migrating and configuring VDSS health and human services systems into the Salesforce low-code platform provided by VITA means finding and keeping the right resources to ensure the highest productivity and collaboration throughout the contract. Team REI uses a combination of full-time and matrixed staffing approaches and proven recruiting processes that have been developed and fine-tuned over multiple similar IT programs.

When each SOW is released, REI will provide individuals that best match the task skill requirements, offering each customer a best-value approach tailored to the solution itself. This flexible model ensures excellent customer service and satisfaction of VDSS’ current and future goals by providing a team of dedicated staff and Salesforce-specialty staff as needed. The staff is drawn from our pool of specialized IT and Salesforce professionals who understand the core modernization and business needs as well as directly relevant technology.

Collectively, the team proposed for each SOW will bring lessons learned from these experiences to support VDSS’ future ambitions of more efficient and effective systems. The proposed team will also have reach back into grants SMEs within REI to support grants business process redesign and other deep-dive expertise, if and as needed.

ii. Describe the level of access the proposed project team members have within your organization and the authority they have to commit resources to meet unexpected surges in activity and/or to respond to service issues.

REI’s Project Manager has the authority to commit additional resources to the project to meet any unexpected surges in activity. The Project Manager will work with our Corporate Delivery Team to identify the right resources across the organization regardless of the team to support VDSS.

The viability of our Salesforce solutions depend on our ability to support customers post-go-live. The REI Customer Success Team provides operations and maintenance support post-production deployment. The Customer Success Team Manager has the authority to commit additional resources to address any service issues.

iii. Describe your firm’s vetting practices, including background checks, fingerprinting and citizenship verification, for employees and subcontractors who have access to your firm’s security infrastructure and cloud hosting operations (if your proposal offering includes hosting by your firm or a third party) and any federal vetting requirements that your firm currently complies with/has complied with. Also, describe how your firm would comply with a customer’s particular security vetting requirements.

REI proposes to host solutions on Salesforce’s FedRAMP-certified cloud infrastructure. In accordance with FedRAMP policies, only US Citizens have access to this infrastructure. Additional information can be found here: https://compliance.salesforce.com/en/fedramp.

What is more, REI has supported the design, development, and maintenance of mission-critical IT systems for the government for more than 34 years. As such, background checks are part of the hiring process. REI performs a background check on any new hire before they join the organization. REI also supports any customer-specific background check requirements specified in the contract before starting an employee or subcontractor on the project. Most of our 840 employees support the government agencies and go through an internal vetting process followed by customer specific vetting. For example, our staff members have clearance from public trust all the way to secret level.

REI will work with VDSS to comply with any specific security vetting requirements requested.

iv. VDSS may require a Supplier to involve VDSS in the selection and rotation of any key account team members assigned to VDSS.

Noted.

Supplier Procurement and Subcontracting Plan

Pursuant to Section 7 and Appendix B.

Pursuant to Section 7:

It is the policy of the Commonwealth to contribute to the establishment, preservation, and strengthening of small businesses and micro businesses, including those small or micro businesses owned by women, minorities, or service-disabled veterans; and to encourage their participation in Commonwealth procurement activities. Further, VDSS is committed to enabling a minimum of three percent (3%) participation by small businesses that are service disabled veteran-owned businesses, as defined in Code §§ 2.2-2000.1 and 2.2-4310, when contracting for information technology goods and services. The Commonwealth encourages all Suppliers to provide for the participation of these small businesses through partnerships, joint ventures, subcontracts, and other contractual opportunities.

Any business that is a small business, a small woman-owned business, a small minority-owned business, or a small service disabled veteran-owned business, as defined in Code § 2.2-4310 or § 2.2-1604, or a certified micro business as defined in Executive Order Number 35 (2019), is a “SWaM” business. No Supplier will be considered a SWaM business unless certified by the DSBSD by this RFP’s proposal due date and time. For information, go to: http://www.sbsd.virginia.gov/.

Please provide a Small Business Subcontracting Plan as set forth in Appendix B. Please state the amount of the overall commitment percentage that will be directly spent with SWaM subcontractors in performing the Requirements of the contract.

Describe in detail information on all mentor-protégé programs and participation that your firm is involved with.

Following contract award, Supplier(s) must submit a report including payments made to all subcontractors (including both SWaM-certified and non-SWaM certified subcontractors) in accordance with the “Small Business Procurement and Subcontracting Spend” section of the contract.

All amounts paid to SWaM-certified businesses are subject to monitoring and enforcement mechanisms. Failure to obtain the proposed participation percentages in accordance with the SWaM Subcontracting Plan may result in breach of the contract.

## Appendix B – Small Business (SWaM) Subcontracting Plan

Supplier must complete and submit a Small Business (“**SWaM**”) Subcontracting Plan using this template.

In order for a Supplier’s Small Business Subcontracting Plan to be awarded points for the SWaM Participation evaluation criterion, either Supplier or Supplier’s proposed subcontractor(s) must hold an active State of Virginia Department of Small Business and Supplier Diversity (“**DSBSD**”) SWaM certification prior to the due date and time for receipt of proposals. This includes small women, small minority, or service disabled veteran-owned businesses when they have received DSBSD small business certification.

Supplier Name: REI Systems, Inc.

Preparer Name: Nesha Hanna Date: 07/12/2021

Instructions:

1. If Supplier is certified by DSBSD as a small business or as a micro business, complete only Section A of this form.

Suppliers that are DSBSD certified small or as a micro businesses will receive the maximum available points for the SWaM Participation evaluation criterion.

1. If Supplier is not a DSBSD certified small or micro business but plans to utilize DSBSD certified small or micro business subcontractor (s) in performing the requirements of the contract, complete Section B of this form.

For the Supplier to receive points for the SWAM Participation evaluation criterion, the Supplier shall state if selected for project work, whether your firm will utilize SWaM Subcontractors in the provision of services. Any Supplier that commits to utilizing SWaM subcontractors will be required to submit a new SWaM Plan indicating the dollar amount or percentage they are allotting to SWaM spend for each Statement of Need (SON) in which they submit a Statement of Work (SOW) for VDSS consideration.

1. If Supplier is not a DSBSD certified small or micro business and does not plan to utilize DSBSD certified small or micro business subcontractor(s) in performing the requirements of the contract, please so state: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Suppliers that are not certified small businesses and do not plan to use certified small business subcontractors will not receive any points for the SWAM Participation evaluation criterion.

Section A

If your firm is certified by the Department of Small Business and Supplier Diversity, provide your certification number and the date of certification. Supplier must include a copy of DSBSD certification with its proposal:

Certification number: \_\_\_**\_\_\_\_\_\_\_\_**\_\_\_\_**\_\_\_**\_\_\_**\_**\_\_\_\_ Certification Date: \_**\_\_\_**\_\_\_**\_\_\_\_\_\_**\_\_\_\_\_\_\_\_\_\_\_

Section B

Populate the table below to show Supplier’s intent with SWAM subcontractors in performing the Requirements of the contract. Include plans to utilize small businesses as part of joint ventures, partnerships, subcontractors, suppliers, etc. This shall not exclude DSBSD-certified micro businesses or women, minority, or service disabled veteran-owned businesses when they have received the DSBSD small business certification. Note: this proposed participation will be incorporated into the subsequent contract and will be a requirement of the contract.

SUPPLIERS MUST PROVIDE UTILIZATION COMMITMENT PERCENTAGES IN ORDER TO RECEIVE POINTS. IN CASE OF INCONSISTENCY OF LINE ITEM AND TOTAL, TOTAL WILL BE USED.

B. Plans for Utilization of DSBSD-Certified Small Businesses for this Procurement

| Small Business Name & Address  DSBSD Designation and Certificate # | Contact Person, Telephone & Email | Type of Goods and/or Services | Planned Involvement | Spend utilization commitment percentage |
| --- | --- | --- | --- | --- |
| Stealth Solutions, Inc.  46191 Westlake Drive  Suite 200  Sterling, Virginia 20165,  DSBSD Designation: Minority Small Business Certificate # 812802 | Rahul Sundrani  (571) 230-5642  Rahul.sundrani@stealth-us.com | Implementation Services | REI will be leveraging Stealth Solutions for implementation services specifically around Salesforce configuration, testing, and administration. Additionally, they will be involved with O&M services if VDSS chooses to exercise that option. | 10% |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
| SWaM Total Commitment Percentage:  Please state here the total spend commitment percentage for DSBSD-certified SWaM businesses directly performing the Requirements of this Contract | | | | 10% |

## Mentor-Protégé Programs

REI Systems participates in the SBA Mentor Protégé Program and was previously involved with the DHS Mentor Protégé program. We currently have one official protégé (Agilious) through SBA and are in the process of adding a second company.

Appendix A – SLAs, Appendix F – Contract, and Appendix G Supplier Exceptions to Contract Template

Any comments or edits regarding VDSS’s proposed contractual terms and conditions pursuant to Section 9 and Appendix F, provided and submitted in redline format in the contract document along with the completed table from Appendix G setting forth your reasons for the requested changes to each clause individually. Supplier should include Appendix A – Service Level Agreement(s) (“SLA”). This should include exceptions or recommended language revisions to any liability provisions. If Supplier is selected to go forward into negotiations and takes exception to any liability language, Supplier shall state any exceptions to any liability provisions contained in the Request for Proposal and the contractual terms in writing at the beginning of such negotiations, submitted via email to the designated VDSS Single Point of Contact (SPOC). Such Supplier provided exceptions or recommended language revisions shall be considered during negotiations.

Any comments or edits regarding VDSS’s proposed contractual terms and conditions pursuant to Section 9 and Appendix F, provided and submitted in redline format in the contract document along with the completed table from Appendix G setting forth your reasons for the requested changes to each clause individually. Supplier should include Appendix A – Service Level Agreement(s) (“SLA”). This should include exceptions or recommended language revisions to any liability provisions. If Supplier is selected to go forward into negotiations and takes exception to any liability language, Supplier shall state any exceptions to any liability provisions contained in the Request for Proposal and the contractual terms in writing at the beginning of such negotiations, submitted via email to the designated VDSS Single Point of Contact (SPOC). Such Supplier provided exceptions or recommended language revisions shall be considered during negotiations.

**Section 9:**

Any resulting agreement will be defined by a written contract, which shall be binding only when fully executed by both parties. A copy of VDSS’s standard Information Technology Service Contract is provided as part of this RFP as a separate MS Word document titled, "VDSS Information Technology Service Contract,"- Appendix F. Depending on the type of Service proposed, the agreement may need to address licensing or hosting issues.

In the event that Supplier is a software reseller, VDSS will consider the software publisher’s license agreement language if the software publisher requires an End User License Agreement (“EULA”). In such case, Suppliers are advised that VDSS will require Supplier to obtain VDSS’s License Agreement Addendum to the EULA to address terms and conditions in that EULA that VDSS, as a government entity, by law or by policy, cannot agree.

If a Supplier’s proposed Service requires VDSS to execute a EULA, Supplier shall contact the SPOC, who will provide Supplier with VDSS's “License Agreement Addendum” terms.

You must complete and submit a copy of the “VDSS Information Technology Service Contract” with all changes indicated in redline format for VDSS’s review and evaluation along with your proposal, as well as a completed table in the format provided in Appendix G, “RFP Section 9.0 - Supplier Exceptions to VDSS Contract Template” setting forth your rationale and reasons for each of the proposed modifications. Only exceptions or recommended language revisions submitted with your proposal will be considered during negotiations. Please note, exceptions or recommended language revisions to the liability provisions of the contract will not be considered at this time. If your firm is selected to go forward into negotiations, you will be required to state any exceptions to any liability provisions contained in the Request for Proposal and the VDSS Information Technology Service Contract Template at that time via email to the designated VDSS SPOC.

All Suppliers are encouraged to utilize the SPOC to address any questions you may have regarding any part of the VDSS Information Technology Service Contract.

Include the completed table below in your response to this RFP.

| Issue: | Supplier's response (Y & N) |
| --- | --- |
| Do you agree that the contents of your response to Sections 5, 7, 8, and Appendix E will become part of any contract that may be entered into as a result of this RFP? | Y |
| Will you agree to begin measuring the Service Levels (Appendix A) within 60 days of the start of the implementation of the Service? | Y |
| The contract will include performance standards, measurement criteria and significant corresponding financial remedies.  Do you agree to include the Service Levels and remedies for non-compliance as defined in Appendix A in the final contract? | Y |
| Do you agree to include mutually agreed upon cost reduction initiatives, which will be periodically updated during the term of the contract? | Y |
| Do you agree that all provisions of the VDSS Contract NOT addressed by you in the Appendix G table are acceptable? | Y |
| Do you acknowledge that you will submit a Supplier Procurement and Subcontracting Plan stating whether or not and how you will be utilizing small businesses in your proposal? See Section 7. | Y |
| Supplier acknowledges that no federal funds may be used to obtain any Service under a contract awarded, pursuant to this RFP, to any Supplier who appears on any excluded lists on the federal government’s System for Award Management (“**SAM**”) at <https://www.sam.gov/SAM/>. | Y |
| If Supplier proposes a Service that will require the Commonwealth to execute a EULA, either as a signed agreement or as “clickwrap”, with a software manufacturer, Supplier shall, for each such software manufacturer, obtain the written consent of such software manufacturer to the terms and conditions of VDSS’s’ “License Agreement Addendum” attached as Exhibit F to the VDSS Information Technology Service Contract and provide a copy of each such consent with its proposal. | Y |
| Do you affirm that your response meets all of the Must Have Factors listed in section 2.P.i? | Y |
| Do you affirm that your organization is properly registered with the Virginia State Corporation Commission to conduct business in the Commonwealth? Supplier is to complete Appendix D and submit with its proposal. | Y |
| Do you affirm that any anticipated partner or subcontractor that will provide Services directly to the Commonwealth is properly registered with the Virginia State Corporation Commission to conduct business in the Commonwealth? Supplier is to complete an additional Appendix D for all anticipated partners or subcontractors and submit with its proposal. | Y |
| Do you affirm that your organization and all affiliates are current with all sales tax obligations to the Commonwealth as of the due date of the proposals in response to this RFP? | Y |
| Do you agree to accept the VITA “**Mandatory Contract Terms**” consisting of the:   * “Core Contractual Terms”; * “Required eVA Terms and Conditions”; and * “Mandatory Internal Revenue Service (IRS) Publication 1075 (required for FTI data only)”   The provisions of each are set forth at the following URL:  <https://www.vita.virginia.gov/supply-chain/scm-policies-forms/mandatory-contract-terms/> | Y |

## Appendix F Contract

REI makes no redlines to the contract.

## Appendix G – Supplier Exceptions to VDSS Contract Template

Note to Supplier: You may add rows as needed or change the layout for this page to landscape.

|  |  |  |
| --- | --- | --- |
| Page Number | Contract Section/Subsection | Exception Explanation |
| 15 | 9. ACCEPTANCE AND CURE PERIOD  A. Services and Deliverables Acceptance Criteria | REI requests clarification. |
| 16 | 21. INSURANCE | REI requests to lower the requirement for Professional (E&O) & Cyber Liability to $2M. |
|  |  |  |

Appendices

Supplier should include any required appendices including Appendix D, the completed State Corporation Commission form. Any optional information Supplier may wish to submit, not including pricing data.

REI includes the following appendices:

* Appendix A–RFP Appendix D (State Corporate Commission Form);
* Appendix B–Resumes; and
* Appendix C–RFP Appendix N (Proprietary/Confidential Information Identification).