WHITE PAPER

Delivering Mission Impact

Successful Modernization for Federal Agencies Requires a Mindful Approach

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MINDFUL Modernization

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Approaching Modernization as an Opportunity for Value Delivery

Federal agencies have long grappled with the challenges of modernization. Starting in the early 2000s, federal leaders were tasked with improving IT processes, infrastructure, and services to meet evolving missions and enhance their cyber posture against emerging threats. Initially, the focus was large-scale, point-in-time technology upgrades, utilizing once-popular server-centric technologies like Oracle Forms and Adobe ColdFusion.

Now, more cost-effective approaches to implementing technology projects, including custom software, software-as-a-service (SaaS), and low-code solutions, enable agencies to fulfill their legislative mandates more efficiently. Furthermore, by applying Technology Business Management (TBM) to identify the business value of technology investments, agencies can begin to truly unlock the opportunity for value delivery that modernization represents.

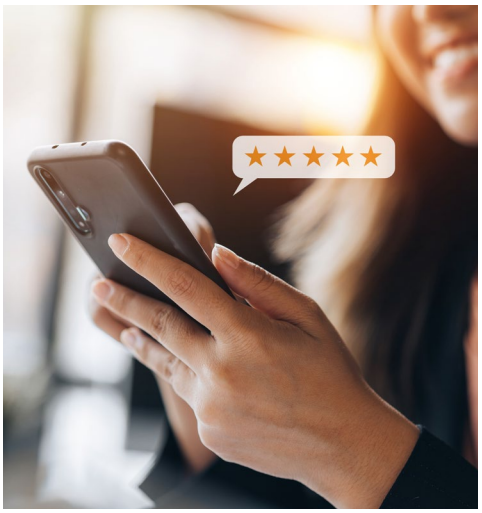
Today, the focus is on constant, continuous modernization. The federal government is keenly aware of the imperative for modernization, as highlighted by a series of executive orders issued since 2021.

In December 2021, President Biden signed the Executive Order on Transforming Federal Customer Experience and Service Delivery to Rebuild Trust in Government, which focused on how technology can improve services.

"We must use technology to modernize Government and implement services that are simple to use, accessible, equitable, protective, transparent, and responsive for all people of the United States," according to the EO.

The Office of Management and Budget (OMB) confirmed the importance of this EO by prioritizing customer experience in its guidance. As of August 2022, the OMB circular A-11 includes updated language on customer experience and service delivery.

Since the EO's issuance, the White House has annually released a fact sheet detailing progress in service delivery improvements and identifying specific customer experience areas supported in the President's budget. This ongoing commitment underscores the federal government's dedication to continuous modernization and enhanced public service delivery.



In September 2023, the OMB issued Memo M-23-22: Delivering a Digital-First Public Experience, which provides guidance to federal agencies on designing and delivering websites and digital services to the public. It aims to assist agencies in implementing the 21st Century Integrated Digital Experience Act (21st Century IDEA), emphasizing human-centered design and agile delivery practices.

This was followed in October 2023 by the Executive Order on the Safe, Secure, and Trustworthy Development and Use of Artificial Intelligence, thereby continuing the focus on leveraging new and emerging technology to improve government services. It set guiding principles and priorities for safety and security, transparency, and labeling AI-generated content.

These technology-focused executive orders, circulars, fact sheets, and memos demonstrate the government's knowledge that challenges are straining federal agencies: persistent healthcare disparities, increasingly complex cyber threats, and a more engaged and digitally connected citizenry demanding better mobile experiences. The need to adapt to this evolving landscape is now continuous. Legacy systems and paper-based processes cannot keep pace with these challenges.

In short, what worked for government agencies in the past will not work in the future. The public sector landscape is rapidly evolving. To truly thrive, they need to reimagine what's possible. Modernization offers a transformative path, empowering employees with the tools and processes they need to be more productive. This translates directly to a more citizen-centric experience, with streamlined services and a renewed focus on meeting public needs. By embracing innovative approaches, government agencies can unlock their full value and deliver exceptional service to the people they serve.

Infrastructure Modernization

In 2021, the Government Accountability Office (GAO) released a study that found the vast majority of technology spending was used to operate and maintain legacy systems, many of which had been in place for a decade or longer. They updated this report in 2023, which found that while the agencies identified in the first report had made "significant progress" on developing plans to modernize their systems, others had not. Out of $100 billion spent on IT and cyber-related investments, typically, 80% is spent on O&M of existing IT, including legacy systems.

During the COVID-19 pandemic, federal agencies faced an intense need to quickly scale operations as the need for online services skyrocketed. They found that agencies were severely hampered in meeting these needs without a cloud infrastructure. With the speed of technological innovation growing, the lack of cloud today means it becomes slower and more arduous for agencies to innovate and deploy emerging capabilities like AI.

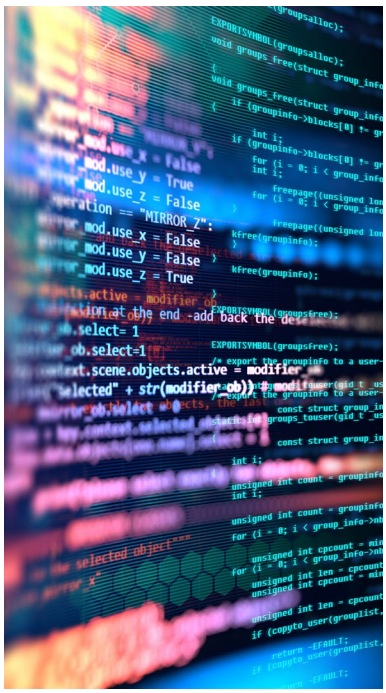
CLOUD-HOSTED SERVICES CAN HELP AGENCIES MODERNIZE

When it comes to modernization, federal agencies face one significant challenge: legacy systems. But there is a solution. Cloud computing can help agencies modernize, expand digital services, and innovate to serve citizens better and advance their missions. Cloud computing offers infrastructure, platform, and software services—along with data analytics, security, and artificial intelligence—which can enhance business outcomes.

Using our enterprise cloud transformation framework, REI Systems helps organizations adopt FedRAMP-authorized cloud technologies tailored to their mission needs. We provide comprehensive support throughout the cloud lifecycle, including strategy, application modernization, migration, and management. Our tools, processes, security expertise, and partner ecosystem help government agencies derive maximum business value from the cloud.

Many agencies struggle to implement best practices for moving workloads and services to the cloud, as evidenced by the overall scores plummeting on the 17th Federal IT Acquisition Reform Act (FITARA) scorecard released in January 2024. This isn't to say agencies haven't made significant strides; they have. Carol Harris, the director of cybersecurity and technology at the Government Accountability Office, states that the government has achieved nearly $30 billion in savings from moving to the cloud. In fact, REI helped author a Cloud Operations and Best Practices Guide for the GSA designed to provide guidance on this topic to technology teams across the government.

Throughout our Mindful Modernization journey, one of the core tenets we've developed is a Mindful Cloud Migration Framework based on best practices, lessons learned, guidelines, tools, and technologies. It encompasses the strategies, processes, and standards necessary for successful cloud adoption, ensuring that cloud computing resources are utilized to meet our customers' specific needs, objectives, and compliance requirements. Furthermore, we help customers optimize cloud costs through a multi-phased approach that evaluates current cloud spending patterns, identifies cloud cost avoidance opportunities, and provides optimization recommendations.



Application Modernization

Modern applications that quickly adapt to changing business requirements are essential for achieving better mission outcomes. Government agencies can benefit from increased productivity, scalability, agility, security, user experience, and more effective data use by adopting application modernization. REI helps agencies transition to modern applications that better meet mission demands.

Our Mindful Modernization method connects agencies' goals to measurable results through people, processes, and technology. We use human-centered design, Agile, DevSecOps, and CI/CD pipelines to establish "build on-cadence" and "delivery on-demand" methods to produce solutions quickly. We tap REI's Advisory Services expertise in Business Process Reengineering/Optimization and Lean Six Sigma capabilities. We also incorporate security engineering, portable architectures, and automation into the software development process. To strengthen our client capabilities, we leverage the power of the cloud, government data analytics, and emerging technologies like AI.

Key elements of application modernization include:

1. DEVSECOPS

Federal agencies face numerous challenges in providing secure and efficient services to citizens amid remote work, heightened global tensions, constant digital threats, and rapidly evolving technology. DevSecOps offers a robust solution to these hurdles by enabling tech teams to work more efficiently and securely. This approach enhances value delivery, automates processes, and accelerates service provision to citizens while promoting continuous improvement and mitigating the inefficiencies of legacy systems.

REI Systems leverages its extensive domain knowledge and deep technology expertise with a modern DevSecOps approach to deliver impactful digital solutions. Our technologists and solutions architects fully grasp cloud-native tools, technologies, and methods, ensuring resilient, agile, and scalable security integrations.

2. AGILE DELIVERY

The increasing volatility, uncertainty, and rapid changes in today's environment have driven government agencies to a critical juncture where the only sustainable and cost-effective way to build, operate, and maintain digital services is by adopting Agile values, principles, and practices. The traditional "waterfall" lifecycle, relied upon by federal agencies for decades, has repeatedly proven unacceptably risky, laden with hidden costs, and a primary cause of monolithic IT systems with siloed services and inflexible infrastructure.

We assist government agencies in achieving their mission objectives by transforming them into Agile enterprises. This enhances citizen experience and service delivery and restores trust and confidence among citizens and the agencies. Our Mindful Modernization® approach places Agile at its core, offering a practical, mission-centric methodology that aligns stakeholder priorities and converts real-time insights into tangible, customer-focused outcomes. This approach fosters continuous improvement across software lifecycles.

3. LOW-CODE PLATFORMS

Gartner predicts by 2025, over 35% of government legacy applications will be replaced by solutions developed on low-code platforms maintained by fusion teams. By 2026, more than 60% of government organizations will prioritize investment in business process automation, up from 35% in 2022. By 2026, over 75% of government organizations will gauge digital transformation success by measuring the enduring mission impact.

REI Systems' low-code approach, combined with our diverse technology platform expertise and agile best practices, has allowed us to develop and deploy numerous mission-critical solutions for our clients. These solutions help our clients meet the competing demands of speed, scalability, security, and ease of use at minimal cost and without the substantial maintenance burden of custom solutions.

Data Modernization

The federal government accumulates massive amounts of data today, and even more will be collected in the future. This information can provide a wealth of insight into how agencies operate, how they can become more efficient, and how they can better serve those needing services without compromising individual privacy.

The first key is making this data accessible, eliminating silos, and cataloging the available data for use. The advent of the Chief Data Officer in federal agencies has been an excellent step for agencies as we move away from the restrictions of legislative-driven access to data and work to make it more transparent to help the entire agency. We're seeing this through the implementation of machine learning (ML) and data-driven models with AI and ML algorithms that can unlock the full potential provided by this incredible volume of data.

Cybersecurity

The sophistication of cyberattacks is increasing daily, necessitating agencies to stay ahead by taking proactive measures. A significant issue with the current cyber posture of many federal agencies is their reliance on sustainment mode, using traditional "butts in seats" contractors to ensure systems are operational. This "incremental improvement" model results in IT systems remaining unchanged for years, failing to meet modern user expectations or address evolving security concerns.

The shared responsibility model offers a solution for agencies and applications that have migrated to the cloud. Cloud service providers (CSPs) are responsible for security at their level, investing millions annually to maintain trust and security for agencies. Unlike traditional data centers managed by a few government employees, federal agencies now operate in the same production environments and use the same tools and software as global corporations. This transition provides access to the latest technology but also introduces new potential avenues for attacks.

Organizational Change Management

A critical aspect of modernization is the overall Organizational Change Management (OCM) practices that successful agencies employ from the start of their modernization initiatives. Think of OCM as the conductor in an orchestra, harmonizing the interplay between people, processes, and technology. By creating a cohesive governance structure, engaging stakeholders at all levels, and taking a holistic planning approach, OCM ensures optimized decision-making and a smooth transition to the new IT environment.

To put this into action, OCM involves collaborating with business stakeholders during planning to facilitate a modernization strategy that aligns with agency needs. OCM also helps prepare and select cutover strategies, informing rollout planning and mitigating identified risks.

Additionally, OCM supports visible executive sponsorship with consistent and clear messaging throughout the process. Finally, OCM drives user adoption by preparing users through targeted training and communication, ensuring they can successfully operate in the new environment.

The Risk of Not Modernizing

Transforming customer experience, leveraging the benefits of emerging technology like AI, and serving an increasingly digital-first community requires government agencies to modernize. If an agency doesn't modernize mindfully and quickly, it opens itself up to a host of potential issues:

- **Losing The Public's Trust**: Customers value companies that make their interactions smooth and easy and expect the same experience from federal agencies.
- **Wasting Taxpayer Dollars**: The American taxpayer wants to be sure spending is being done wisely and effectively, and their government interactions will inform their opinions.
- **Outdated Technology**: Agencies have encountered issues where vendors no longer support a specific product or become locked into expensive, outdated technology. An agency cannot rapidly take advantage of emerging technologies without the proper cloud-based infrastructure.
- **Mandates Pressuring Agencies**: As we've seen with the executive orders since 2021, all agencies will be mandated to modernize at some point.

The future requires a Mindful Modernization® approach to address the multi-dimensional factors affecting modernization for today's agencies: infrastructure modernization, application modernization, data modernization, cybersecurity, and organizational change management.

A Mindful Modernization® Approach

What's needed today for modernization is not what's been done before. There needs to be a new approach. What worked in 2012 will not work in 2024 and beyond. This new approach must be mindful of the current landscape and prepare for a future where modernization is not a "one and done" prospect. Modernization, to be successful, must occur on a consistent and ongoing basis.

Too often, modernization projects are boiled down to specifics around technology. However, it's about far more than technology. It's about marrying our people and processes with that technology to develop a well-rounded approach to modernization that evolves and improves daily. To achieve this, a focus on three key dimensions is crucial:

- **People**: We need to think beyond user experience to citizen-centric services. This means understanding user needs, wants, and pain points when working to provide or interact with government services. As such, an emphasis on both customer and employee experience is critical. Government agencies need to invest in building a skilled workforce with expertise in data analysis, cybersecurity, and emerging technologies. This will allow them to leverage data effectively, improve service delivery, and ensure the security of government systems. Attracting and retaining top talent might involve offering competitive salaries, fostering a culture of innovation, and providing opportunities for professional development.
- **Process**: Traditional bureaucratic processes are often slow and inefficient. Government agencies need to adopt more agile and data-driven approaches to service delivery. This could involve streamlining processes, leveraging automation, and using data to identify and address inefficiencies. For instance, automating routine tasks like permit applications or social security benefits can free up human capital to focus on more complex issues.
- **Technology**: Governments must embrace new technologies such as artificial intelligence, cloud computing, and blockchain. These technologies can help automate tasks, improve data analysis, and enhance citizen engagement. For example, AI-powered chatbots can answer citizen inquiries 24/7, while cloud computing can provide secure and scalable storage for government data.

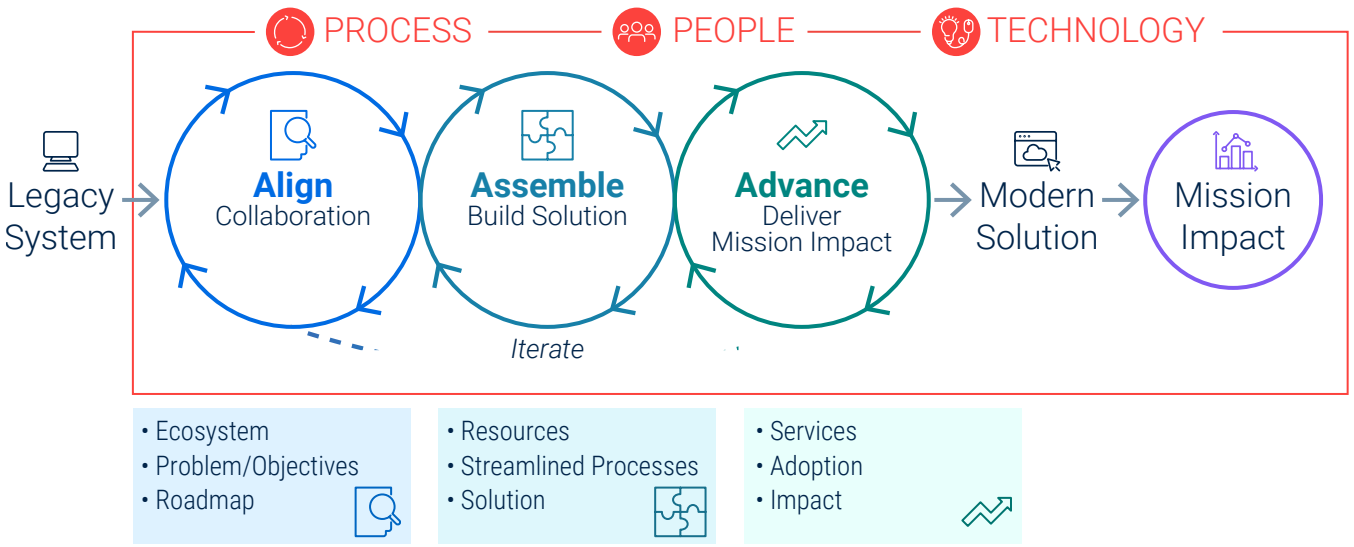
With this in mind, REI has developed and repeatedly seen success using its award-winning Mindful Modernization® approach. We look at our customers' challenges holistically while combining our business acumen, modern technologies, and best practice delivery approaches to create a comprehensive solution.

Mindful Modernization® Benefits

- Meet mission goals
- Improve customer experience
- Streamline business operation
- Save costs
- Bolster cyber posture

To succeed, agencies must first encourage a shift to a Digital Product mindset, which means building a culture for modernization. A culture shift requires everyone in an agency to understand the goals and potential behind a modernization project so that everyone is working in the same direction. That culture requires transparency and empowerment. Agency leaders must be transparent with plans and direction, while employees must be empowered to provide healthy and valuable feedback. One way to view this is through the lens of human-centered design practices, systems-focused change management, and user adoption, which draw on theories from many disciplines, including psychology, behavioral science, and engineering. A central idea of change management theories is that no change happens in isolation. One way or another, change impacts an entire agency, all the people in it, and all of the people it serves.

REI's Mindful Modernization® is an iterative approach defined by three key steps: Align, Assemble, and Advance.



STEP 1: ALIGN

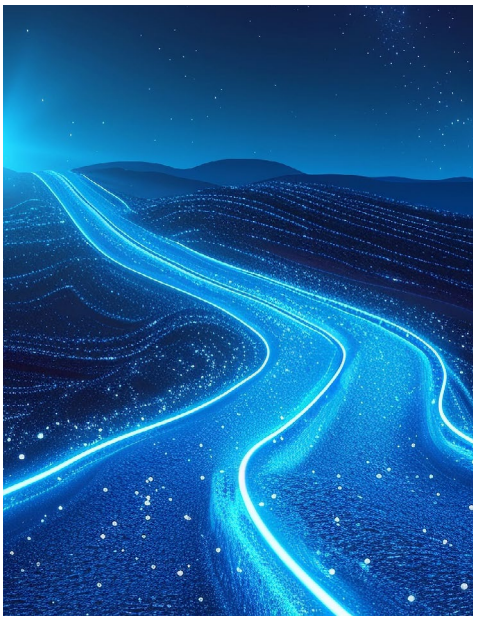
The most important step is the first step.

Before any successful modernization project can commence, all stakeholders must be aligned for an agency undergoing modernization beyond its IT team. Modernization roadmaps developed by the Agency CIO, the Mission Program Office, and the Financial and Acquisition Teams must be aligned, consistent, and achieve a common understanding. A modernization project should not start for the sake of modernization.

As an example, REI used its Mindful Modernization® approach at the Food and Drug Administration (FDA) to help its Office of Regulatory Affairs (ORA) begin its journey to the cloud and incorporate automation for the processing, sharing, and compliance of lab analytical data and lab work packages. After a successful pilot, the ORA Office of Regulatory Science (ORS) worked with ORA's Office of Information Systems Management (OISM), ODT's Division of Application Services (DAS), and REI Systems to develop the new solution, the Automated Laboratory Information System (ALIS).

The ORA's laboratories play a significant role in protecting consumers from unsafe, ineffective, mislabeled, and poor-quality products. They provide a scientific base to support ORA enforcement and regulatory activity. The laboratories test thousands of product samples annually. In the past, most of the sample and regulatory analysis work had been manually compiled into cumbersome paper-based reports.

ORA launched a modern ALIS application by defining four explicit purposes for which it sought to modernize ALIS: Increasing the speed and accuracy of data aggregation across labs, moving to secure and efficient cloud hosting infrastructure, improving communication of lab results, and reducing IT development and operations costs by using modern technologies.



REI's ALIS team tapped into their deep program expertise and understanding of best-of-breed technologies to create the roadmap for ALIS. Facilitated working sessions were designed to engage end users and stakeholders in defining project success metrics and provide a forum for collaboration throughout the project. REI spent time upfront reviewing ALIS business processes and identifying the pain points, challenges, and gaps in the current solution. Combining these factors with ORA's modernization objectives, we created a phased and holistic people-process-technology modernization roadmap that included activities for OCM, human-centered design, and the agile development of a cloud-native, modular microservices-based application. The roadmap included agile sprints to ensure iterative delivery and continuous user engagement to validate developed functionality. This approach led to business and user confidence in the right solution being built.

REI implemented the first phase of ALIS, a completely new cloud-native application, in under eight months. ORA is now using ALIS to increase its mission agility and flexibility and reduce costs.

The purpose of the Align step is for REI and the agency to develop a program roadmap framework that marries the business and technical objectives, outlines the high-level objectives and goals, provides a backlog for ongoing iteration, and prioritizes the positive outcomes.

All of this is then well-communicated and agreed upon, with dates and timing attached, defining what success looks like and what KPIs will serve as measures of success. Some measures will relate to technology implementation, cost, and efficiency, while others will relate to business objectives and outcomes such as quality, customer satisfaction, and effectiveness.

STEP 2: ASSEMBLE

After baseline exploration is performed during the Align phase, it's time to Assemble.

While all steps are holistic, bringing in people, processes, and technology, Assemble begins with people and an understanding of what skills are needed to accomplish the current prioritized mission. As we build the modernization approach, we use the stakeholder map from the Align step to ensure that we maintain stakeholder engagement and an empowered partner from the agency to make critical choices, from required task-enabling functionality to the technology development process itself.

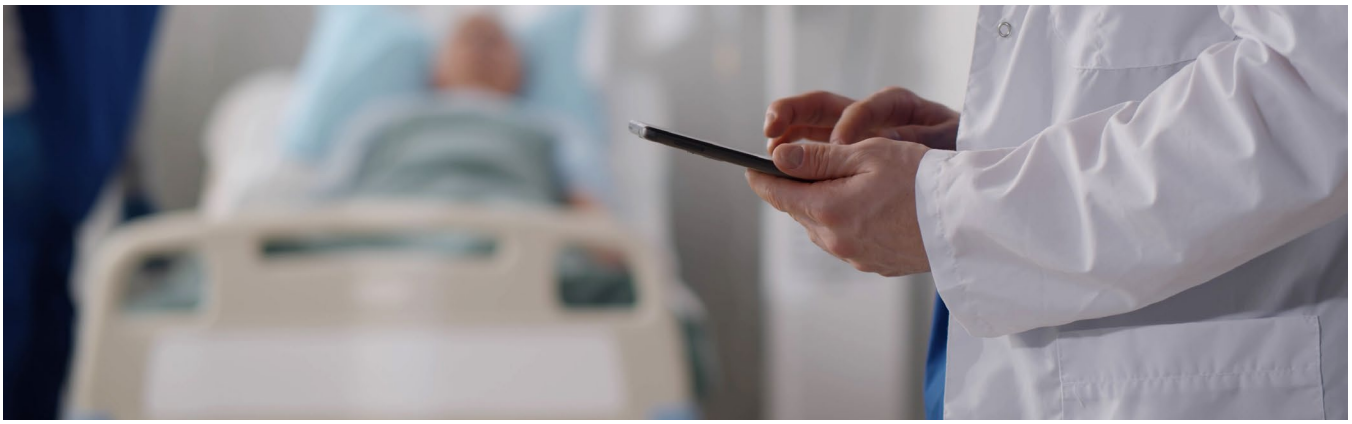
REI's Mindful Modernization® differs from other technology development processes, such as a "big bang" approach or a "waterfall" development. In the "big bang" approach, an organization instantly enters a new system with no transition period, while "waterfall" development is based upon a sequential development process that flows through specific, distinct phases in order.

We adopt an iterative, continuous modernization strategy. We set up a delivery framework with our government partner incorporating Agile methodologies, DevSecOps processes, and human-centered design principles to enhance customer experience. This approach consistently and clearly advances technology and business processes, ensuring ongoing improvement. With our TBM capability, REI can assist customers in assessing their technology investments, guaranteeing they are appropriately scaled and their business value is well-defined. Moreover, we initiate work promptly to deliver valuable capabilities frequently and rapidly.

We help the agency make decisions by addressing questions such as:

1. What services should the solution provide?
2. Are there existing agency investments that can be leveraged?
3. Where should the solution be hosted?
4. How can the solution best be built and tested?
5. What are the best ways to deploy the solution into production?
6. What key tools and technologies need to be considered for the modernization (e.g., cloud-managed services, containers, microservices, and orchestration and automation)?
7. How do we optimize the cost of cloud-native services?

The three dimensions of the Mindful Modernization approach—people, process, and technology—must work together, or the modernization efforts will fail.



An excellent example of the Assemble phase comes from REI's work with the Health Resources and Services Administration (HRSA). In 2020, HRSA became the first government agency to get funds for COVID testing and treatment to 14,000+ clinics serving 28 million patients to help battle COVID-19—just 12 days after the CARES Act was signed into law.

HRSA succeeded because REI and HRSA stakeholders across business and IT evaluated the challenge through a human-centered design lens and then developed a strategy to meet the desired business results and mission outcomes. REI then collaborated with the agency to carefully Assemble an IT solution that was flexible and modular in what types of processes it supported. HRSA would not have been able to act as quickly without a strong grants management capability, modern, flexible microservices technology, and an agile partner in REI Systems.

The success of that Mindful Modernization® project was most evident in the Assemble phase, as REI utilized a wide range of emerging technologies and design approaches to develop the solution needed. After much discussion and planning with HRSA, REI used the following tools to ensure success:

- **Microservices and Containers**. Microservices break down large, complicated systems into small, distinct components – like an application module or a post-award reporting module.
- **Batch Processing**. During the data aggregation part of the awards process, the Batch processing drastically reduced time from weeks to less than a day per funding opportunity.
- **Human-Centered Design**. By designing the solution with user input and feedback after they tried it, clinics and providers could give more attention to healthcare instead of grants and reporting.
- **Behavior-Driven Development**. We gathered input and tracked behavior to improve the solution architecture, such as by introducing chatbots.
- **DevSecOps, Automation, and CI/CD**. To innovate quickly, we try an experimental solution, fix it if it doesn't work, and leverage what does work.
- **Flexible Application Architecture**. While a typical grants process must go through the Application, Review, and Awards cycle, our HRSA solution was designed to bypass specific gates when authorized and make awards more quickly if needed.
- **Strong Post-Award Management**. We helped the agency identify and Assemble new and more robust business processes to manage the risks it faced as its environment changed.

The Assemble step is not the end. It may have been two decades ago, but the notion of a modernization project being "finished" is outdated. There is a constant need to measure the project's success, continuously improve, and deliver value to meet ever-changing business and citizen needs.

To address this need for continuous improvement, REI has adopted the industry-proven Technology Radar tool to provide insights to clients using our deep expertise in emerging tools, technology, platforms, languages, and frameworks. REI pioneered the EHBs Technology Radar at HRSA to facilitate decisions required for developing an ongoing technology roadmap for EHBs.

3 Lessons from Mindful Modernization®

1. Don't adopt every new technology – use data to make wise investments.
2. Too much control over data can mean it doesn't get used; and its value is wasted.
3. Complex systems must communicate to lay-person users

STEP 3: ADVANCE

It is imperative that every agency continuously monitor and track the impact of its modernization efforts. While specific data can change from project to project, the focus should be on user satisfaction and system adoption, cost savings, operational performance, availability/uptime, and improvements in mission outcomes enabled by modernized technology and business operations. Tracking this data in real-time provides instant analysis of the modernization efforts, which is crucial because the challenges facing agencies are constantly evolving.

The Advance step is how REI Systems works with our government partners to ensure the modernized solution is adopted and continues making the desired impact. It also allows us to help identify potential shortcomings or issues that must be addressed.

A perfect example of this notion is REI Systems' work with the US Citizen and Immigration Services (USCIS) to modernize the filing and adjudication of immigration benefits. USCIS is an agency of the U.S. Department of Homeland Security (DHS) that administers the country's naturalization and immigration system. It is responsible for maintaining immigration case backlogs and improving efficiency. USCIS cannot operate without the Electronic Immigration System (ELIS), a proprietary enterprise resource that annually processes millions of immigration applications. From work authorization and visas to naturalization, asylum, and citizenship – ELIS is the agency's first-ever online immigration benefits system.

Before its modernization, USCIS ELIS was a paper-based system requiring multiple forms and direct mail handling – resulting in long waiting periods for applications to reach USCIS offices and little visibility into application statuses – declining adjudication to some applicants. With so many mission-critical processes on the line, USCIS knew that moving to the cloud was the best way to keep up with the continual need for modernizing and enhancing ELIS – capabilities they could only find in the AWS Cloud.

Although the move to AWS Cloud improved service availability and scalability, USCIS ELIS decided to modernize its immigration application further to increase the accuracy of information available to adjudicators, digitize several paper-based benefit types onto a common platform, and reduce expensive system downtimes through autonomous microservices.

Working in an Agile, multi-vendor environment, REI delivers system features through an iterative cycle, including platform engineering, user research, prototype design and development, usability, and beta testing.

REI's UX Teams focus on enhancing the ELIS UI design through research to understand user needs and goals, conduct iterative prototype development, and create a content strategy. Our team improves the design system and operational processes for consistency and better outcomes.

Using data analytics, we conduct qualitative user research, develop personas, and align projects with USCIS objectives. Continuous enhancement is driven by analyzing usage data from ELIS user clinics, Service Now Incident tickets, and user interviews, leading to actionable reports and backlog prioritization.

REI has empowered the ELIS system with Machine Learning (ML) capabilities, developing time-series and anomalous event detection algorithms for operational health monitoring, improving the application's stability and reliability for business users. We better predict incident topics and point engineers to similar incidents for faster resolution. Our solution has substantially improved preventive maintenance metrics by applying AI/ML.

Harnessing the prowess of REI's Mindful Modernization® to ensure the long-term sustainability and success of USCIS ELIS, we made it our mission to provide critical technical support, fill knowledge gaps, and work collaboratively within a multi-vendor environment to overcome those challenges to get the job done fast. We removed surprises for users and prepared them to execute their work processes and functions. By integrating REI's OCM best practices into the overall modernization effort, USCIS was able to successfully anticipate and mitigate transition risks for a successful launch and adoption by users.

The measurable impact went far beyond the technology processes. REI's support using the Mindful Modernization® approach led to the following:

- Reduced workload within immigrant, citizenship, and humanitarian lines of business, increasing staff productivity and application adjudications by 19%.
- Reduced direct mail handling and delivered a 55% reduction in paper transactions.
- Reliability (update) also rose significantly – to 99.9%

Our partnership with USCIS ELIS has become the gold standard for Agile software development and outcome-based delivery in the federal government. By standardizing UX with goals and digital tools and processes, USCIS ELIS has decreased wait time, increased transparency, reduced adjudication rejection, and simplified the application process via online engagement.

Conclusion

Mindful Modernization breaks the mold of traditional agency IT upgrades. Unlike past approaches, which were rigid and linear and focused on simply checking boxes, Mindful Modernization takes a holistic and iterative approach. It recognizes that every agency has its own unique set of challenges, stakeholders, and customer needs.

This white paper details how Mindful Modernization goes beyond a one-size-fits-all solution. We don't rely on a predetermined sequence of phases with fixed start and end dates. Instead, we tailor the full spectrum of IT modernization best practices to each agency's specific context.

As detailed in this white paper, the technologies employed to help the FDA incorporate automation for lab analytical data were distinct from those used by USCIS to modernize the provision of immigration benefits. Each agency's unique needs and contexts demand tailored solutions, not a one-size-fits-all approach. However, what each project had in common was the Mindful Modernization approach from REI Systems, where we systematically considered people-process-technology considerations, reviewed the business need through a human-centered design perspective, and then developed a right-sized approach for the agency. We have modernized IT applications for a wide range of agencies, and that breadth of experience gives us the necessary knowledge to develop a specific, unique, and successful modernization plan for any agency.

Every single solution REI System has delivered to its customers has launched successfully because of our tailored and detailed approach to solving our customers' complex challenges. We are dedicated and passionate about delivering superior customer services and advancing federal missions.

As your agency seeks to keep pace with innovation and unlock the full potential of today's technology, REI Systems can be your partner of choice to make your modernization project successful. There has never been a better time to get started.

REI's track record of delivering successful solutions into production is 100% because of our tailored and comprehensive approach to solving our customers' complex challenges.

Our Mindful Modernization approach takes the guesswork out of modernizing your technology and provides you with a clear roadmap to transformation. Focusing on both people and processes alongside technology empowers employees to work more productively and streamlines service delivery for a more citizen-centric experience.

There is a reason REI clients have stuck with us for decades. We are a trusted partner that will be in lockstep with you to ensure success and mission impact, no matter what.

If you are looking for more information about our Mindful Modernization approach, get in touch at MindfulModernization@reisystems.com.

About the Authors

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ABOUT REI SYSTEMS

REI Systems provides reliable, effective, and innovative technology solutions that advance federal, state, local, and nonprofit missions. Our technologists and consultants are passionate about solving complex challenges that impact millions of lives. We take a Mindful Modernization® approach in delivering our application modernization, grants management systems, government data analytics, and advisory services. Mindful Modernization is the REI Way of delivering mission impact by aligning our government customers' strategic objectives to measurable outcomes through people, processes, and technology. For more information, visit REIsystems.com.