



Stealth Solutions, Inc./CeiBiz, Inc.
Response
to
Federal Emergency Management Agency (FEMA)
For
Questions for Request for Information
Salesforce Contract Support Procurement (2022)

March 7, 2022

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Federal Insurance and Mitigation Administration (FIMA)
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Stealth Solutions/CeiBiz Team

Stealth Solutions, Inc. and CeiBiz, Inc. are pleased to introduce our Team to this RFI response, this Team will remain the same for any follow-on RFP activity. The Team is led by Stealth Solutions, a longtime partner of Salesforce and awardee of the 8a STARS III contract. Our contributing subcontractor vendor CeiBiz, is also the current subcontractor for the existing FEMA Salesforce-based Federal Insurance Customer Relationship Management application. Details of our Team are provided in the following sections.

1.1 Stealth Solutions, Inc.

Corporate Overview

Stealth Solutions, Inc. (Stealth) is a Virginia-based SBA certified 8a small business incorporated in 2014. Stealth is a contract vehicle holder for 8a STARS III and GSA's Multiple Award Schedule (MAS).

Stealth's key management team personnel have been involved with and certified at various levels of Salesforce for more than 10 years each. Additionally, Stealth is a consulting partner of Salesforce. As a Salesforce Consulting Partner, Stealth provides our clients with the expertise to configure, customize, and develop customer-specific applications on the Salesforce Platform like Service Cloud Implementation, Customer Relationship Management, Grants Management, Contact Management, Learning Management, Investment Management, and others.

Stealth's Salesforce team encompasses a mindset to deliver maximum value to clients while transitioning to Salesforce and continued operational support excellence so client's realize Salesforce value indefinitely. The Salesforce team was built by hiring the best talent in the market and mentoring the talent to deliver results the way Stealth has always delivered.

The four key areas of Stealth's Salesforce team deliverables are as follows:

1. **Stealth's Salesforce Consulting Services** – One of the biggest IT challenges organizations to face today is: Should we move to the Cloud? If so, two critical decisions must be made: 1) What Cloud to choose, and 2) Which apps to move. Stealth Salesforce Consulting Services works with clients as their trusted IT Partner in identifying what applications are best suited to migrate to Salesforce and lays out a migration and product roadmap for a Salesforce transition. Stealth also works with clients on process enhancements, data migration strategies, and change management challenges as part of a transition.
2. **Stealth's Salesforce Implementation Services** – As a part of the Implementation services, Stealth provides its clients with the expertise to implement Salesforce to realize

maximum value. Stealth provides a team of Salesforce consultants who are certified and experienced in Sales Cloud, Service Cloud, CRM, Tableau CRM/Analytics, Communities, Lightning, configuration, customization, integration, data migration, etc.

3. **Stealth's AppExchange Product Implementation** – The enterprise marketplace available from Salesforce AppExchange provides 3,000+ enterprise applications that can be used by many customers for various business needs and can eliminate a significant custom development effort. Even though AppExchange provides great applications that can be quickly downloaded and installed, many applications provide further configuration options, providing customization to the core product. Stealth works with clients in delivering the following AppExchange services: Analyze Build vs. Buy; Analyze, Demo, Trial, Evaluate, and Recommend best AppExchange products to meet client needs; and Deploy, Configure, Customize, and Support the selected product.
4. **Stealth's Client Operations Management Program (COMP)** – Stealth's COMP is a monitoring, maintenance, and enhancement service offered to clients with Salesforce systems already established. COMP is provided with an assortment of support options based upon each client's specific needs. Standard services involve basic O&M services, including user management, release preparation, problem-solving, testing, documentation, and critical updates. Additional services entail system enhancements, impediments, defects, and business function change requests. In addition, COMP clients have a Stealth Subject Matter Expert on staff to support their needs to remain operable through system issues, expansion, and user growth; these include support for the Salesforce releases three times a year, third-party application add-ons, API interfaces, records management, and more.

Stealth's Salesforce team will utilize the expertise of these four key areas to meet the needs of the FEMA – FIMA, Federal Insurance Customer Relationship Management (FICRM) application. This will enable the FIMA to focus on customer satisfaction and empower people to drive action together. FICRM will be the backbone to meet FEMA's vision for a prepared and resilient nation and the mission to reduce disaster suffering.


Corporate Capabilities


Stealth's overall corporate capabilities are Salesforce Implementation & Support, Digital Content & Asset Management, Business Processes Assessment, Technical Project Management, and Grants Management Systems Implementation. Our core experience is assisting Federal, State, and local government agencies achieve performance and operational efficiencies. We achieve proficiencies by optimizing business processes, migrating to and implementing Cloud solutions, consolidating and integrating legacy systems to provide a 360-degree view of information on a highly secured Cloud accessible from everywhere and via every web enabled device.

Stealth's most prominent competency is Salesforce Implementation and Support. The value proposition from Stealth Salesforce offerings can be summarized as follows:

- **The One-Stop-Shop** – Stealth offers domain expertise, technical prowess, and proven past performance that FEMA needs. Stealth is a one-stop-shop for FEMA to seek business analysis, strategic analysis, technical assistance, training, workflow customization, documentation, architecture review and support, and expert developer services with solid past performances.
- **Low Total Cost of Ownership (TCO)** – Stealth’s experienced staff covering all versions of Salesforce can quickly address the requirements of the FEMA using Service Cloud, Sales Cloud, Community, Salesforce AI, and Analytics implementation on GovCloud and GovCloud Plus.
- **Lowest Technical and Implementation Risk** – Stealth has vast experience with implementations in the same areas FEMA requires. Our expertise and knowledge of Service, CRM, Platform, Analytics, and Gov Cloud significantly reduce the risk of failure for this implementation. Also, our hands-on experience integrating with legacy and other third-party systems can make integrations be accomplished smoothly.
- **Experience with external systems integration** – Stealth has a strong understanding and vast knowledge of interfacing and integrating with external systems like:
 - Salesforce AppExchange Apps such as Conga Document Generation, Adobe E-Sign, Okta for Single Sign-On, Dun & Bradstreet (D&B) Optimizer, and F-Secure for protection against viruses, trojans, and ransomware;
 - Enterprise Financial Systems such as Oracle, PeopleSoft, and NetSuite by using Salesforce’s extensive API interface capabilities;
 - Workday; and
 - Federal systems such as Sam.gov, Grants.gov, and Login.gov.
- **Best Practices** – Stealth, through its numerous implementations of Case Management systems and Salesforce implementations, has refined its processes and has incorporated lessons learned and industry best practices in its deployment processes. The resulting operating processes, when designing a tailored solution, provides Stealth with best practices to standardize processes, workflows, and personas suited for FEMA.
- **Reach back to Salesforce** – As an experienced Salesforce implementor and Salesforce partner, Stealth can readily leverage technological know-how and tap into technical resources at Salesforce, which can significantly aid the FEMA.

Sample of Notable Salesforce Implementation

	<ol style="list-style-type: none"> 1. Implemented Application intake and review processes for powering agriculture on the Salesforce platform 2. Implementing and supporting a Tracker application on Salesforce GovCloud plus for facilitating two-way trade and investment between African nations and the United States.
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	<p>3. Implementing and supporting Grants Management Systems built on the Salesforce platform and hosted on Commercial and GovCloud. Stealth's implementation meets the Government's shift towards configuration-driven, productized solutions, and provides a cost-efficient alternative for agencies who do not need the scope or scale of a traditional, custom-built product.</p>
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1.2 CeiBiz, Inc.

Corporate Overview

CeiBiz, Inc is a unique technology consulting, implementation, and support company that focuses exclusively on Salesforce Software as a Service (SaaS) solutions and is a certified Salesforce Consulting Partner. It has a skilled team of Salesforce consultants and seasoned enterprise integration professionals and have expert Program and Project Managers that work with its clients in all project lifecycle phases.

In 2011, CeiBiz introduced its unique SaaS-powered, high-efficiency Agile service delivery model by opening its 'Salesforce Solution Center' in Sterling, Virginia. The company attracts, develops, and retains top consulting talent by offering an exceptional work culture that empowers consultants to feel proud of their work and build state-of-the-art technology solutions to serve its clients. One hundred percent (100%) of its people are certified at various levels on Salesforce platform.

CeiBiz is fortunate to have an exceptional set of clients in the public sector, such as DHS FEMA and USCIS. The company also has a high Customer Satisfaction Rating with its public sector clients.

Corporate Capabilities

CeiBiz has extensive experience with Public Sector implementations of Salesforce solutions. It has built a reputation as a trusted advisor for digital transformation CRM initiatives of the Federal,



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State, and Local Governments. Its excellence in Agile delivery of the following Salesforce solutions is well known to CeiBiz' client stakeholders:

- Salesforce Service Cloud;
- Salesforce Custom Development;
- Migration to Lightning Experience;
- Enhancements and Continuous Support;
- AppExchange Integration;
- Salesforce Tableau CRM (Einstein Analytics);
- Salesforce Experience Cloud;
- Salesforce Health Cloud Healthcare Solutions; and
- Salesforce focused Agile Methodology from Strategy to Deployment.

CeiBiz has implemented Salesforce Service Cloud, an enterprise-class, fully modular, entirely electronic Case Management System and Customer Relationship Management System (CRM). This is provided to FEMA as a configured call center system using Service Cloud with Salesforce Shield and Experience Cloud commercial-off-the-shelf (COTS) Software as a Service (SaaS) solution. The system is hosted on Salesforce's highly secure, highly available, FISMA-compliant, FedRAMP-certified GovCloud. In addition, Salesforce maintains compliance with the world's most demanding security and auditing standards for the Salesforce Government Cloud. As a result of being on GovCloud, the system is always compliant with the latest security changes. In addition, all data at rest within the system is safeguarded further by using Platform encryption and Salesforce Shield.

The FEMA FICRM Case Management System is built on the Service Cloud Platform as a Service (PAAS) using best practices and provides a robust automated workflow, notification, and approval engine. It is highly configurable and allows all application changes to be made without technical knowledge. In addition, it offers powerful business intelligence and reporting using platform reporting capabilities and business intelligence and predictive analytics using Einstein. By gathering and sharing customer insights and learning from these insights, the program will support FEMA FIMA while continuously improving customer experience (CX).

Relevance to the Current Solicitation (in size, scope, and complexity)

The project entailed implementing multiple Salesforce Cloud-based contact centers with a scalable enterprise foundation. The project is executed using Agile methodology and leveraged Agile Project Management tools to deliver overall value and improve collaboration and transparency with stakeholders.



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Notable Success

The project was the first Cloud-based initiative at FEMA to successfully and formally receive the Authority to Operate in the FedRAMP Cloud. CeiBiz started out doing pilots and demonstrations that led to full functionality implementation. The MVP was rolled out and replaced four existing call centers. Additionally, we migrated to another call center from Classic to Lightning. As a result, all five contact centers are operating smoothly. The following results were achieved:

- Improved customer satisfaction and reduced agent time to respond to inquiries;
- Moved from managing inquiries in Outlook to all within Salesforce Case Management system and provides a 360-degree view of the customer for continuous improvement in the customer experience and reduction of siloed information effective interaction management with the citizens; and
- Transformed the legacy call centers to a unified modern digital platform that provides scalability and flexibility, integrated into the FIMA enterprise.






Response to FEMA Questions

The Stealth/CeiBiz team have provided specific responses to each of the RFI questions in this section along with demonstrated graphics for additional clarity. The Team has also provided suggestions where appropriate and demonstrated our Team's experiences with FEMA Salesforce projects as they relate to each question.

- *How would you help/drive Salesforce adoption across the enterprise, both at the user and leadership level?*

Stealth/CeiBiz understands that user adoption is the most important aspect in determining the success of any implementation and has the resources, experience, and processes to help FEMA with the successful enterprise-wide adoption of Salesforce. Stealth/CeiBiz has proven experience in the areas of change management and solutions development with a focus on user experience and driving user adoption. Additionally, we understand that adoption needs to be planned and executed from the project's inception and not an afterthought, and follows a structured, phased approach as depicted in the **Exhibit 1** below.

Exhibit 1. Team Stealth - Phased Adoption Approach

Phase 1: Align & Strategize	Phase 2: Promote & Prepare	Phase 3: Understand & Educate	Phase 4: Enable & Excite	Phase 5: Measure & Reinforce
				
Adoption Game Plan	Internal Launch Campaign	Engagement Plan	Go-Live	Ongoing Nurture
Identify stakeholders	Communication templates	Appoint ambassadors	End user self-help	Email nurture campaigns
Conduct end user survey	Posters	Use case workshops	Launch event	Adoption assessment
Create adoption plan	Town halls	End user training	Go-live support	Optimization initiatives

Below are examples of some of the tasks that Stealth/CeiBiz will perform to drive user adoption across the enterprise:

- **Work closely with end users from the beginning:** This task helps us determine the pain points of their existing business process, and systems and what would excite the users to

streamline the process and be vested into the development and success of the new application.

- **Identify a sponsor/champion:** Identifying a champion from each identified user group will help us drive user adoption. In addition, the Salesforce champions will be sharing their knowledge, skills, and enthusiasm with their colleagues and acting as the first point of contact for other users who may be having issues getting to grips with the platform.
- **Develop intuitive solutions:** The Team has extensive experience developing solutions on Salesforce that are intuitive and easy to use across various government agencies, such as FEMA and USAID. Additionally, by working closely with end users and stakeholders, the Team can tailor the Salesforce solution using best practices and ensure the solution has 508 based compliance, which improves user adoption time.
- **Customized training:** Stealth/CeIBiz will develop customized training for each user group, such as executive users, end users, etc., to deliver the most relevant content to the user groups.
- **Usage of adoption tools:** The growth of SaaS apps like Salesforce has given rise to a new breed of software add-ons -- Digital Adoption Platforms (DAPs). DAPs are tools that discreetly bolt onto web-based apps and help guide users through the system with easy-to-understand, practical instructions if they get lost or stuck. These tools are especially useful in large organizations with no time or resources to provide real-time help for every user. Some famous examples include WalkMe, WhatFix, and MyGuide.
- **Obtain continuous feedback:** Stealth/CeIBiz will make use of online surveys, Chatter Groups, or digital suggestion boxes to gather opinions on the new platform regularly, and create an open-door policy where users are encouraged to share feedback and log issues in real time so that bugs can be fixed before they cause disengagement and user drop-off.
- **Continuous adoption monitoring with adoption dashboards:** Stealth/CeIBiz will develop reports to track metrics like user logins, usage, quality of data being input, and overall business performance. The Salesforce AppExchange also offers a free user adoption dashboard that can be added to our application. This dashboard features more than 40 reports to measure these trends, find out who our Salesforce heroes are, and see which users need some extra attention. This dashboard not only helps FEMA identify users that may need additional onboarding or support, but also helps maximize end-user buy in. The Team can also work with FEMA to identify key metrics around various modules to understand which features may drive more value in the future. For example, looking at case closure metrics against case channels (phone, email, etc.) may lead to insights on what features could be developed to enhance service efficiency and thus reduce case closure time.

Team's Existing Experience with FEMA Salesforce Projects

The Team already has experience working with FEMA stakeholders to understand fundamental questions about feature/platform and developed training modules delivered to users using the

Salesforce platform, which has successfully onboarded 100+ users. In addition, the Salesforce platform helped users successfully access material at any time and get more familiar with the core Salesforce features used in their production system (e.g., Chatter and Files). Additionally, the Team implemented a tool to manage the Agile process for Salesforce solutions delivery, which drove backlog visibility and real-time collaboration with end users and feedback intake to improve software delivered to end users iteratively.

- *Using the Agile Framework, how would you prioritize competing Contact Center needs and requirements?*

Stealth/CeIBiz understands the complexity of executing requirements for competing contact centers. Based on our experience, we have developed the set of high-level steps below to provide an objective approach to prioritizing the backlog and emphasizing the business value. Establishing a prioritized backlog and providing transparency will ensure that competing contact centers' needs are effectively handled and executed through the Agile Framework.

- **Representation from all contact centers:** Provide clear visibility into the backlog, and during backlog prioritization and sprint planning, Stealth/CeIBiz will ensure representation from all contact centers. This will make all contact centers feel empowered, and since the sprint planning and prioritization is done in their presence, it will ensure that there are no conflicts in the future.
- **Weighted score calculation:** For all tickets created, Stealth/CeIBiz will determine a weighted score for each ticket based on a combination of priority, business value, complexity, time to roll out, etc. This weighted score will prioritize the backlog, ensuring that high-priority items from all contact centers are included at the top of the backlog.
- **Customer satisfaction:** For all tickets in the backlog, Stealth/CeIBiz will also measure the impact on Customer Satisfaction. Tickets with higher customer satisfaction are usually given a preference. Since customer satisfaction is transparent as part of the ticket and planning process, competing call centers will be able to decide based on overall business value versus the number of tickets in a sprint.
- **Affected number of users:** While working with various contact centers, Stealth/CeIBiz will also determine how many users are impacted by each ticket. This would also be considered while prioritizing the backlog. There may be times when one contact center has fewer tickets in the sprint. Still, if the number of affected users is more, this is usually accepted by the contact center since more users are benefitting.
- **Combining related tickets:** When there are similar tickets across contact centers, Stealth/CeIBiz usually recommends combining them in the same sprint even if the tickets are of a different priority. This ensures that the tickets are being developed effectively and multiple contact centers are represented in the same sprint.



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Team's Existing Experience with FEMA Salesforce Projects

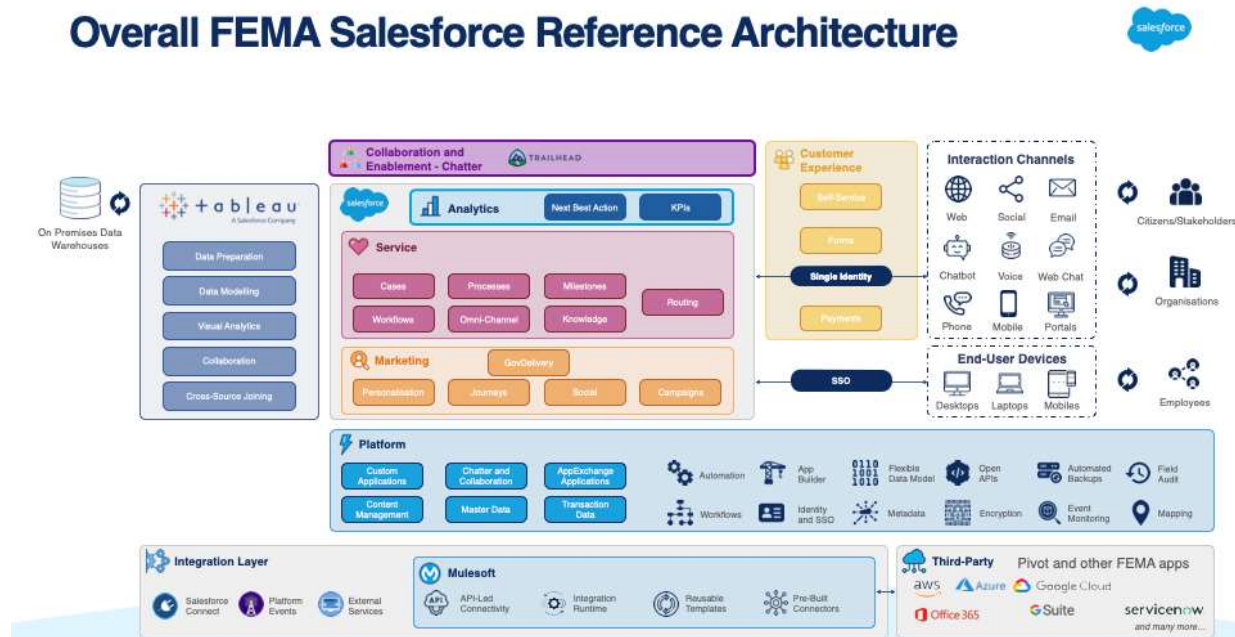
The Team has implemented a tool for FEMA to manage the Agile process through Salesforce, called Agile Tracker or Work Manager. The Tracker tool provides transparency into the Team's work and processes and facilitates real-time collaboration, thus reducing wasteful activities and producing tangible results quickly. The Team will further improve the tool to deliver results rapidly. For example, currently the Champion's feedback around a feature's business value is captured via Chatter in the Work Manager. In addition, the Team can implement surveys for before and after a feature go-live, and the data captured can be leveraged to develop a predictive framework for determining priority to streamline further and guide Sprint Planning discussions.

By using the Agile framework and the Agile Tracker tool, the Team can focus on and get releasable work into the hands of the customer as quickly and as often as possible to identify issues and alter course with minimal impact on the overall project.

- *How would you use architectural solutions that would provide the benefit of a single view of the customer without overly constraining the configuration choices of each call center and help desk?*

Stealth/CeiBiz understand that when multiple contact centers are serving citizens, it becomes a challenge to create a single view of the customer across all contact centers. The Team has experience successfully conducting an initial discovery period, focused on validating desired business outcomes, identifying key metrics to measure those outcomes, and validating key processes and workflows. The discovery process establishes the design principles enabling the Team to architect the solution to drive a single customer view without constraining the configuration choices. Please see **Exhibit 2**, which shows the roadmap of the solution architecture to meet FEMA's current and future needs.

Exhibit 2. Scalable Architecture Drives a Single Customer View Without Constraining the Configuration Choices



We understand that data comes from many sources using different data collection interfaces and business rules that differ by department. Salesforce's robust architecture unites all your departments on one platform, giving a single, shared view of the customer, empowering your employees to work as one no matter where they are, and delivering incredible experiences. We also understand the need for accommodating variations for each call center and have achieved success using the combination of the following configuration tools:

- **Page layouts:** Different page layouts will be configured for different contact centers to ensure that the most relevant information of the customer concerning the contact center is displayed. Stealth/CeiBiz will work with key stakeholders of each contact center and design the page layouts accordingly.
- **Duplicate management rules:** When multiple contact centers are serving the same customer, there is a good chance of duplicate records/customers being created. Stealth/CeiBiz will work closely with the data team and create the necessary rules to prevent duplicate customer creation.
- **Permission sets:** The access to data will be tightly controlled by permission sets. For example, only users with permission to view PII within the same contact center will view the data using permission sets. By using a combination of page layouts and permission

sets, we can serve the most relevant information of the customer in a single layout for all users.

- **Sharing settings:** Custom objects may be created to capture the information required for a particular contact center. Sharing settings will be implemented to ensure that customer information (related lists) is shared or restricted.
- **Contact Center specific processes:** When business processes are developed, Stealth/CeIBiz will ensure that processes like process builder, workflows, etc., are configured to work only for the required contact centers. This will ensure that all required business processes work seamlessly with minimum configuration.
- **Consolidation of fields:** While configuring the system to address the needs of different contact centers, Stealth/CeIBiz will perform a thorough analysis to ensure that no duplicate or similar fields are being created across contact centers. We will consolidate fields and configure as far as possible to provide a singular view of the customer.

Team's Existing Experience with FEMA Salesforce Projects

An example of how the Team has successfully delivered a single view of the customer is the Contacts module that the Team has designed for FEMA using Service Cloud. To name a few use cases, any agent could look at the Contacts module to understand key information about a given contact: how many times the contact interacted with FEMA, the general reasons for the inquiry, which contact centers have the contact center contacted, etc. Moreover, the Team has experience implementing Salesforce reports and dashboards that help drive shared learnings and predictive outcomes. It can also be tailored to each call center's unique key performance indicator requirements.

- *NFIP has been designated one of FEMA's High Impact Service Provider. Without a Salesforce FedRAMP-ed chatbot solution, how would you leverage task automation and AI to deal with the increasing need of better and faster customer service across multiple channels while continuing to use Salesforce GovCloud as a solution for multiple contact centers?*

Stealth/CeIBiz would leverage the built-in AI capabilities within the Service Cloud and implement the Experience Cloud for building web portals with self-service knowledge and AI to improve customer service. Salesforce Einstein is an integrated, comprehensive artificial intelligence (AI) solution. Its innovative tools are aimed to increase productivity and efficiency for service agents. Einstein for Service makes AI easy to use because it is built right into service channels, customer data, and case management systems in Salesforce Service Cloud.

Stealth/CeIBiz will thoroughly analyze the requirements and set up predictions, recommendations, and next-best actions that help agents deliver faster, better service. Following are some of the solutions/modules from Salesforce Einstein for Service which will be implemented to provide better and faster customer service:

- **Einstein Case Classification:** Eliminates manual data entry for agents by predicting case fields and routing cases to the correct team;
- **Einstein Case Routing:** Works with Einstein Case Classification to triage and route cases to the right agent or queue;
- **Einstein Case Wrap-Up:** Lets chat agents complete cases fast, with greater accuracy and consistency. Einstein suggests values for case fields so that chat agents can focus on the customer and less on completing case summaries;
- **Einstein Article Recommendations:** Surfaces the most relevant knowledge articles to answer customers' questions;
- **Einstein Reply Recommendations:** Analyzes chat transcripts to recommend relevant replies during chat and messaging sessions; surfaces common approved responses that agents can easily use in discussion and messaging conversations with customers; and
- **Einstein Next Best Action:** Uses data insights and business rules to recommend offers and actions for an agent; delivers contextual, real-time recommendations, such as service alerts.

Stealth/CeIBiz will leverage the Service Cloud offering to ensure that NFIP agents can meet customer requests seamlessly.

The Team will also work with FEMA to identify whether the Winter 22 Service Cloud solution called "Incident Management" could help call centers that work closely in providing adequate software support. The Incident Management solution provides Incidents, Problems, and Change Requests tools to track, diagnose, and prevent service interruptions from re-occurring.

Team's Existing Experience with FEMA Salesforce Projects

The Team also has experience developing and implementing the Salesforce Experience Cloud to create authenticated and unauthenticated self-service portals for Ready.gov, Youth Preparedness Council (YPC), and America's Preparedathon. In addition, we are equipped with comprehensive and dynamic questionnaire forms and Salesforce Knowledge to empower citizens to quickly find the information they need and free up agents' time to focus on more value-driving initiatives.

- *The NFIP has a unique need to make information available about the program and its products to a variety of stakeholders including insurance agents, adjusters, lenders, community managers, policyholders, state and local officials. What FEDRAMP-ed solutions would you use to facilitate omnichannel outreach while still leveraging Salesforce Government Cloud?*

NFIP could leverage the Experience Cloud product to implement an integrated service portal that delivers personalized content to end users with connected data through customer segmentation and AI-driven processes. The Team has experience successfully building customer journeys

using the Experience Cloud – both authenticated (customer and partner) portals and unauthenticated portals.

Another product that NFIP could investigate is integrating their existing GovDelivery platform with Salesforce using GovDelivery Connect, which would consolidate and show interactions between NFIP and their key audiences. This would enable NFIP to develop better messaging across channels and disseminate information to various audiences. Moreover, Connect would leverage Contacts and Leads data in Salesforce to conduct Marketing and Outreach campaigns through GovDelivery's mass email campaign functionality and overcome the single email message governor's limits of 5000 emails per day, which would enable email campaigns by using Salesforce data.

- *How would you use design/configuration or business process decisions to control Salesforce costs, while optimizing the platform?*

Stealth/CeIBiz has always designed and implemented Salesforce applications within cost, time, and quality parameters. Our applications are thoroughly analyzed for various factors, including cost, before the implementation begins. Typically, there are many ways to implement the same requirement on the Salesforce platform. Stealth/CeIBiz designs applications to ensure the highest quality is met at the best cost point. Below are some of the key tasks that Stealth/CeIBiz perform to ensure that costs are controlled:

- **Build vs. Buy analysis:** All modules are thoroughly analyzed to see if any AppExchange applications meet the needs of FEMA. Stealth/CeIBiz always do a build vs. buy analysis before building a module. This ensures that cost can be kept under control.
- **Configuration vs. Custom Code:** As far as possible, all business processes are implemented using declarative development such as workflow rules, process builder, approval process, etc. The usage of custom code is minimized, and hence the system is faster to develop and easier to maintain.
- **Standard page layouts:** As far as possible, Stealth/CeIBiz will use the standard Lightning pages provided by Salesforce to build the user interface. The standard Lightning pages have many built-in features which can be configured to meet most user needs. Custom pages are not built unless completely justified on a cost and business value.
- **Emphasis on design:** One of the key ways of controlling costs is to design an effective solution. Since many contact centers will be hosted on the Salesforce platform, the system design is given additional focus to ensure no efforts are being duplicated or the business processes are consolidated as far as possible. This would save a significant amount of time in development and rollout.

- *Do you have any experience integrating with third party applications?*

Yes, Stealth/CeIBiz has integrated Salesforce with various third-party applications using different integration capabilities ranging from off-the-shelf native ERP connectors to web services, email, syndication feeds, and HTTP-based REST callouts. Additionally, since most of our implementations have been in the government space, integrating with legacy systems is an integral part of all our implementations. A few examples of our integration experience include interfacing Salesforce with:

- Salesforce AppExchange Apps: Conga Document Generation, Adobe E-Sign, Okta for Single Sign-On, Dun & Bradstreet (D&B) Optimizer, and F-Secure for protection against viruses, trojans, and ransomware;
- Enterprise Financial Systems such as Oracle, PeopleSoft, NetSuite;
- Workday; and
- Federal systems such as Sam.gov, Grants.gov, and Login.gov.

Stealth/CeIBiz will work with FEMA to identify the various systems to be integrated with Salesforce. For each of the identified systems, we will determine the following:

- Authentication mechanism between Salesforce and the legacy system;
- Field mapping between Salesforce data and legacy data;
- Frequency of integration (real-time vs. batch);
- How to handle data conflict between Salesforce and legacy systems (if any);
- Method of integration – API, Flat file, middleware, etc. Stealth/CeIBiz has used the following methods of integration for our clients:
 - Integration using Middleware: Stealth/CeIBiz has extensively used middleware such as MuleSoft to integrate Salesforce with third-party applications; and
 - Custom integration: Stealth/CeIBiz will integrate legacy systems using the APIs provided by the Salesforce platform, such as Bulk, Rest, etc.

Team's Existing Experience with FEMA Salesforce Projects

One example where the Team has successfully integrated with a Salesforce application is a Survey App that intakes citizen feedback for Service provided by the Office of Flood Insurance and developed analytics to allow a representative view and analyze trends around survey responses.

Our experience includes integration to AppExchange applications, including the following:

- SurveyForce;

- S-docs; and
- Case Age App.

- *What business strategy would you deploy in effectively operating current Salesforce platform(s) while expanding to other programs or Offices?*

Our recommended strategy is to leverage FEMA's existing investment to the fullest, including technology (Salesforce platform), processes (Center for Excellence and best practices with effective Salesforce Agile processes), and people. We plan to use the current Salesforce platform to build new features and expand existing capabilities to new offices. The key here is to create awareness of solution capabilities across FEMA programs and influence all stakeholders to adapt/tailor use of standard product based behavior versus extensive customization.

Using tools like the Tracker/Work Manager and Agile processes, the Team will continue to work with stakeholders to expand on the existing platform and solutions to deliver value. Moreover, the Team will also work with new programs to understand requirements and leverage the existing frameworks (such as the Contacts module/Customer 360) and code wherever possible to quickly expand to other programs while building a service console and reporting that is unique to the group's operations. Because Salesforce is delivered on-demand versus on-premise, increasing the number of users is virtually transparent to end users. Stealth/CeIBiz will leverage Salesforce's robust security model to expand to other programs and offices to meet your specific application and data needs.

- *What ability do you have in migrating legacy data into Salesforce?*

Stealth/CeIBiz has extensive experience in migrating data from legacy systems into Salesforce. Based on our experience, compiling clean and accurate data in a format that can be migrated is a complex process is key. We have found that successful data migration often requires several data loading iterations to ensure clean, harmonized, and accurate data is loaded into the new system. Stealth/CeIBiz will rely on its established data migration toolkit for templates and best practices to mitigate a substantial risk of loading poor data into a production system.

Stealth/CeIBiz has performed data migration on numerous projects such as FEMA, USAID Tracker, DC Department of Health, National Endowment of Democracy (NED), and Region of Peel (RoP). We follow a systematic approach for data migration depicted in **Exhibit 3** below.

Exhibit 3. Systemic Data Migration Process



Stealth /CeIBiz starts the migration process by preparing a mapping file between each legacy system identified and Salesforce. **Exhibit 4** is a sample of the mapping file designed for each legacy system.

Exhibit 4. Mapping File Sample

Source System					Salesforce Application					
Object /Table	Field Name	Field Type	Reqd. ?	Notes	Object	Field	Field exists?	Field Type	Notes	Mapping approved
Account	Name	Text (200)	Y		Accounts	Name	Y	Text(200)		Yes
Account	ID	Text (20)	Y	Primary Key	Accounts	Grantor ID	N	Text (20)		Yes
Account	POC	Text (200)	Y	Contact Name	Contact	Name	Y	Text (100)		Pending

Once the mapping file has been prepared, as a part of the data conversion process, Stealth/CeIBiz will identify the following two types of data conversion items:

- Field types are supported in Salesforce but need to be transformed to a different format to support the new requirements or business processes. For example, if all State Names are to be stored as a two-character code, Stealth/CeIBiz will write scripts to transform the existing State Names (which may be inconsistent) to convert them into two-character codes; and
- Field types or data elements not supported in Salesforce would need to be transformed to a supported data type.

For the identified fields in the above steps, Stealth/CeIBiz would perform the following steps to ensure that data conversion is seamless and no data is lost during conversion and migration:

1. Write scripts as needed to convert data elements to supported formats or required formats for business processes.
2. Perform a sample conversion to identify potential risks in data conversion. Obtain Approval/Feedback from stakeholders for conversion.
3. Take a complete data backup of all data before conversion.
4. Perform a conversion process for a complete data set in a test environment and validate conversion with all stakeholders.
5. Perform actual conversion for final data migration.

Team's Existing Experience with FEMA Salesforce Projects

The Team has successfully migrated Phaseware inquiry and contact data (approximately 1 million rows of data) into Salesforce. The migration was completed on time, leveraging best practices for injecting legacy data into Salesforce and collaborating with multiple teams, including the source data teams, to load data successfully into a live production system. Best practices included an upfront definition of the source to target data templates to ensure source files data quality for ingestion using Salesforce Data Loader.

• Do you have any experience in programmatic customization of Salesforce?

Yes, Stealth/CeIBiz has extensive experience customizing Salesforce for our various clients in the government and commercial sectors. Though we try to maximize the declarative approach and build as many of the requirements as possible using out-of-box configuration, in many cases writing custom code or programmatic customization is unavoidable. Following are the different types of programmatic customization that Stealth/CeIBiz has built for our various clients, such as USAID, FEMA, DC Department of Health, National Endowment for Democracy (NED), etc.:

- **Apex Triggers:** Although the Salesforce workflow rules and process builders have evolved a lot over the years, many of the business requirements still require an Apex Trigger to be written. Apex Triggers gives us complete flexibility and power on how the DML operations are performed. Stealth/CeIBiz has developed many Apex Triggers to handle various events. All Apex code generated by Stealth/CeIBiz has a code coverage of 85%, and we make the code as configurable as possible using custom settings.
- **API Integration:** Integrating Salesforce with third-party applications has been a critical task in most Salesforce implementations. Stealth/CeIBiz has developed integration with third-party applications using APIs provided by Salesforce. Stealth/CeIBiz thoroughly analyzes the third-party application and determines the integration factors such as API to be used, authentication mechanism, frequency of integration (real-time vs. batch), field mapping, data conflict rules, etc.
- **Visualforce Pages:** The standard pages provided by Salesforce objects may sometimes be insufficient to provide a seamless user experience. When needed, Stealth/CeIBiz has developed and deployed many Visualforce pages to enhance user experience. Visualforce comes with a rich component library that allows one to build pages quickly. Before building Visualforce pages, Stealth/CeIBiz builds a prototype of the same in HTML to receive client feedback.
- **Lightning web components:** With the introduction of the Salesforce Lightning user interface, many custom user interfaces have been developed using Lightning web components. All Lightning web components developed by Stealth/CeIBiz are designed to be configurable so any changes to the component is controlled through configuration with no code change. For example, if a group of fields need to be displayed on the Lightning web component, we always create it as a fieldset and call out the fieldset within the component. Therefore, when a field needs to be modified, it is accomplished within the fieldset configuration without requiring a code change.

Team's Existing Experience with FEMA Salesforce Projects

Communities such as YPC are currently live at FEMA. The Team has leveraged Model, View, Controller (MVC) patterns effectively to successfully build a custom Youth Preparedness Council community starting from wireframes to HTML to highly interactive Visualforce pages. The work involved building a custom data model using custom and standard objects and relationships and using Apex classes to build the controllers to perform operations to view and edit information.

- *What experience do you have using advanced Salesforce AI and analytics capabilities? How will FEMA benefit from those capabilities?*

Stealth/CeIBiz has experience with Salesforce Analytics. Most of our implementations include building Dashboards where the data tells a story, and users can spot trends and predict



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outcomes. In addition, we have extensively used Salesforce Analytics for Grant Management Systems built on Salesforce platforms for numerous agencies. Our analytics offering has enabled our customers with:

- Visual representation of performance;
- Quick identification of data outliers and correlations;
- Ability to make more informed decisions; and
- Ability to predict grants outcomes and risks enabling government with funding decisions and allocations.

How will FEMA benefit from Salesforce AI capabilities?

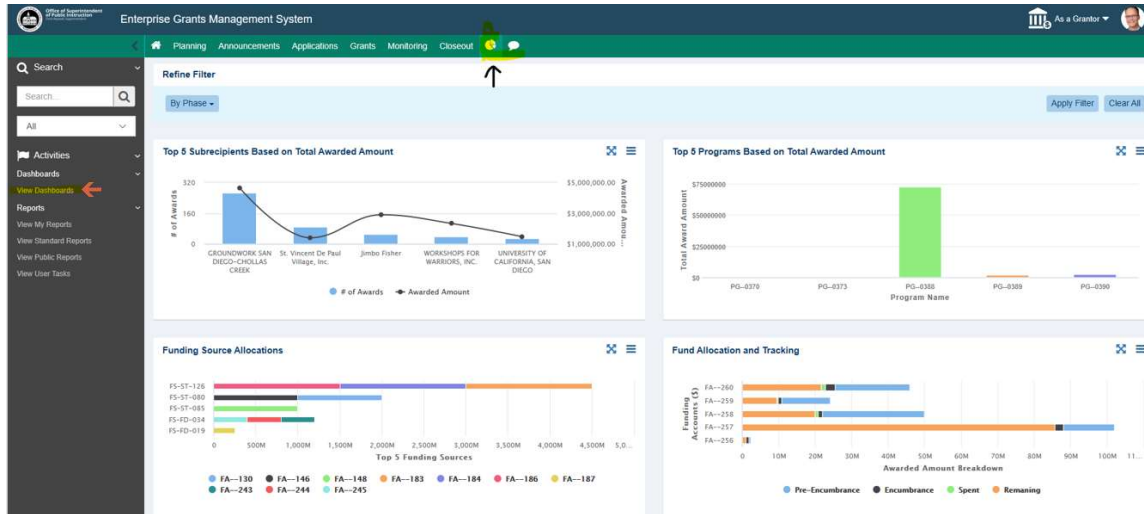
The Team will work with FEMA to implement Tableau CRM, Salesforce's AI capabilities are built into the platform. It delivers advanced AI capabilities to sales, service, and marketing—and enables anyone to use clicks or code to build AI-powered apps that get smarter with every interaction. Features in Einstein Discovery make it easier for anyone to tap into the power of data science. Statistical and predictive analytics give you answers, explanations, and recommendations. Tableau CRM makes it easy to integrate data from any data source such as legacy systems, data warehouses, spreadsheets, logs, and Salesforce. Unlike legacy Business Intelligence or desktop discovery tools, Salesforce Tableau CRM is built native in the Cloud, giving FEMA the advantage of massive scale, taking only weeks to get up and running.

Salesforce Tableau CRM gives you powerful interactive visualization tools with a fast, fluid way to drill through data, discover compelling insights, and share the right visuals. Tableau CRM complements native Salesforce Reports and Dashboards by providing: Multi-year trending analysis, query, and processing of hundreds of millions of rows of data from various sources, cross object analysis, faceting, and rich data visualization, including thematic maps. In addition, Tableau CRM's flexibility and a built-in array of graphical charts and displays will allow FEMA to quickly build and deploy a variety of dashboards and analysis capabilities for virtually all envisioned use cases.

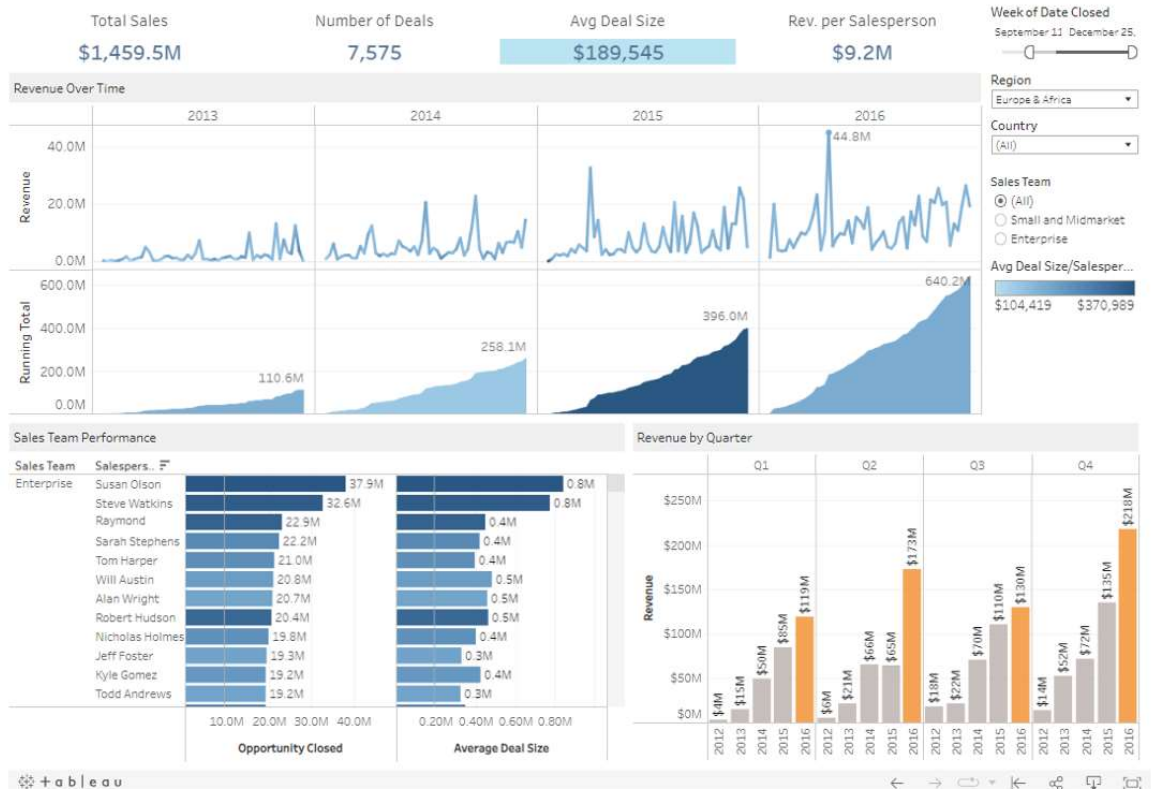
An example use case of this would be to leverage Tableau CRM with the Emergency Response Management solution to generate trend dashboards that would help agents identify the areas requesting assistance and see what types of requests they are making during flood disaster incidents.

Exhibit 5 depicts analytics capabilities from a few of our implementations.

Exhibit 5. Salesforce Analytics Capabilities Enables Users to Make Informed Decisions



Sales Dashboard



Team's Existing Experience with FEMA Salesforce Projects

The Team worked on advanced core reporting capabilities to deliver value to FEMA. Such capabilities include:

- **Custom Report Types:** A report type defines the set of records and fields available to a report based on the relationships between a primary object and its related objects. The Team has implemented custom report types to allow reporting on objects with complex relationships. For example, combining Case and Case Teams enables case agents to glance at the volume of cases for each case team).
- **Analytics Snapshots:** An analytic snapshot lets you report on historical data. Authorized users can save tabular or summary report results as snapshots on a schedule. Analytic snapshots let you work with report data similarly to how you work with other records in Salesforce. For example, an analytic snapshot that reports on the open cases stores that data in a custom object to build a history from which trends can be spotted.

• Have you worked with different types of services cloud implementations?

Stealth/CeIBiz primarily work within the US Government marketplace which generally involve the need of Service Cloud capabilities and implementations. The following tables provide information on where Stealth/CeIBiz has implemented Service cloud.

Client	SBA.gov Office of Disaster Assistance
Project Dates	March 2020 - March 2021
Brief Description	Loan Management System built on Salesforce allowed small businesses to seek services and assistance from the Small Business Administration (SBA). We also interfaced email to cases. When end users run into any issues or questions related to the loan application, they submit a case to the customer support using email. The email is captured as a case in Salesforce, associated with the contact automatically, and routed based on certain conditions.

Client	FEMA (OFIA)
Project Dates	12/01/2015 – 11/30/2016
Brief Description	Case Management system for the Office of Flood Insurance Advocate (OFIA) using Salesforce Service Cloud solution

Client	FEMA
Project Dates	09/10/2019-09/09/2021
Type of Service Cloud	Service Cloud (FedRAMP Government Cloud approved ATO)

Brief Description	Implemented and deployed Salesforce Service Cloud-based contact centers with a scalable foundation to integrate with custom Salesforce Agile Project Management tool.
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End Clients	USAID, National Endowment of Democracy, The Los Angeles Homeless Services Authority (LAHSA), City of San Diego, etc.
Project Dates	January 2015 – Present
Brief Description	Supported implementation of Grants Management systems built on the Salesforce platform. Our initiatives have streamlined business processes and improved user experience and system adoption. The applications include Case Management, Customer Relationship Management, Grants Management, and e-signature.

Team's Existing Experience with FEMA Salesforce Projects

The Team also designed, developed, and deployed a Case Management system for the Office of Flood Insurance Advocate (OFIA) using a Salesforce Service Cloud solution in the FedRAMP'd Government Cloud and completed the following:

- Integrated OFIA with a FEMA SharePoint portal to pull data into the Case Management system;
- Evaluated and selected right fit apps from AppExchange Cloud. Configured and Integrated Case Flags in the AppExchange Cloud for metrics collection, analysis, and reporting, Survey app for customer feedback, and S-Docs app from AppExchange Cloud for document management;
- Designed and developed Youth Preparedness Council (YPC) applicant portal using Salesforce Experience Cloud (Community Cloud) for Individual and Community Preparedness Council (ICPD);
- Integrated the custom portal with Salesforce Service Cloud and custom Dashboard for applicant evaluation, follow-up, and reporting real-time metrics using Analytics Cloud;
- Designed and Developed Salesforce Service Cloud prototypes for Appeals, Office of the Chief Counsel (OCC) and Litigation, and Grants Management branches of FIMA;
- Leveraged the existing Salesforce Service Cloud system components in Production already built for the Flood Insurance Advocate's office (OFIA);
- Designed and developed Integrated Dashboard Community (DB) using the Salesforce communities platform for the Individual and Community Preparedness Council (ICPD). The custom portal provides a single-entry point to launch and integrate with other community portals and the FEMA website (Ready.gov); and

- Integrated a Dashboard community with Salesforce Experience Cloud communities America's Preparedathon (AP), Youth Preparedness Council (YPC), Until Help Arrives (UHA), Citizen Council (CC), and Community Emergency Response Team (CERT).

All of the above experiences were implemented on the Salesforce Government Cloud.

- *What are the technical and business roles needed for a successful salesforce implementation?*

Stealth /CeIBiz has extensively implemented Salesforce for various organizations and different application types. Based on our experience and industry best practices, below are the various technical and business roles needed for a successful Salesforce implementation.

Technical Roles: Contractor Team

- **Salesforce Project/Program Manager (PM):** The Salesforce PM oversees the end-to-end project delivery and ensures that it is delivered on time, within scope, and within the budget.
- **Solution Architect:** The Salesforce Solution Architect oversees the implementation to ensure the correct solution is being implemented for the documented requirements. The solution architect has expertise on the Salesforce platform, focusing especially on the platform's best practices, limitations, and performance.
- **Technical Architect:** The Salesforce Technical Architect is the most technical role on the project. The Technical Architect will hold expert knowledge on the Salesforce platform and surrounding technologies that may be integrated into Salesforce. The Technical Architect will ultimately help make the decisions that guide the entire technical direction of the project. They also have a deep understanding of Salesforce products, customization, development, and integration into other systems.
- **Salesforce SME/Business Analyst/UAT Tester/Trainer:** Salesforce SMEs are experts in all things Salesforce. They interact with clients in gathering requirements and defining scope. They utilize Salesforce declarative functionality to build solutions and work with developers when needs go beyond point-and-click functionality.
- **Salesforce Admin:** The Salesforce Admin carries out a core function of any Salesforce implementation. They are the backbone that keeps everything ticking along. They deal with bugs and ensure that investment into Salesforce is maximized. The Salesforce Admin performs the configuration as per requirements and ensures all users have the correct access to Salesforce and can accomplish their day-to-day tasks with minimal friction.
- **Salesforce Developer:** Salesforce Developers support Admins and other roles by extending the platform using code. While Salesforce's declarative functionality can cover most requirements, there may come a time where we need custom integration, complex

Apex code, or Lightning development. Salesforce Developers develop Apex Classes and Triggers and tests these classes for all custom development. They can also create user interface development, including Visualforce pages/Lightning pages, Aura Components, and Lightning Web Components. They use APIs or middleware to develop integration with external systems.

- **Salesforce Quality Assurance (QA) Specialist:** The Salesforce QA Specialist plays a crucial role in ensuring that the Salesforce application has been developed as per the business requirements and the system functions seamlessly in all variations of the business cases. The QA specialist also ensures that the system is free of any defects and all integrations are working as expected.

Business Roles: Government Team

- **Executive Sponsor:** The Executive Sponsor is an individual in a leadership role to make key decisions on aligning internal resource bandwidth and allocating budget. They should also act as an escalation point for issues beyond the project team, making it essential for this role to also come from within your organization.
- **Product Owner:** The Product Owner is essential and the central contact between Stealth/CeIBiz and FEMA. The product owner must have the ability and the authority to make key decisions on the prioritization of features and which approach will be taken since there are often many ways to deliver a requirement in Salesforce. In addition, the product owner should be able to align these decisions to project goals, timelines, and budgets. Along the way, they must act as a liaison between the stakeholders and the project team, particularly if they need to escalate any decisions that sit outside of their authority.
- **Subject Matter Experts (SME):** SMEs are hands-on users (e.g., field reps) who are considered power users in their business unit and can share important information about their job function that the rest of the project team might not know otherwise. While the leadership team may have a vision for the overall project, SMEs have the details needed to create a system focused on improving the end-user experience. As a result, SMEs play an essential role in upfront discovery sessions, user acceptance testing, and training. Their role in these instances is to communicate what users need out of the system to help ensure those requirements are present in the end product.
- **Data Lead:** The Data Lead is the person who understands the data landscape within the organization and can help answer questions like: Which system stores which data? Which system is a source of truth for specific data? What is the quality of data? How can you extract data from each system? In addition, the Data Lead is responsible for helping the Team think through the quality of the data that will live in Salesforce before a data migration or integration to avoid a “garbage in, garbage out” situation. This role is essential because it helps grant the Stealth/CeIBiz consulting team access to data ahead of time, even if it is just a sample data file. In turn, this visibility makes the Team more

effective by helping them better prepare for business process review sessions and leads to more meaningful conversations.

- *Do you have experience with Salesforce Gov Cloud and Gov implementations? How will FEMA benefit from that experience?*

Stealth/CeIBiz has considerable implementation experience on GovCloud and recently with GovCloud Plus. The following table provides a brief list of our government clients where Salesforce was implemented.

Client	SBA.gov Office of Disaster Assistance
Project Dates	March 2020 - March 2021
Type of Salesforce Cloud	GovCloud
Brief Description	Loan Management System built on Salesforce allowed small businesses to seek services and assistance from SBA. Modules for Loan Intake, Process, approval, and modification. Integration with FEMA and IRS external systems.

Client	FEMA (ICPD)
Project Dates	12/01/2016 – 11/30/2017
Type of Salesforce Cloud	Experience Cloud (Community Cloud) on GovCloud
Brief Description	Designed and Developed Youth Preparedness Council (YPC) applicant portal, America's Preparation community

End Clients	The state of Utah, The Los Angeles Homeless Services Authority (LAHSA), the City of San Diego, etc.
Project Dates	January 2015 – Present
Type of Salesforce Cloud	GovCloud
Brief Description	Supported implementation of Grants Management systems built on the Salesforce platform. Our initiatives have streamlined business processes and improved user experience and system adoption. The applications include Case Management, Customer Relationship Management, Grants Management, and e-signature.

Client	USAID – Prosper Africa Tracker (PAT)
Project Dates	01/03/2022 – Present
Type of Salesforce Cloud	GovCloud Plus
Brief Description	The project goal is to help increase trade and investment between the U.S. and all countries in Africa by improving coordination between USG agencies to increase the number of deals. The PAT

uses the Salesforce platform allowing interagency collaboration in real-time on transactions

How will FEMA benefit from Gov Cloud and Gov experience?

Government-centric Operations: Stealth/CeIBiz understands the complexity of operations in the government world. Salesforce GovCloud comes with specific constraints and governance, different from other Salesforce offerings. While designing solutions, Stealth/CeIBiz will leverage from its past GovCloud Government implementation experience in recommending and building solutions that meet all required government standards (Data Standards, Security, Record Retention, Accessibility, etc.). With the Stealth/CeIBiz team, FEMA will get a compatible solution from the inception versus an afterthought realized later in the Software development Life Cycle (SDLC), requiring rework and waste of investment. The following are a few areas that we meticulously accounted for in our implementations:

- **Focus on data security:** Setting up the data security model in Salesforce is key in the government applications, and Stealth/CeIBiz takes extra focus on setting up the data security model such as Org wide sharing, profiles, roles, etc. In addition, the system is thoroughly tested to ensure that the users can only see data that they are authorized to view.
- **Build of archival function:** Salesforce does not provide a native Archival function, but archiving data is required for most government agencies. Stealth/CeIBiz has built automatic archival mechanisms for data depending on the customer requirements. The data can be stored in Salesforce in an archived mode, or the data is extracted to an external system and deleted from Salesforce.
- **Version control function:** In government systems, an application/form can be subject to many modifications even after approval. Each modification is automatically tracked as a separate version, with the changes being tracked. A user will see all previous versions of the form or application, and only the latest version is used for any further processing.
- **Integration with other government systems:** Stealth/CeIBiz has extensive experience integrating Salesforce with other government systems. Integration with external government systems involves many additional steps like receiving the proper security certificates, approval from required stakeholders, testing approval, etc.
- **Implementation of Shield:** Stealth/CeIBiz has always emphasized the implementation of Shield encryption for all our government clients. Even though the Salesforce applications for Government are hosted on the FedRAMP-approved GovCloud, Salesforce Shield offers additional protection to data.
- **A Focus on 508 compliance:** A key difference between government and non-government applications is the focus on 508 compliance. Stealth/CeIBiz has always ensured that the applications built on the Salesforce platform are 508 compliant. In

addition, we constantly review the VPAT statement provided by Salesforce and strive to make the Salesforce UI 508 compliant.

Team's Existing Experience with FEMA Salesforce Projects

The Team implemented an enterprise-class, fully modular, entirely electronic Case Management System and Customer Relationship Management System (CRM). It is provided to FEMA as a configured call center system using Service Cloud with Salesforce Shield and Experience Cloud commercial-off-the-shelf (COTS) Software as a Service (SaaS) solution from Salesforce.

The system is hosted on Salesforce's highly secure, highly available, FISMA-compliant, FedRAMP-certified Government Cloud – GovCloud – online environment. Salesforce maintains compliance with the world's most demanding security and auditing standards concerning Salesforce GovCloud. As a result of being on GovCloud, the system is always compliant with the latest security changes. In addition, all data at rest within the system is safeguarded further by using Platform encryption and Salesforce Shield. The FEMA FICRM Case Management System is built on a Service Cloud PAAS platform using best practices and provides a robust automated workflow, notification, and approval engine. The Team has completed the following activities as per the Statement of Objectives (SOO):

- Developed an Agile approach, using project management principles and practices, to CRM solutions design, development, and implementation across FIMA (to include Scrum methodology);
- Built program solutions using the most up-to-date Salesforce interface;
- Used system configuration to support business processes;
- Provided integration for input and output methods;
- Developed workflow designs and implement;
- Provided overall collaboration of applications;
- Provided enhancements, patches, and updates to applications, data, and cloud solutions;
- Provided data integration with FIMA's legacy systems as well as the evaluation of the potential to integrate with FEMA legacy systems;
- Conducted automated testing, check 508 compliance, and facilitate user acceptance testing (UAT);
- Manage and control changes;
- Created and managed an ECRM Center of Excellence (CoE) to share best practices, tools, and techniques across all FIMA offices/programs;
- Articulated and documented current state and future state business practices supported and required by CRM solutions;

- Created and documented high-level CRM strategy and a roadmap for building future applications to enhance FIMA's use of the CRM tools to improve Customer Experience (CX);
- Created service level agreements (SLAs) and performance targets related to CRM solutions;
- Created measurement tools such as quantifying Survey responses within CRM solutions to help FIMA demonstrate improvements to CX; and
- Trained end users on ECRM solutions, including developing training resources and quick start guides, and conducting training sessions as necessary for each application built.

The Team started out doing pilots but implemented full functionality for the MVP to roll out and replace four existing call centers. Additionally, we migrated another call center from Classic to Lightning Experience. All five contact centers are operating smoothly, and FEMA is expected to see numerous benefits, including:

- Improved customer satisfaction and reduced agent time to respond to inquiries and move from managing inquiries in Outlook to all within the Salesforce Case Management system and provide a 360-degree view of the customer to provide continuous improvement in the customer experience and reduce silos of information to manage interactions with the citizens; and
- Transformation of the legacy call centers to a unified modern digital platform, which is scalable, flexible, and integrated to the rest of the enterprise.

● *What solutions can you provide to protect personally identifiable information in email or other electronic transmissions to external parties?*

Stealth/CeIBiz has always given the utmost importance and priority to all matters related to Personally Identifiable Information (PII) and data security. At a minimum, we recommend enabling Transaction Layer Security (TLS) that encrypts the contents of an email during transmission. In general, Stealth/CeIBiz does not recommend transmitting PII information over emails or other forms of communication. Still, in business cases where it is needed, Stealth/CeIBiz would implement one or more of the following items to ensure that the PII is securely transmitted over email or other forms of communication.

- **Email Encryption:** The most straightforward way to secure PII information in an email is to encrypt it. There are applications available on the Salesforce AppExchange that allow for emails to be encrypted. The applications can be configured to encrypt the emails only when PII information is involved. Stealth will work with FEMA to identify the best solution available on AppExchange and implement the same as a part of the overall project.

- **Secure Email Links:** Secure email links blend the best of secure servers and emails into one package. Instead of sending encrypted data, organizations send a safe email link to an encrypted server that contains the message in a simple email inbox. Users must authenticate themselves to gain access to that server and the PII message.
- **Salesforce Platform Encryption:** This would enable the application to encrypt standard and custom fields of various types, attachments, files, and other content using AES 256-bit encryption.
- **Salesforce Classic Encryption:** This provides the ability to encrypt data in custom text fields (ECF):
 - The areas can be masked appropriately for specific data types (i.e., credit card number, Social Security Number, National Insurance Number, and Social Insurance Number).
 - Access to read the masked parts of the fields is limited by the “View Encrypted Data” permission, which is not enabled by default.
 - Customers can manage their encryption key based on their organization’s security needs and regulatory requirements.
- **Encrypted fields use 128-bit encryption and the AES** (Advanced Encryption Standard) algorithm.

- *What experience do you have interfacing with webforms on *.gov webpages?*

Stealth/CeIBiz has vast experience interfacing with webforms on .gov web pages. Interfacing with .gov webpages provides the capability to citizens to access information fast from the Salesforce system or submit tickets to the Agency where the .gov page is available. Below are a few examples of where Stealth/CeIBiz has interfaced with webforms on .gov webpages.

- **Submission of Lead for USAID:** Stealth is implementing a Salesforce Solution for USAID Prosper Africa Tracker (PAT). PAT enables organizations in the USA to invest and work with different organizations in the African sub-continent through the US embassies. The focus of PAT is to allow organizations and government officials to work on various opportunities in the African continent seamlessly. Stealth implements a mechanism where a public web page will be available on the USAID website where leads and opportunities can be submitted. All information entered in this form is captured as a Salesforce Lead and routed to the corresponding Team. Once an opportunity has been successfully closed, a brief snapshot of the opportunity is now available as a success story back on the public-facing USAID.gov webpages.
- **Submission of Tickets for SBA.gov:** A public-facing .gov webpage was developed where citizens and small businesses can submit issues and challenges they face with their loan applications.

- **Search for grant opportunities on the Agency's public pages:** Stealth/CeiBiz has built pages where grant opportunities created in a Salesforce system are published on the Agency-facing pages.
- **Submission of inquiries that come in as cases via a Drupal form on FEMA.gov:** This feature is enabled for the Office of Flood Insurance Advocate to view the necessary information to help citizens get answers to their inquiries.
- **Integration of Salesforce chat with FEMA.gov allowed citizens:** This feature enabled FEMA.gov access allowed citizens to chat with an FMIX agent, and the agent was able to respond to the chat using Salesforce Service Console.

Team's Existing Experience with FEMA Salesforce Projects

The Team has experience implementing Experience Cloud for self-service (unauthenticated and authenticated) webforms hosted as “.gov” pages. With Experience Cloud, customers and partners can perform self-service and quickly answer questions without contacting a support agent. Experiences can be accessed anywhere, anytime, and from any device. The mobile experience combines an elegant, easy-to-use interface with powerful Salesforce functionality. All Experience Cloud sites are 100% mobile optimized and can be published as a branded mobile app in the Apple App Store or Google Play Store using Salesforce Mobile Publisher.

What differentiates Experience Cloud from the competition is that it combines the system of record – the service desk – with the system of engagement – the Experience Cloud site. Because Experience Cloud seamlessly integrates with Service Cloud, customers can create and track service cases, incidents, inquiries, or other related information right from Experience Cloud. The cases show up in the Service Cloud Console, and service agents can respond directly or via the Experience Cloud site.

The Team also has experience leveraging the Public Sector Solution that Salesforce offers (additional licensing cost) to generate dynamic user forms for citizen intake. An example of a past implementation includes creating a dynamic housing intake form that scored the citizen's request using a custom scoring matrix and routed it to the appropriate Team within the Agency for Service. The Public Sector Solutions system is built on a flexible platform that uses reusable components to speed development. Public Sector Solutions enables many features, including creating PDF forms of the input that can be shared and printed.

**** This concludes the Stealth/CeiBiz response to the FEMA, Federal Insurance and Mitigation Administration (FIMA) Questions for Request for Information, Salesforce Contract Support Procurement (2022). Please contact the Cover page contact Rahul Sundrani for any follow-up clarifications or feel free to contact Steve Lancaster, Steve.Lancaster@Stealth-us.com 703.966.2728.**