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# 1 TEAM REI Overview

A screenshot of a video game

Description automatically generated with medium confidenceREI Systems, Inc. is an employee-owned company that has been supporting federal and state agencies for more than 33 years. We are unique in our industry. While many of our competitors have grown through mergers and acquisitions — purchasing customers and capabilities — our growth has been purely through solid, proven delivery and building trusted customer relationships that span decades.

REI has a deep Grants Management Resource Pool.

Nearly 300 of our staff support grants management systems across federal, state, and local government customers today.

We offer AmeriCorps a deep pool of resources and SMEs from which to draw for GovGrants implementation.

REI has been designing, developing, deploying, operating, maintaining, and enhancing grants management systems for public sector customers for more than 20 years. GovGrants® is the culmination of REI’s 20+ years of experience developing grants management solutions for public sector agencies. It represents the best practices discovered over the years for driving greater efficiency, effectiveness, and insight into the grants management business. **Today, more than 300 REI employees support Grants Management Systems (GMS) across the government.** Our portfolio of customers includes the National Aeronautics and Space Administration (NASA), Health Resources and Services Administration (HRSA), the Department of Health and Human Services (HHS), the Department of Homeland Security (DHS), the General Services Agency (GSA), and the Food and Drug Administration (FDA), as well as state/local agencies in California, Texas, Utah, Louisiana, Washington, South Carolina, Los Angeles, San Diego, Washington DC, and more.

Logo, company name

Description automatically generatedREI has teamed with **Stealth Solutions, Inc.** (Stealth) to form Team REI to implement GovGrants for the AmeriCorps. Stealth is an 8a-certified small business with technical and functional expertise in grants management. Stealth has been working with REI for more than eight years on multiple GovGrants implementations, including at the United States Agency for International Development (USAID), the 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).

Team REI’s deep bench of resources provides AmeriCorps with a pool of grants management Subject Matter Experts (SME) and staff to rely on over the course of project execution.

Team REI is the Ideal Partner to Achieve the AmeriCorps Objectives

Achieving AmeriCorps objectives means finding and keeping the right resources to ensure the highest productivity and collaboration throughout the contract. Our staffing approach is to create a project team for AmeriCorps that minimizes execution risk and provides high-quality staff with knowledge and skills for implementing GovGrants across multiple customers.

Team REI’s proposed project staff brings more than 30 years of combined experience in grants, technical, and management domains and is ready to start on Day 1. As with each of our projects, this project staff has extensive corporate reach-back support and resource availability. We know how to bring the right mix of skills to meet the AmeriCorps objectives through this Staffing Approach. Our proposed staff are based out of REI’s Sterling, Virginia, location. However, given the physical proximity to AmeriCorps’s offices, they can travel to the AmeriCorps office for meetings and reviews, as needed or required. We believe that many of the initial Gap Analysis sessions will be best facilitated in person, if possible, to allow for maximum collaboration and engagement.

Team REI will staff a diverse, experience-rich team to support AmeriCorps. Each of the proposed staff has experience on multiple grants management implementations similar to the AmeriCorps GMS using the GovGrants COTS product.

The AmeriCorps leadership will oversee that the project is meeting the strategic objectives established for the GMS. Leadership will review progress reports, which include risks, issues, and progress. All decisions related to the contract and significant schedules will be communicated and concurred upon by this group. Project execution will be managed by the Team REI Project Manager (PM) in coordination with the AmeriCorps Project PM.

**Figure 1** below shows the organizational structure and the reporting relationships within the project. The established reporting relationship provides a governance structure for the project.

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Figure 1: Proposed REI Staffing Roles for the AmeriCorps’s Grants Management System Project

Team REI plans to staff one core Agile Team with 11-12 FTEs that includes a Scrum Master (SM), a Product Owner (PO), Business Analysts (BA), Test Engineers (QA), and Developers (Dev) for the duration of GovGrants implementation. This team will be supported by specialist staff as needed to perform activities such as integration with external systems, data migration, automation, security compliance, UI/UX support, and user training/support. Team REI personnel will attain security clearances before accessing the AmeriCorps network. Team REI provides resumes for our key personnel in **Appendix A**.

# 2 Education and Experience

Team REI’s key personnel to support AmeriCorps in this project are a PM, a Technical Lead (TL), and a Functional Lead (FL)/BA. The following section provides education and experience qualifications for each role. These Team REI staff members have successfully deployed numerous GovGrants implementations. As noted above, all three key personnel are local to the Washington, DC area for ad hoc meetings and problem-solving sessions.

## 2.1 Project Manager

The proposed Project Manager is a certified Project Management Professional (PMP) with more than 15 years of experience leading and delivering IT-related projects. He has managed local and global Software Development Life Cycle (SDLC)—Agile and Waterfall—projects successfully across multiple time zones. He is a top-performing program manager who has successfully managed projects up to $8M in annual funding. He has served as Project Manager for the Region of Peel, the Los Angeles Homeless Services Authority (LAHSA), and the South Office Attorney General (SC OAG), which were all GovGrants-specific projects.

Project Manager Education

* Bachelor of Science, Information Technology, Southern Illinois University
* Bachelor of Science, Aviation Management, Southern Illinois University

Project Manager Certifications

* Project Management Professional (PMP), 2012
* PMI Agile Certified Practitioner (PMI-ACP), 2015
* Certified Scrum Master (CSM), 2015

Table 1: Project Manager Grants Implementation Experience

| **Agency/Office** | **Role** | **Implementation Team Size** | **Key Statistics** |
| --- | --- | --- | --- |
| Region of Peel (Canada) | Project Manager | 13 | * Supporting 15 programs * Managing $250 million * More than 700 service providers * 210 users |
| Los Angeles Homeless Services Authority (LAHSA) | Project Manager | 14 | * Managing $800 million for 200-250 agencies * 100 internal users, 920 external users |
| South Carolina Office of Attorney General | Project Manager | 12 | * Managing $100 million * Supporting 100 external agencies * 13 internal, 200 external |

## 2.2 Technical Lead

Our Technical Lead is an accomplished leader in the design, development, and deployment of GovGrants. With more than 11 years of experience in the Salesforce.com application and Force.com platform, he has a proven ability to handle multiple projects/tasks simultaneously. He is experienced in different phases of SDLC, including requirements gathering, planning, design, implementation, testing, documentation, user training, and post-go-live maintenance. His Salesforce.com knowledge includes Administration and Development with extensive experience in activities related to configuration, customization, user management, data migration, and deployment using change sets. Strong experience with Salesforce native Reports and Dashboards. He is skilled in the use of data migration tools like Data Import Wizard, Excel Connector, Apex Data Loader, and Data Loader CLI. He can translate technical details and communicate effectively to a non-technical audience.

Technical Lead Education

* Master of Science – Computer Science, University of Missouri – Saint Louis, Saint Louis, Missouri
* Bachelor of Technology – Computer Science & IT, Jawaharlal Nehru Technological University, Hyderabad, Telangana, India

Technical Lead Certifications

* GovGrants Certified Administrator
* Salesforce Certified Administrator
* Salesforce Certified Platform Developer 1

Table 2: Technical Manager Grants Implementation Experience

| **Agency/Office** | **Role** | **Implementation Team Size** | **Key Statistics** |
| --- | --- | --- | --- |
| Washington Office of Superintendent of Public Instruction (OSPI) | Technical Lead | 10+ | * Phase 1 rollout includes support for eight federal entitlement formula grants, federal formula consortium grants, and a few state and competitive federal grants. * Support 65 internal users and 2,000 external users in Phase 1. |
| Legal Services Corporation (LSC) Grants Management System | Technical Lead | 10 | * More than $400 million in total grant funding. * Currently supports more than 130 Grantees across the U.S. * 1000+ users. |
| State of Utah, Enterprise Grants Management System | Sr. Developer | 10+ | * 300 active programs, including Minimum School Programs. * Over 10,000 annual awards. * Over $4 billion in annual grant funds. * 1,500+ current users. |

## 2.3 Business Analyst

The proposed Business Analyst has more than ten years of experience in grants management with demonstrated expertise in evaluation, grant writing, and grant management. He is also an experienced Principal Test Engineer. Due to this, he can perform client needs analysis, base product analysis, document business processes, develop wireframes, write system documentation, translate business process needs into technical requirements, and ensure quality from the ground up. He has been involved in all phases of a project: inception, discovery, design, development, testing, deployment, and maintenance of quality software. Additionally, as a certified Scrum Master and a certified Product Owner (PO), he is proficient in Agile development environments with experience in multiple Agile methodologies such as scrum and Kanban.

Business Analyst Education

* Bachelor’s in Computer Science (BCS), Neumont University

Technical Lead Certifications

* Certified Scrum Master (CSM)
* Certified Product Owner (CSPO)

Table 3: Business Analyst Grants Implementation Experience

| **Agency/Office** | **Role** | **Implementation Team Size** | **Key Statistics** |
| --- | --- | --- | --- |
| Louisville Metro Government (LMG) | Functional Lead/Business Analyst | 12 | * Managing $50 million. * Supporting three agencies. |
| Los Angeles Homeless Services Authority | Functional Lead/Business Analyst | 14 | * Managing $800 million for 200-250 agencies. * 100 internal users, 920 external users. |
| Region of Peel (Canada) | Lead Test Engineer | 13 | * Supporting 15 programs. * More than 700 service providers. * 210 users. |
| Health Resources and Services Administration (HRSA) Enterprise Level E-Grants Platform | Test Engineer  Scrum Master | 200+ | * 10,637 applications/year. * 27,000 grants awarded/year. * $7.5 billion awarded/year. * 46,000 users. |

# 3 Staffing Plan

Team REI’s staffing plan considers the requirements and timelines AmeriCorps specified in the Performance Work Statement (PWS), for which we have provided our understanding in Volume 1, Section 2 of our proposal. Our staffing mix is based on factors that align with AmeriCorps’ objectives.

* Deliver GMS capabilities using an Agile approach to ensure a successful deployment
* Solicit and harmonize functional and technical requirements across grant programs to ensure cross-organizational acceptance of the GMS
* Ensure a quality-first approach to the implementation of configurations and customizations
* Successfully migrate legacy data and integrate GMS with external systems
* Successfully onboard users, drive system adoption, and provide post-go-live support

In addition, Team REI applies our experience and lessons learned implementing GovGrants for several customers with requirements and scales similar to AmeriCorps’. Given that AmeriCorps needs to implement a new GMS which meets its functional, technical, security, data migration, hosting, and other requirements using a robust set of project management practices and has the full capability delivered within 22 months of project kickoff, Team REI anticipates a team of approximately 24 staff members with different skills engaged during the project to implement the new GMS. We form one Agile team to execute the configuration, customization, integration, and data migration in sprints.

**Table 4** below lists Team REI’s staffing projections, including the mix of resources to accomplish the project goals, their responsibilities, and their support level during implementation over 22 months.

Table 4: Team REI Staffing Roles and Responsibilities

| **Functional Role** | **No of Staff** | **Key Responsibilities** | **Overall Support %** |
| --- | --- | --- | --- |
| Project Manager (PM)  *Key* | 1 | * Accountable for the overall success of the project. * Supports building Agile Milestones and Roadmaps, as well as the plans that enable them. * Creates and updates Project Management Reports as required by the PWS. * Helps develop, implement, and communicate the economic framework. * Assists the Technical and Functional Lead with PI Planning and Pre- and Post-PI Planning activities. * Participates in PI Planning, System Demo, and Solution Demo. * Leverages a Customer-centric mindset and Design Thinking practices to establish the right relationships with customers. * Builds and maintains partnerships with Suppliers, consultants, partners, and internal and external stakeholders. * Works with Technical Lead and stakeholders to help ensure alignment and execution of Strategic Themes. * Continuously assists in aligning teams to system mission and helps ensure the engagement of Business Owners, Shared Services, and other stakeholders. | 100% |
| Technical Lead (TL)  *Key* | 1 | * Responsible for the technical delivery of the full solution. * Performs technical reviews and provides guidance to the developers. * Undertakes the development of complex technical tasks. * Conducts technical feasibility of the product customization requests * Establishes and manages the calendars for Iterations and Program Increments (PIs). * Facilitates PI Planning readiness and events by fostering a Continuous Exploration process that drives the synthesis of a Vision, a Roadmap, and Backlogs, and through Pre- and Post-PI Planning events. * Summarizes Team PI Objectives into Program PI Objectives and publishes them for visibility and transparency. * Assists in tracking the execution of features and capabilities. * Escalates and tracks impediments and manages technical risks and dependencies. * Improves the flow of value through value streams by improving and assessing the practices associated with DevOps and Release on Demand in the Continuous Delivery Pipeline. * Serves as proxy Product Owner. * Facilitates System Demos and drives relentless improvement via Inspect and Adapt workshops; assesses the agility level of the Agile Development Team and helps them improve. | 100% |
| Functional Lead/Business Analyst (FL)  *Key* | 1 | * Documents requirements in detail, creates acceptance criteria, and creates user stories. * Assists the Release Train and Solution Train Engineers with PI Planning readiness and Pre- and Post-PI Planning activities. * Participates in PI planning, System Demo, and Solution Demo. * Leverages a Customer-centric mindset and Design Thinking practices to establish the right relationships with customers. * Performs change impact analysis. * Develops training documentation and supports user training. | 100% |
| Scrum Master (SM) | 1 | * Facilitates PI Planning event by working with Technical Lead. * Drafts PI plan working with the team. * Creates team PI objectives and supports iteration execution by facilitating events such as backlog refinement, iteration planning, daily stand-up, reviews, and retrospectives. * Supports teams by helping them remove systemic impediments and implementing continuous/release-train-engineer-and-solution-train-engineer improvement backlog items. * Collaborates with Product Owner to ensure value delivery. * Improves flow and manages WIP limits by establishing and monitoring the team Kanban board. * Protects teams from distractions and unrelated or unnecessary work. * Fosters collaboration on the team. * Improves program performance by cross-team collaboration. | 80% |
| Product Owner (PO) | 1 | * Plays a significant role in maximizing the value produced by Agile teams by ensuring User Stories meet the end user needs and meet the Definition of Done. * Responsible for preparing and participating in PI planning events. * Provides team with required clarity on user stories and assists with story definition, estimation, sequencing, and prioritization. * Primarily responsible for building, maintaining, and adjusting team backlog consisting of User Stories, Defects, and Enablers. * Ensures user story prioritization with the AmeriCorps PO. * Serves as the customer proxy responsible for working with enterprise product management and other stakeholders to define and prioritize stories in the Team Backlog. * Attends scrum ceremonies such as PI Planning, Program and Team Backlog Refinement, Sprint Review & Retrospectives. * Participates in Iteration Planning to communicate user story details, acceptance criteria, definition of done, and priorities in order to apply Behavior-Driven Development (BDD). * Validates user stories for completion against acceptance criteria and definition of done. * Facilitates and leads User Acceptance Testing (UAT). | 80% |
| Business Analyst (BA) | 2 | * Documents requirements in detail, creates acceptance criteria, and creates user stories. * Participates in PI planning, System Demo, and Solution Demo. * Leverages a Customer-centric mindset and Design Thinking practices to establish the right relationships with customers. * Performs change impact analysis. * Develops training documentation and supports user training. | 70% |
| Integration Lead (IL) | 1 | * Designs the integration architecture and ensures compliance with AmeriCorps standards. * Leads the integration coordination with the external systems. * Guides Agile Development team during integration sprints. | 40% |
| Data Management Specialist (DMS) | 2 | * Analyzes the legacy data to be migrated. * Performs data mapping with GMS. * Performs data migration to different sandboxes for testing. * Migrates data to production. | 75% |
| Developer (Dev) | 4 | * Applies Behaviour-Driven Development (BDD) or Test Driven Development (TDD) to understand requirements in detail and creates acceptance criteria and user story maps. * Responsible for maintaining effective version control and following configuration plan. * Focuses on sustainable development by applying good estimation techniques, effective branching strategies for managing code, automated testing to protect the quality, and continuous deployment to get faster feedback. * Applies system thinking during the design phase. * Continuously integrates new code and builds and tests automation. * Maintains a staging environment and leverages it for validating new builds. * Ensures Continuous Integration with DevOps. * Runs security scans on the GMS before deployment and fixes any issues identified. | 100% |
| Test Manager/Sr Automation Engineer (TM) | 1 | * Responsible for overall quality of GMS. * Helps develop, implement, and communicate the quality framework. * Establishes and manages quality assurance calendar. * Reviews automation and functional test cases and test scripts. | 100% |
| Automation Engineer (AE) | 1 | * Responsible for maintaining the test automation framework and creating new automation test scripts. * Performs automation testing. * Supports test engineers to perform regression testing. | 100% |
| Test Engineer (QA) | 2 | * Supports system testing to protect the quality and provides continuous feedback. * Makes sure all the configurations and customizations meet acceptance criteria. * Responsible for maintaining the test scripts and performing manual testing, regression, performance, Section 508 and integration testing, and supporting UAT. | 100% |
| Information System Security Officer (ISSO) | 1 | * Supports the ATO process for GMS go-live. * Ensures the GMS security posture is maintained. * Participates in the IT security audit and helps in addressing any POA&Ms. * Supports rolling IT security audit to maintain ATO. | 60% |
| UI/UX SME | 1 | * Supports the branding updates to tailor GovGrants for AmeriCorps. * Solicits user experience feedback. * Analyzes usability feedback and proposes improvements. * Maintains GMS User Interface standards. | 10% |
| Trainer | 2 | * Works with stakeholders and users of the system to impart knowledge of how GovGrants will suit the business need. * Trains external and internal users, other trainers, and system administrators. | 40% |
| Service Desk Analyst (SDA) | 2 | * Works with users of the system to answer questions and address issues. * Provides continuous updates to the users about the issue resolution. * Documents the changes applied to the system to address issues. * Generates the service desk tickets report and shares it with the AmeriCorps PM. | 60% |

While the core resources (PM, FL, TL, PO, and BAs) will start working on the project on Day 1, Team REI plans to staff the remaining team members starting in Month 5, when we anticipate the Agile development to kick off after the product backlog has been prioritized. Our PM will ensure sufficient project-level onboarding is provided to the development team through the internal project kickoff and understanding of the gaps that the team needs to implement.

# 4 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 GovGrants solution for many years. With more than 700 employees, including business analysts, project managers, engineers, developers, quality assurance analysts/testers, and other technical and non-technical personnel, many with grants management systems experience, our proposed personnel can execute at the level needed to ensure AmeriCorps’ success. In addition, Team 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 **Figure 2**.

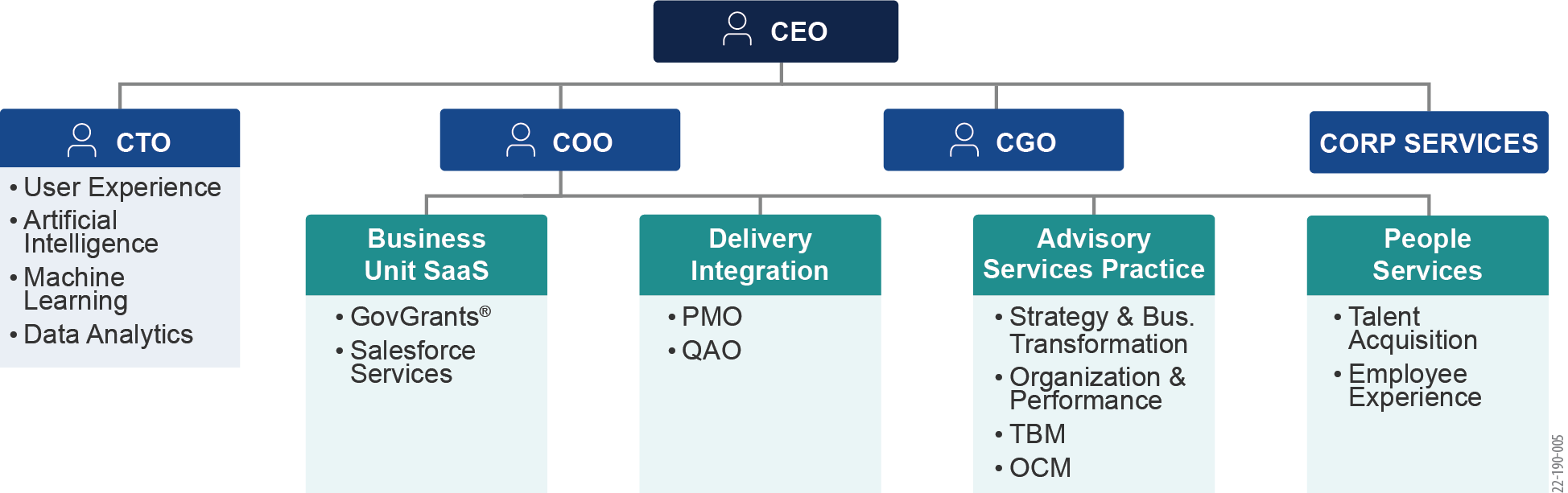


Figure 2: REI Systems’ Corporate Organization

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 33 years 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 Team REI’s grants management expertise to assist with any possible project surge needs that are discovered throughout project delivery or with specific technical guidance. What is more, the AmeriCorps team will be bolstered by having access to technological SMEs in customer experience, artificial intelligence, machine learning, and data analytics to bring grants management innovations to bear.

The entire GovGrants 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. **Figure 3** below depicts Team REI’s organization chart specific to the GovGrants product.

Timeline

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Figure 3: GovGrants Organization’s Three Teams: Product, Implementation/Delivery,  
and Customer Success

GovGrants’ successful implementations demonstrate a history of working together that assures our corporate and personal commitments to mission success. With each GovGrants 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 AmeriCorps requirements.

# 5 Staffing Approach

****Our people are at the forefront of our success in working with government institutions. As an organization with more than 700 staff members, REI is dedicated to the growth and development of our people. Indeed, REI is recognized for its culture that takes good care of its employees. As a **six-time winner** of ***The Washington Post’s Top Workplaces*** award, we pride ourselves on being a company where people build enriched and fulfilled careers.

Ability to Support AmeriCorps Considerations

Achieving AmeriCorps objectives 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. 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 of AmeriCorps’s current and future goals by providing a team of dedicated staff and specialty staff when needed during various phases of the implementation.

To successfully deploy the GMS for AmeriCorps, Team REI’s staffing approach is based on various considerations.

* A solution that is built to truly represent the needs of all programs
* Harmonization of different workstreams to deliver GMS on time
* Migration of legacy data to the new GMS for easy access and reporting
* Importance of delivering a quality product
* Streamlined users onboarding and support for successful adoption

Our team proposed for the GMS project has supported numerous federal, state, and large foundation customers in their journey for grants management automation, including HRSA, DHS FEMA, NASA, LSC, NED, NFWF, State of Washington, State of South Carolina, State of Utah, and more. Collectively, the team will bring lessons learned from these experiences to support AmeriCorps's future ambitions of a more efficient and effective grants management process. 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.

Team REI will staff a team of PM, FL, TL, PO, and BAs on Day 1 to work with all the different program staff to identify any gaps between the base product and the program-specific business processes. This team will discover and document all the requirements to make sure all program-specific grants management needs are captured. This helps with implementing a system that covers the needs of all the different programs. To deploy the GMS in the proposed timeline, we will staff the project with a core Agile team to execute the implementation work efficiently using REI’s Scaled Agile methodology. Both the PM and the BA proposed for the project have extensive, strong experience implementing grants management systems across multiple REI customers and have an in-depth understanding of GovGrants and the grants domain. This team will be supported by specialist staff to perform activities like integration and data migration in conjunction with the development tasks performed by the core team. Team REI’s PO will work with both core and specialist staff members to make sure that the GMS is aligned with the roadmap. The PO will keep track of all the dependencies across work products and harmonize the delivery.

To meet the quality objectives, Team REI will staff the project with a TM to oversee the GMS quality and monitor the work performed during each sprint. The QAs on the project will come with grants management and GovGrants experience. In addition, Team REI will support the QAs with an automation engineer to convert the manual test scripts into automation scripts to help reduce the cycle time and support the overall quality of the work product delivered with each sprint.

The onboarding of users is a critical component for the successful adoption of the new system. Team REI will deploy trainers and service support analysts to provide user training to both internal and external users, as well as handle any queries/issues during onboarding and use of the GMS post-deployment. This will smoothen the change management and helps with the adoption of the system across different programs.

The mix of resources proposed for the project allows enough backup of functional and technical resources to continue project execution with little or no impact on the project cost and schedule.

Ability to Fill Positions

Team REI maintains an in-house recruiting staff of more than ten individuals to identify and attract qualified, diverse staff for AmeriCorps 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 delivery 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 AmeriCorps contract that lets them move in a direction that fits their career objectives and best serves AmeriCorps. 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 cash rewards (from $500 to $8,000) 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.

Team REI, using the hiring methodology mentioned above, has successfully hired and onboarded more than 300 staff members over the last 12 months, including 175 hired since the start of this year.

Ability to Retain Personnel and Knowledge

Team 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.Team 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 grants 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, including the following.

* **Professional Development:** REI provides a full slate of in-house training that includes dedicated classroom sessions, brown bag sessions, and online courses for technical and soft skill development. We also provide up to $4,000 a year for each employee to invest in their professional development through external training, education, and certifications.
* **Recognition and Rewards:** REI believes that recognition and rewards are equally important in motivating good work. We recognize individual performance with on-the-spot awards and bonuses, recognition awards, annual performance bonuses, as well as team impact awards.
* **Long-Term Benefits:** REI’s Employee Stock Ownership Program is a key way for our employees to celebrate the success of our organization and helps to incentivize their continued hard work as an owner of our company. In 2018, an external benefits assessment firm rated our 401(k) program “best-in-class” for an organization of our size.

We require frequent touchpoints with our staff, including monthly one-on-one meetings, quarterly assessments, and an annual appraisal process, all of which ensure consistent and diligent touchpoints to evaluate progress and opportunities for growth, training, and expansion of skills. We identify areas of improvement and apply course corrections as soon as gaps are identified.

GovGrants Onboarding

We onboard our new employees with classroom grants management training followed by product walkthroughs. This shows the new team member how the product maps to grant management processes. Following classroom training, they undergo product framework training. During the whole process, trainers administer quizzes to validate their understanding. In addition, for developers, we walk them through the technical delivery process as well as the product code structure. All the training recordings are stored at a central location for easy access.

Ability to Retain and Manage Subcontractors

The subcontractor proposed for the project, Stealth Solutions, has been a long-term partner with REI helping deliver GovGrants for seven customers for more than eight years. REI has a well-defined process for managing and onboarding subcontractors. Team REI’s PM works closely with Stealth Solutions and oversees its resources working on the implementation. Our PM escalates any Stealth resource concerns/issues to Stealth leadership for timely agreed-upon resolutions. If necessary, REI requests that Stealth provide replacement resources from its pool of resources who have GovGrants and grants domain experience. So far, REI has seen a minimal turnover of Stealth’s technical and functional resources supporting multiple GovGrants implementations.

1. Key Personnel Resumes

On the following pages, REI provides resumes for the following proposed personnel:

* Project Manager;
* Technical Lead; and
* Business Analyst.

In accordance with solicitation instructions, all names have been withheld and will be provided upon contract award.

* 1. Project Manager – Existing Employee of the Prime Offeror

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| **Years of Project and Grants Management Experience** | **Comparable  Grants Management Projects** | **REI Location** | **Certifications** |
| 15+ years of project management experience  6+ years working on grants management system deployments | Project Manager, Region of Peel (Canada)  Project Manager, Los Angeles Homeless Services Authority (LAHSA)  Project Manager, South Carolina Office of Attorney General | Sterling, Virginia | See the source imageA blue and white logo  Description automatically generated with low confidence |

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| Brief Summary of Professional Experience |
| The proposed Project Manager is a certified Project Management Professional (PMP) with 15+ years of experience leading and delivering IT-related projects. He has managed local and global Software Development Life Cycle (SDLC)—Agile and waterfall—projects successfully across multiple time zones. He is a top-performing program manager who has successfully managed projects up to $8M/annually. He has served as Project Manager for Region of Peel, the Los Angeles Homeless Services Authority (LAHSA), and the South Office Attorney General (SC OAG), which were all GovGrants-specific projects. |
| Relevant Experience |
| REI Systems, Inc. Jan 2020–Present  Project Manager  **Key responsibilities include:**  Leading multiple development projects with the Region of Peel, Canada, for the Early Years Child Care and Community Investment Program  Led the requirements effort to estimate the automation of the current manual process for the Childcare fee subsidy process  Automated the contract generation for service providers leading to efficient and timely distribution of funds  Managing the grants project for the Los Angeles Homeless Services Authority  Implementation of the Grantee and the Grantor modules  Integrated with LAHSA’s financial system using the file-based approach  Is supporting LAHSA to distribute ~$800M funds to its sub-recipients  Deutsche Bank Dec 2016–Jan 2020  AVP: WM Tech US  **Key responsibilities included:**  Managed New Account On-boarding and Know your Customer (KYC) regulatory portfolio in Private Wealth Management (PWM).  Maintained regulatory application consolidation across regions - while maintaining the integrity of regional regulatory requirements.  Increased efficiency and reduced the onboarding of the client time frame from three days to six hrs.  Savings of ~185m in savings over five years by reducing the maintenance overhead and retirement of legacy systems.  REI Systems, Inc. May 2011–Dec 2016  IT Project Manager  **Key responsibilities included:**  Worked at the client location, leading a team of developers, testers, and analysts to implement various modules in the grants management lifecycle for HHS (Health and Human Services). Responsible for developing and maintaining the roadmap for their User Management and Administration module.  Created and managed project plans for implementation of the “Grant Solutions” module.  Managed the budget for the contract and tracked the revenue by calculating the project cost and the contract cost  Reported logistics and statistics of project variables to determine risks associated with the project. |
| Education |
| * Bachelor of Science, Information Technology, Southern Illinois University, 2005 * Bachelor of Science, Aviation Management, Southern Illinois University, 2004 |
| Certifications |
| Project Management Professional (PMP), 2012  PMI Agile Certified Practitioner (PMI-ACP), 2015  Certified Scrum Master (CSM), 2015 |
| Technical Domain and Functional Expertise |
| Salesforce  SDLC Project Management  Agile  Enterprise Performance Lifecycle Framework - EPLC  Requirements Management  End-User Training  Business Process Modeling  Grants Management |

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* 1. Technical Lead – Existing Employee of the Prime Offeror

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| **Years of Grants Management Experience** | **Comparable  Grants Management Projects** | **REI Location** | **Certifications** |
| 3+ years working on grants management system deployments | Technical Lead for Washington Office of Superintendent of Public Instruction (OSPI)  Technical Lead for Legal Services Corporation (LSC) Grants Management System  Sr. Developer for State of Utah, Enterprise Grants Management System | Sterling, Virginia | Graphical user interface, text  Description automatically generatedA blue screen with white text  Description automatically generated with medium confidenceA picture containing icon  Description automatically generated |

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| Brief Summary of Professional Experience |
| The proposal Technical Lead is an accomplished leader in the design, development, and deployment of GovGrants. With more than 11 years of experience in the Salesforce.com application and Force.com platform, he has a proven ability to handle multiple projects/tasks simultaneously. He is experienced in different phases of SDLC, including requirements gathering, planning, design, implementation, testing, documentation, user training, and post-go-live maintenance. His Salesforce.com knowledge includes Administration and Development with extensive experience in activities related to configuration, customization, user management, data migration, and deployment using change sets. Strong experience with Salesforce native Reports and Dashboards. He is skilled in the use of data migration tools like Data Import Wizard, Excel Connector, Apex Data Loader, and Data Loader CLI. Working on various GovGrants projects, he can translate technical details and communicate effectively to a non-technical audience. |
| Relevant Experience |
| REI Systems, Sterling, Virginia Oct 2017–Present  Technical Lead Feb. 2020–Present  **Key responsibilities include:**  Participate in client meetings for requirements and gap analysis.  Implement a security and sharing model as per the client-specific requirements.  Provide custom solutions and cost-effective workarounds to implement business logic and enhance the user experience.  Design and develop flexible and reusable modules, as per the client specifications, to reduce development effort.  Break down complex business logic into smaller maintainable modules and delegate technical tasks to individual developers.  Develop and maintain integrations between GovGrants application and external systems.  Assist junior developers in overcoming technical challenges and implementing best practices.  Perform code reviews and implement best practices across the application.  Work with the Quality Control team during integration testing and resolve issues identified in the process.  Principal Software Engineer Oct 2017–Feb 2020  **Key responsibilities include:**  Participate in client meetings for requirements and gap analysis.  Configure the GovGrants application’s features and processes to meet client-specific requirements.  Provide custom solutions and cost-effective workarounds to implement business logic and enhance the user experience.  Design, develop and test small, medium, and large-scale enhancements with other software engineers and QA teams.  Develop and schedule Batch Jobs to process large data sets within the GovGrants application.  Develop and maintain integrations between GovGrants application and external systems.  Implement a security and sharing model as per the client-specific requirements.  Assist junior developers in overcoming technical challenges and implementing best practices.  Perform code reviews and implement best practices across the application.  Work with the Quality Control team during integration testing and resolve issues identified in the process.  Perform data uploads and cleanup activities in the GovGrants application for each fiscal year. |
| Education |
| Master of Science – Computer Science, University of Missouri – Saint Louis, Saint Louis, Missouri  Bachelor of Technology – Computer Science & IT, Jawaharlal Nehru Technological University, Hyderabad, Telangana, India |

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| Certifications |
| GovGrants Certified Administrator  Salesforce Certified Administrator  Salesforce Certified Platform Developer 1 |
| Technical Domain and Functional Expertise |
| Experience in Salesforce.com Administration and Development.  Extensive experience in activities related to configuration, customization, user management, data migration, and deployment using change sets.  Strong experience with Salesforce native Reports and Dashboards.  Strong experience in Apex Classes, Apex Triggers, Visualforce, and Controllers.  Experience in advanced development concepts like Batch Apex, Scheduled Apex, Asynchronous Apex, Analytical Screenshots, Email Services, and Web Services.  Expertise in development and deployment tools like Eclipse, Force.com IDE, Developer Console, Workbench, and Force.com Migration Tool.  Expertise in data migration tools likes: Data Import Wizard, Excel Connector, Apex Data Loader, and Data Loader CLI.  Experience in querying Salesforce.com database using SOQL & SOSL queries.  Good understanding of Salesforce best practices and governor limits.  Good understanding of programming languages like C, Java, and .Net.  Good knowledge of web development concepts like HTML, CSS, and JavaScript. |

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* 1. Business Analyst – Existing Employee of the Prime Offeror

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| **Years of Grants Management Experience** | **Comparable  Grants Management Projects** | **REI Location** | **Certifications** |
| 10+ years working on grants management system deployments | Functional Lead/Business Analyst, South Carolina Attorney General (SCAG)  Functional Lead/Business Analyst, Louisville Metro Government (LMG)  Functional Lead/Business Analyst, Los Angeles Homeless Services Authority (LAHSA)  Lead Test Engineer, Region of Peel (Canada)  Test Engineer, HRSA EHBs grants management system  Scrum Master, HRSA EHBs grants management system | Sterling, Virginia | See the source image  See the source image |

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| Brief Summary of Professional Experience |
| The proposed Business Analyst has more than ten years of experience in grants management. He is versatile and adaptable to fit any role in a team to get the job done. He is also an experienced Principal Test Engineer. Due to this, he can perform client needs analysis, base product analysis, document business processes, develop wireframes, write system documentation, translate business process needs into technical requirements, and ensure quality from the ground up. He has been involved in all phases of the project: inception, discovery, design, development, testing, deployment, and maintenance of quality software. Additionally, as a certified Scrum Master and a certified Product Owner, he is proficient in Agile development environments with experience in multiple Agile methodologies such as Scrum and Kanban. |
| Relevant Experience |
| REI Systems Apr 2012–Present  Principal Test Engineer, Scrum Master, Principal Functional Lead/Business Analyst  **As a Principal Test Engineer:**  Was responsible for testing products delivered by the company to ensure that only high-quality products were released to the customers.  Worked with the organization to begin a transition from pure manual functional testing to automated testing.  Wrote automated tests using a variety of technologies such as NUnit, JUnit, TestNG, Selenium, and Cucumber.  Oversaw the development of an automated web UI framework that became the new standard across the organization that incorporated Selenium, Business Driven Development (using Cucumber), reporting, and parallel execution on any Selenium Grid (such as SauceLabs).  Coached test engineers on automated testing to improve the adoption rate throughout the organization.  Coached test engineers on testing best practices throughout the organization for continual testing improvement across the organization.  Wrote and executed functional test cases based on requirements analysis.  Wrote and executed test cases around 508 compliance.  Conducted interviews to hire additional Test Engineers for test automation across the organization.  **As a Scrum Master:**  Was responsible for bringing out the best of Agile teams using different methodologies such as Scrum and Kanban working with up to three teams simultaneously.  Coached teams in Scrum and Kanban methodologies to drastically improve team performance. Coaching included all roles in Scrum (Scrum Team, Product Owner, and Scrum Master).  Facilitated Scrum Ceremonies such as the Daily Scrum, Sprint Review, Sprint Retrospective, Sprint Planning, and Product Backlog Refinement.  Worked throughout the organization to promote change toward more Agile principles to increase overall organization performance.  Trained teams throughout the organization on tools being adopted for Scrum and Kanban, such as TFS, Trello, and JIRA.  Coached teams on development best practices such as Automated Testing and CI/CD.  Monitored teams and gathered data to assist in pinpointing areas where teams could continually improve.  Conducted interviews to hire additional staff to fill positions in the Scrum Master and Product Owner roles.  **As a Principal Functional Lead/Business Analyst:**  Assisted in project discovery.  Assisted the Product Owner in gathering and documenting requirements. Most requirements were documented as User Stories and wireframes.  Assisted the Product Owner in communicating requirements to the development team.  Assisted the development team in the design and implementation of the user stories.  Was responsible for running client demos and conducting user acceptance tests with the client.  Was responsible for conducting client training.  Assisted the Product Owner with documentation and reports for client deliverables. |
| Education |
| * Bachelors in Computer Science (BCS), Neumont University |
| Certifications |
| * Certified Scrum Master (CSM) * Certified Product Owner (CSPO) |
| Technical Domain and Functional Expertise |
| * **Business Analyst:** Microsoft Office, Microsoft Teams, Sharepoint, TFS, Trello, JIRA, GoTo Meeting, Skype, Zoom, Balsamiq * **Testing:** Selenium (Java and C#), Telerik Test Studio, NUnit, JUnit, TestNG, Visual Studio, Eclipse, Microsoft SQL Server, Aptest Manager, TFS, SVN, Git, 508 compliance, JAWS, NVDA, Performance Testing, Load Runner, Manual Testing, and Test Case Management * **Scrum Master:** TFS, Trello, Sharepoint, JIRA, and Retrium |

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