

VOLUME II Technical Proposal

In Response to:

Washington Metropolitan Area Transit Authority (WMATA)
Request for Proposal 0000010023
Operations & Maintenance Support of Transit Applications
Issued July 23, 2024 as Amended in Amendment 01 of August 21, 2024

Submitted To



Washington Metropolitan Area Transit Authority
Office of Procurement and Materials
300 7th Street, SW 5th Floor Washington, DC 20024
Attn: Lydia Pepper, Contract Administrator

Submitted By



Unified Industries Incorporated
5680 King Centre Drive Suite 800
Alexandria, VA 22315
Phone: (703) 922-9800

John Toye, VP Business Development, john.toye@uii.com, 703-922-9800
Melinda Pettit, Chief Operating Officer, melinda.pettit@uii.com, 703-922-9800

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1.0 Introduction

Unified Industries Incorporated (UII) is honored to submit our proposal in response WMATA's solicitation for Operations and Maintenance (O&M) support of transit applications. As a Minority-Owned Small Disadvantaged Business with over 50 years of experience, UII has consistently demonstrated a deep commitment to excellence, innovation, and reliability. Our extensive background in IT, combined with our strong history of collaboration with WMATA, uniquely positions us to not only meet but exceed the expectations set forth in this contract.

Why UII?

- **Proven Track Record with WMATA:** UII has a successful history of collaboration with WMATA, most notably in supporting the procurement and quality assurance of new rail cars. Our end-to-end involvement—from design inspections to warranty management—has significantly enhanced WMATA's rail services, incorporating advanced technologies that ensure a safer, more reliable, and efficient public transportation system. This past performance underlines our capability to deliver results that align with WMATA's high standards.
- **Extensive IT Experience:** With decades of experience in IT support services, UII has managed large-scale, mission-critical projects that require both technical expertise and innovative solutions. Our proven ability to integrate complex IT systems, support cloud transitions, and maintain system reliability across hybrid environments makes us an ideal partner for WMATA's evolving needs.
- **Comprehensive Technical Approach:** Leveraging cutting-edge technologies and methodologies, including AI-driven analytics and Agile/Kanban frameworks, we ensure that WMATA's systems operate at peak efficiency and reliability. Our focus on continuous improvement is perfectly aligned with WMATA's objectives of enhancing operational performance and reducing costs, offering a partnership that evolves with the needs of your organization.
- **Local Presence and Responsiveness:** UII's strong, long-standing presence in the Washington, D.C. area allows us to provide rapid, on-the-ground support, ensuring seamless service and the swift resolution of any issues that may arise. Our local team is fully prepared to collaborate closely with WMATA to maintain the high standards expected by your organization and the communities you serve.

We are confident that our proposal presents significant value, offering innovative solutions and a dedicated partnership to support WMATA's transit operations. We look forward to the opportunity to continue our successful collaboration and contribute to the ongoing success of WMATA.

1.1 Factor 1: Understanding of the Requirements (1 Page)

Unified Industries Incorporated (UII) recognizes the critical importance of maintaining and enhancing WMATA's transit applications through a robust Operations and Maintenance (O&M) support framework. We have meticulously reviewed the RFP and fully understand the scope and complexity of the comprehensive requirements involving current O&M support associated with a variety of key WMATA operations, and strategic enhancement of the systems to ensure they meet evolving needs of WMATA and its stakeholders. This includes WMATA's Digital Modernization Office of Systems and Software (DMSS) role in applications and databases. Our technical proposal and approach will further demonstrate UII's understanding and provide specific details on our responsibility for assuming the O&M for the six (6) transit applications and providing required program/technical management and necessary services ensuring critical transit applications are operational and in compliance with respective uptime targets. UII has also carefully reviewed Appendix A for capturing the technical details of business purpose, technologies, work activities/work volume, environment(s), key interfaces/roadmap, transition consideration, and staff requirements for each O&M Application Group. Our understanding of the requirements will be expanded ensuring key aspects of how we will meet objectives for supporting:

- Continuing process improvement initiatives of Adoption of Agile and Kanban methodologies; Estimating level of effort (LOE) of O&M tasks; Continuous improvements in executing, managing, tracking, projecting, capacity vs. LOE; and generating monthly work metrics for O&M dashboards and database dashboards
- Reducing cost of O&M and establishing standard/innovative industry practices to control cost
- Improving efficiency of O&M activities leveraging Agile/Kanban work methodologies
- Introducing standard processes and procedures following industry best practices for O&M
- Maintaining DMSS's contribution to current high levels of service and continue improvements
- Identifying ways to introduce technologies/solutions reducing cost, improving service quality

UII's interpretation of the solicitation technical requirements focuses on what we identify as key aspects for meeting all RFP requirements that include:

- **Establishing Correct Staff Levels:** Utilizing Appendix A in the development of our technical approach/staffing plan ensuring required skills/staffing levels established and maintained.
- **Ensuring System Reliability and Availability:** Maintaining high availability and reliability of WMATA's transit applications, essential for uninterrupted service to the public. This includes proactive monitoring, timely updates, and preventive maintenance to minimize downtime and address issues before they impact operations.
- **Enhancing Security and Compliance:** Ensuring WMATA's digital landscape advanced cybersecurity measures and compliance with federal standards, including those related to 508 compliance and data protection; paramount to WMATA's digital landscape measures.
- **Supporting Continuous Improvement and Innovation:** Ensuring WMATA's applications are not only being maintained but also continuously improved to adapt to new technologies and changing operational demands to enhance system performance and ensure innovation.

In summary, we are confident that our approach, methodologies, and deep expertise in public transportation and IT systems, position us to meet and exceed WMATA's O&M support needs.

1.2 Factor 2: Past Projects/Experiences (5 Pages)

1.2.1 Past Project/Experience #1: NAVSEA 06L Financial & Logistics Management Services

Contracts/subcontract ID	N00178-05-D-4638 EH01
Name of contract	NAVSEA 06L Financial and Logistics Management Services
Customer/Agency Work Done	NAVSEA Logistics & Information Technology Management Division
Customer POC Email / Phone Number	Rosemary Travis Director, Navy Logistics & IT OPNAV N4L/NAVSEA 05R Support Logistics Support Inc (LSInc) 2611 South Clark Street Suite 600 Arlington VA 22202 (703)203-0042 rtravis@logsup.com
Contract Duration	UII Prime Contract POP 01/26/2012 12/31/2015 UII Sub Contract POP 01/26/2016-Present
Short description of the contract	For over two decades, UII has provided critical financial and logistics management services to NAVSEA, supporting the outfitting of both new construction and active fleet units. Our work spanned IT systems management, financial oversight, and logistics operations, all aimed at enhancing NAVSEA's ability to manage fleet readiness and resource allocation.
Type of Contract	Cost-Plus-Fixed-Fee (CPFF)
Value of Contract	UII Prime \$2,395,300 / UII Sub \$6,836,351.06
Work Performance Description	
<p>Description of O&M Work: Since 1998, UII has managed the operations and maintenance of NAVSEA's logistics and financial systems, playing a pivotal role in the successful execution of programs across the Naval Sea Systems Command. Our responsibilities included the continuous monitoring and optimization of key systems, such as the Real-Time Outfitting Management Information System (ROMIS), Navy ERP, and the Budget Planning System (BPS), which are critical to ensuring the Navy's financial transparency, resource planning, and logistics management.</p> <p>UII's O&M work involved providing full lifecycle support to these systems, from requirements gathering and system design to implementation, operation, and system upgrades. We ensured that NAVSEA's outfitting operations were executed seamlessly, including the tracking of configuration data, material management, and cost control. UII's team of experts delivered technical support across diverse functions, including supply chain management, financial reporting, and logistics coordination, ensuring real-time data accuracy and operational readiness across the NAVSEA enterprise. Our ability to manage IT systems like ROMIS and Navy ERP, which interface with over 50 external systems, demonstrates our capacity to handle the complexities involved in large-scale operations, a capability directly transferable to WMATA's transit applications. Our team has consistently met uptime targets, resolved system issues, and</p>	

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implemented security protocols like the Risk Management Framework (RMF) to safeguard mission-critical systems, ensuring NAVSEA's operational objectives were met without disruption.

Turnkey and Innovative Solutions: UII's approach to O&M for NAVSEA involved implementing cutting-edge solutions to streamline operations and enhance system performance. By leveraging Agile methodologies and best practices from the Software Development Life Cycle (SDLC), we continually optimized workflows, reduced system downtime, and introduced improvements in data management and reporting. Our work with systems like the Coordinated Shipboard Allowance List (COSAL) and Outfitting Requisition Control and Accounting System (ORCAS) further showcases our ability to integrate new technologies, automate manual processes, and enhance overall system efficiency, aligning closely with WMATA's goals of improving efficiency and reducing costs in O&M activities. Our experience introducing automation tools and real-time analytics has allowed NAVSEA to achieve significant cost savings and improve decision-making. These process improvements have resulted in increased operational agility, allowing NAVSEA to respond to evolving logistical and financial demands swiftly. This innovative mindset directly correlates with WMATA's objectives of enhancing efficiency and maintaining high service levels while managing complex, interconnected systems.

Issues and Risks Mitigated: During the course of our O&M support, UII encountered challenges such as managing the vast and complex logistics data across multiple Navy programs. To address these, we developed advanced data tracking mechanisms and implemented automated reporting systems, which provided real-time visibility into logistics, reducing errors and improving response times. Additionally, cybersecurity was a critical concern, and UII ensured that all systems were compliant with the Department of Defense's Risk Management Framework (RMF), proactively mitigating risks associated with data breaches and system vulnerabilities. We also managed risks related to system downtime by implementing robust backup and recovery processes, ensuring minimal disruption to NAVSEA's operations.

Project Rationalization

This project aligns with the objectives and scope of the current WMATA O&M RFP through UII's experience in providing lifecycle support, logistics operations, and the adoption of innovative technologies. The NAVSEA project demonstrated UII's ability to manage complex operational and technical tasks, streamline logistics, and maintain high standards of financial management, relevant for ensuring the efficient operations and maintenance of WMATA's transit applications. This includes support provided in business improvements for life-cycle management, business operations and improvement, and developing an approach in identifying sparing risk and commonalities across systems, developing sustainment plans, and developing methods for sharing information across all Programs mirrors the operational excellence and cost control goals in the WMATA O&M scope.

Cloud Experience (If Applicable)

While the NAVSEA project did not include a cloud migration, UII supported complex data systems like the NAVSEA Budget Planning System (BPS) and ROMIS. The expertise in managing these systems prepares UII for future cloud deployments under the WMATA contract. This includes transitioning similar systems from on-premises to cloud-based infrastructure, ensuring seamless continuity in operations and system support.

1.2.2 Past Project/Experience #2: US Navy Strategic Systems Program (SSP) Test Measurement & Diagnostic Equipment (TMDE) LCS Management

Contracts/subcontract ID	N00030-22-C-6041
Name of contract	US Navy Strategic Systems Program (SSP) Test Measurement & Diagnostic Equipment (TMDE) LCS Management
Customer/Agency Work Done	US Navy Strategic Systems Program (SSP)
Customer POC Email / Phone Number	Jim Lamb SP20152 TMDE LCS Program Manager Phone: (202) 451-3560 Email: james.lamb@ssp.navy.mil
Contract Duration	10/1/2021 – 9/30/2026
Short description of the contract	UII is the prime contractor for the U.S. Navy Strategic Systems Program (SSP), managing the Test Measurement & Diagnostic Equipment (TMDE) Life Cycle Support (LCS) for the ballistic missile submarine fleet. This includes managing calibration standards, logistics coordination, and the Inter-Laboratory Comparison Program (ILCP), providing critical program management and technical oversight to ensure fleet readiness and measurement accuracy across multiple Navy and UK Trident SSBN systems.
Type of Contract	Firm-Fixed Price - LO
Value of Contract	\$26,448,722.00
Work Performance Description	
<p>Description of O&M Work: UII has supported the U.S. Navy's TMDE and calibration systems since 1978, providing continuous operations and maintenance of over 2.5 million test and measurement equipment records via a web-based information system. This Master Calibration Database is used to monitor equipment status across 55 Navy and Royal Navy commands. Our role involves comprehensive management and coordination of the Inter-Laboratory Comparison Program (ILCP), calibration standards, and life cycle management for ballistic missile submarines.</p> <p>In this contract, UII provides extensive program management services, including the development and implementation of Local Calibration Procedures (LCPs) and Measurement Control Processes (MCPs) to ensure precision and consistency of calibration efforts. We manage a 31 FTE team with specialized qualifications, responsible for maintaining calibration accuracy, overseeing logistics coordination, and ensuring compliance with ISO/IEC 17025 standards for measurement accuracy. Additionally, UII provides technical support for system modernization</p>	

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initiatives, working closely with NAVSEA and other key stakeholders to integrate new calibration standards and processes as needed.

UII's O&M efforts also include developing and updating critical documentation and calibration procedures for the U.S. and U.K. Navy's TRIDENT TMDE programs. We facilitate the continuous improvement of calibration standards and practices by attending NAVSEA Lab Manager meetings, providing input for new acquisitions, and ensuring the traceability of standards to the National Institute of Standards and Technology (NIST).

Turnkey and Innovative Solutions: UII introduced several innovations to improve calibration management, including four iterations of database modernization, automated identification of inventory items, and improvements in calibration intervals to ensure optimal performance and reliability. Our approach has been instrumental in reducing manual effort and streamlining calibration and logistics operations, ensuring that U.S. and U.K. naval forces have real-time visibility into their TMDE assets.

By implementing process automation, UII has minimized calibration errors, improved data accuracy, and ensured seamless communication across participating laboratories. These innovations align directly with WMATA's goals of improving operational efficiency, reducing costs, and maintaining high service levels for critical transit applications. UII's experience managing complex calibration programs mirrors WMATA's need for efficient lifecycle support and system optimization.

Issues and Risks Mitigated: One of the key challenges was ensuring measurement accuracy across multiple commands, particularly in coordinating the ILCP between U.S. and U.K. submarine programs. UII mitigated this risk by implementing rigorous audit and comparison processes to ensure that all standards and equipment met required tolerances. Additionally, UII managed cybersecurity risks through compliance with the Risk Management Framework (RMF) to protect sensitive calibration data.

UII also addressed challenges related to system modernization and standard obsolescence by contributing to discussions on new calibration standards at the annual NAVSEA Lab Manager meetings. By identifying and implementing new standards, UII ensured that the Navy's calibration capabilities remained aligned with evolving operational requirements.

Project Rationalization

The work UII performed for the Navy SSP TMDE LCS Management project aligns closely with the objectives outlined in WMATA's O&M RFP. UII's experience in managing complex, large-scale data systems and providing lifecycle management services directly translates to the requirements for optimizing transit applications like AIM/TCI, PIDS, and RPM. The successful implementation of the METBENCH system is indicative of UII's ability to manage mission-critical applications, while our experience in reducing operational costs through database and process innovations mirrors WMATA's goal of improving service efficiency while controlling costs.

Furthermore, UII's comprehensive program management, configuration control, and calibration scheduling capabilities from this project will benefit WMATA by enhancing O&M processes, tracking, reporting, and implementing continuous process improvements. Our ability to provide

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fleet support across multiple locations and coordinate with various stakeholders is directly transferable to WMATA's operational environment.

Cloud Experience (If Applicable)

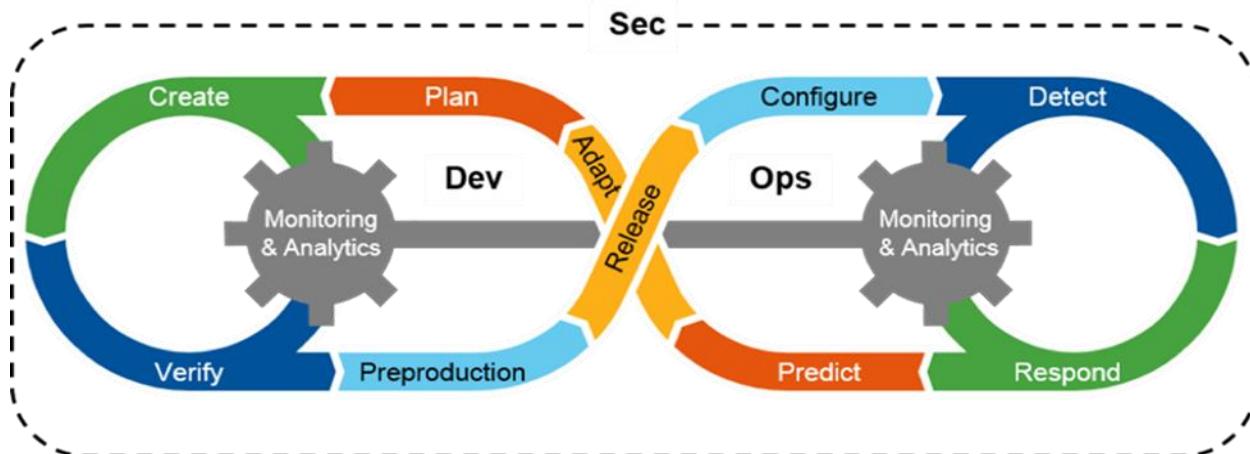
While the SSP TMDE LCS project did not involve cloud-based systems, UII's experience in managing large-scale web-based data systems and maintaining database operations ensures a solid foundation for transitioning from server-based to cloud-based O&M tasks. This experience prepares UII for potential future cloud deployments within the WMATA contract, ensuring continuity in operations and effective system management.

1.3 Factor 3: Agile/DevSecOps Approach (3 Pages)

Unified Industries Incorporated (UII) is fully committed to supporting WMATA's vision of a fully realized Agile/DevSecOps model. Our approach is designed to facilitate rapid implementation, continuous delivery, and enhanced security, ensuring that WMATA's transit applications are not only reliable but also scalable and resilient.

1.3.1 Understanding What WMATA Seeks to Achieve Using Agile/DevSecOps Model - UII understands WMATA DMSS desire and goal of continuing its path to fully attain an Agile/DevSecOps model for rapid implementation, enhanced delivery of solutions, and embedded security. With the current vendor supporting O&M over the last two years, it has enabled WMATA teams to implement Agile/Kanban methodologies for managing work. WMATA is certain moving forward to Agile/DevSecOps will benefit in saving dollars and resources through improved operations, reduced re-work, increased quality through automated testing and monitoring, and projects/products delivered early and often with less cycle time to the customer or end-user.

Agile/DevSecOps Model Approach: UII's approach in continuing forward with the Agile/DevSecOps Model will be key in improving the lead time and frequency of delivery outcomes through enhanced engineering practices; and promoting a more cohesive collaboration between Development, Security, and Operations teams as they work towards continuous integration and delivery. Our approach will also align with WMATA's objectives by ensuring that all processes are streamlined, transparent, and responsive to changing needs.



Through continuous improvement and a focus on rapid delivery, UII will focus primarily on the frequency of delivery, pushing past departmental lines and organizing collaboration between Development and Operations for more effective planning, design, and release of projects/products. Additionally, by incorporating DevSecOps into the coding process loopholes and weaknesses will be exposed early on so that remediation actions can be implemented by WMATA. As with Agile frameworks, DevSecOps will incorporate lean, synergistic practices, like Continuous Integration and Continuous Delivery, that encourage and support frequent code check-in, version control, sensible test automation, continuous low-risk releases and feedback, often through a number of electronic tools. Within the DevSecOps environment, WMATA will benefit from such practices by saving dollars and resources through improved operations, reduced re-work, increased quality through automated testing and monitoring, and projects/products delivered early and often with less cycle time to the customer or end-user. Regardless of their differing focal points in the cycle

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of delivery, UII will ensure both Agile and DevSecOps share similar goals of eliminating silos, promoting collaboration and teamwork, and providing better, faster delivery. Although DevSecOps is driven by “engineering” functions of Development/Security/Operations, WMATA business support will be enhanced.

In executing our technical approach, UII will continue the Agile/Kanban processes and related artifacts WMATA has implemented for each Application Group. UII will also work to improve the processes already adopted by WMATA Application Groups to maintain the path of completely appreciating the Agile/DevSecOps operational model. This will include sustaining the O&M Management Dashboard providing 6-month information and metrics for work being performed.

1.3.2 Metrics for Demonstrating Cost Savings and Efficiencies - UII’s Agile/DevSecOps approach will be built on a foundation of measurable outcomes, tracking a variety of metrics to demonstrate cost savings and operational efficiencies, including:

- **Reduced Time to Market:** Automation through Continuous Integration/Continuous Delivery (CI/CD) pipelines decreasing time to market allowing WMATA to stay ahead of customer needs/regulatory requirements.
- **Faster Incident Resolution:** Continuous monitoring and automated alerts within our DevSecOps model reduce Mean Time to Detect (MTTD) and Mean Time to Resolve (MTTR) incidents, thus minimizing system downtime and ensuring operational continuity.
- **Increased Deployment Frequency:** Our Agile/DevSecOps model will support frequent, incremental deployments, improving ability to introduce updates and enhancements swiftly.
- **Improved Code Quality:** By integrating automated testing into the CI/CD pipeline, reduce occurrence of critical defects leading to higher system reliability/lower post-deployment maintenance costs.
- **Cost Savings through Automation:** Automation of repetitive tasks reducing manual effort resulting in substantial cost savings allowing resources reallocated to higher-value activities.

1.3.3 Ensuring Better Business Customer Engagement - UII will place strong emphasis on business customer engagement, ensuring that the needs and outcomes of WMATA’s stakeholders are met effectively. Our Agile framework will include regular feedback loops, customer collaboration, and ongoing communication, which helps UII to stay aligned with WMATA’s strategic goals. By involving business customers in the planning and review stages of each sprint, we will ensure their requirements are clearly understood and prioritized.

1.3.4 Implementing Rapid Delivery for Incremental Improvements - UII’s Agile/DevSecOps approach will ensure rapid delivery of incremental improvements. By breaking down large projects into manageable sprints, we will deliver value continuously and adapt quickly to new challenges or opportunities. This approach supports WMATA’s goal of maintaining a dynamic and responsive operational environment, where changes can be implemented without disrupting ongoing services.

Implement Rapid Delivery For Incremental Improvements Supporting Business: UII’s Agile/DevSecOps approach will integrate Agile methodologies with DevSecOps practices to create a seamless, iterative process that emphasizes collaboration, continuous integration and delivery, and security. Our model is structured around rapid delivery supporting key elements of:

- **CI/CD Pipelines:** Automating integration and deployment of code, reducing time to market and minimizing risk of errors, ensuring updates and new features are delivered quickly and reliably, with automated testing embedded at every stage to maintain high quality.
- **Security as Code:** Security embedded in every phase of the development lifecycle. Integrating security practices into our CI/CD pipelines will ensure security is not an afterthought but a core component of the development process. This includes automated security testing, vulnerability scanning, and compliance checks are continuously monitored/updated during deployment.
- **Agile Methodologies:** Leveraging Agile methodologies such as Scrum and Kanban to facilitate iterative development, rapid feedback, and continuous improvement. We will work in short sprints, delivering incremental improvements that align with WMATA's operational goals and customer needs. Agile ceremonies like daily stand-ups, sprint reviews, and retrospectives will ensure ongoing communication and alignment with WMATA's objectives.
- **Tracking, Prioritization, and Management of Requests:** UII's Agile/Kanban process will allow for the systematic tracking and prioritization of requests, ensuring critical tasks are identified/addressed promptly; utilizing tools like Jira and Confluence to manage and visualize work, enabling transparent communication and real-time updates on task progress.
- **Estimation of Level of Effort (LOE):** Estimating the level of effort needed for tasks, allowing for more accurate sprint planning and resource allocation. By capturing estimates versus actuals, we will continually refine our forecasting models, improving efficiency and ensuring that WMATA's resources are used effectively.
- **Implementation of Dashboards for Visualizing Work Progress and Status:** Develop and maintain comprehensive dashboards that will provide real-time visibility into work progress. Dashboards will be designed to meet WMATA's operational transparency need and customizable to display key performance indicators (KPIs), task status, workload distributions.
- **Generation of Work Metrics for Measuring Efficiency:** Generate detailed work metrics to measure the efficiency of O&M activities. These metrics include work volume throughput, accuracy of LOE estimates, and projections. By analyzing these metrics, we will identify areas for improvement and implement strategies to optimize performance continually.
- **Determining Capacity Against Level of Effort:** Assessing the available capacity against the estimated LOE required for each sprint or activity. This will ensure teams are neither overburdened nor underutilized, leading to more consistent and predictable delivery cycles.
- **Capturing and Publishing O&M Data in Dashboards for Management Review:** The O&M Management Dashboard is a critical tool for providing WMATA's leadership with up-to-date insights into ongoing work, offering a running six-month view of work metrics, ensuring that management can make informed decisions based on accurate, real-time data.

1.3.5 Successful Implementation Example - One of UII's notable successes implementing an Agile/DevSecOps model is during our support of NAVSEALOGCEN IT Systems project. UII transitioned the development and maintenance of critical IT systems to an Agile/DevSecOps framework, significantly enhancing the efficiency and security of the systems. The outcome of the transition resulted in a 30% reduction in deployment times and a 20% increase in system reliability. By automating deployment process and integrating continuous security checks, UII was able to deliver new features and updates faster while ensuring compliance with stringent security standards.

1.4 Factor 4: Transition Approach

UII recognizes the transition stage of any program to be one of the most critical periods in the contract lifecycle. UII brings an exceptional record of contract transition success on major contracts similar in scope and complexity of the requirements of this RFP. UII firmly believes that a successful transition requires effective knowledge sharing and dissemination of operational procedures and that transitions will occur as various service contracts expire and are moved under the single service provider. We recognize that overall transition requirements of the RFP have been set at 45 days and many critical contract start-up tasks will occur immediately after contract award.

UII understands the criticality of a nearly transparent transition based on our broad-based experience across many successful transitions. In order to achieve this goal, UII will ensure that any stress felt by the WMATA enterprise is minimized or eliminated. Our extensive experience, coupled with our proven and adaptable transition process, is the cornerstone of our approach. UII will provide the vision and leadership WMATA requires throughout the initial critical phase-in and for ongoing phase-ins in the future.

1.4.1 Transition Strategy - Our proven transition approach is built on careful planning, committed corporate resources, and open communications with WMATA and incumbent personnel to ensure the most successful, low-risk transition and full continuity of operations. UII's Transition Plan will be a living document, which will evolve through review coordination and cooperation among UII, WMATA stakeholders, and the incumbent contractor leadership and employees. The plan is iterative and will remain active until all components are successfully implemented. UII is prepared to execute a seamless transition plan that will ensure full operational responsibility within 45 days from the Notice to Proceed (NTP). Our transition strategy is built on a foundation of comprehensive planning, risk management, and robust communication, ensuring that all six application groups covered by this RFP are supported without disruption. UII's comprehensive and detailed Transition Strategy has been developed to ensure the seamless handover of responsibilities from the incumbent contractor, designed to minimize risk, maintain operational continuity, and ensure that WMATA's systems continue to operate without disruption.

UII Four (4) Phased Approach to Successful Transition

Phase 1: Pre-Transition Planning (Days 1-10)	
Event	Activity and Objective
Kickoff Meeting	Conduct initial meeting with WMATA, incumbent contractor, and key stakeholders to establish communication protocols, clarify roles, and confirm transition timelines. This meeting will serve as the foundation for setting expectations and defining success criteria for the transition. Objective: Establish a collaborative environment and a clear understanding of the transition process among all parties involved.
Resource Allocation and Mobilization	Identify and assign a dedicated transition team composed of subject matter experts (SMEs) in operations and maintenance, system architecture, and project management. This team will be responsible for overseeing the transition and ensuring all tasks are completed on schedule. Objective:

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	Ensure that the necessary human and technical resources are in place and ready to support the transition process.
Document Review and Initial Assessment	Begin a thorough review of all existing documentation provided by WMATA and incumbent contractor including system configurations, maintenance procedures, and any available Knowledge Transfer (KT) repository materials. Objective: Identify documentation gaps and plan for the collection of additional information during the Knowledge Transfer phase.
Phase 2: Knowledge Transfer and System Walkthroughs (Days 11-25)	
Event	Activity and Objective
Intensive Knowledge Transfer Sessions	Conduct structured Knowledge Transfer (KT) sessions with incumbent contractor to capture detailed information about each application group, including operational procedures, system configurations, undocumented "tribal knowledge", and existing workflows. Sessions will be guided by UII's proven methodologies in organizational change management and business process reengineering, honed through large-scale implementation projects. Objective: Ensure UII's team fully understands intricacies of WMATA's systems and is prepared to take over operations seamlessly.
System Walkthroughs	Conduct detailed walkthroughs of each application group focusing on understanding technical architecture, identifying potential risks, and planning for any required adjustments or improvements. UII's experience with complex systems will be instrumental in this process. Objective: Gain a comprehensive understanding of the system landscape and prepare for the operational takeover.
Documentation Enhancement	Enhance and finalize all necessary documentation building on information gathered during KT sessions and system walkthroughs. This includes creating or updating operation manuals, maintenance guides, and system configuration documents to ensure all aspects of the O&M processes are fully documented. Objective: Provide WMATA with complete and accurate documentation that supports ongoing operations and future maintenance
Phase 3: Operational Integration (Days 26-35)	
Event	Activity and Objective
Pilot Demonstrations	Conduct pilot demonstrations for each application group, simulating the full scope of operations to validate readiness and identify any remaining issues. This approach mirrors the successful pilot programs UII has conducted in similar projects ensuring a smooth transition to full operational control. Objective: Test and validate UII's ability to manage WMATA's systems effectively before the full-scale handover.
Performance Baseline Establishment	Begin monitoring system performance using UII's advanced monitoring tools to establish baseline metrics, allowing for the identification of any immediate risks or issues that need attention, and ensuring UII is prepared to maintain and improve system performance post-transition. Objective: Establish a performance baseline to measure the effectiveness of the transition and ongoing operations.

Phase 4: Full Transition and Handover (Days 36-45)	
Event	Activity and Objective
Assume Full Operational Control	On Day 36, UII will assume full responsibility for operations, maintenance, oversight, and monitoring of all six application groups. This includes taking over all activities previously managed by the incumbent contractor and ensuring WMATA's systems continue to operate without disruption. Objective: Achieve a seamless handover, with UII fully responsible for the operational management of WMATA's systems.
Final Knowledge Transfer Review	Conduct a review of all KT activities to ensure no critical information has been missed and UII is fully equipped to manage the systems independently. Any gaps identified will be addressed immediately to ensure a complete and successful transition. Objective: Ensure that UII has all the knowledge and resources necessary for long-term success in managing WMATA's systems.
Final Transition Review Meeting	Conduct a final review meeting with WMATA to confirm success of the transition, address any outstanding issues, and obtain final sign-off on the transition process. This meeting will also serve as an opportunity to discuss any ongoing support or adjustments that may be required post-transition. Objective: Secure WMATA's approval of the transition and finalize all transition-related activities.

Post-Transition Phase Activities: UII will prepare a final report documenting transition activities, accomplishments, problems, transition scorecard input, and corrective actions in the form of a lessons learned report. This report will be provided to the appropriate WMATA stakeholders after the Final Transition Review Meeting.

1.4.2 Tasks in Scope - UII will provide a turnkey solution to WMATA's DMSS, ensuring the full functionality of support, maintenance, oversight, and monitoring of the six Application Groups within this scope. Each group will be supported by a dedicated team with expertise in the relevant technologies and operational needs. Our transition approach will include setting up detailed workflows and communication protocols to ensure that each group's needs are met efficiently.

1.4.3 Work Assignments and Prioritization - UII will establish Program procedures for the review and prioritization of potential work assignments. Given that the majority of work assignments arise and are managed at the Application Group level, we will ensure these tasks are accurately tracked and reported using either Atlassian Jira or IBM Jazz. UII's approach to work assignment prioritization will be driven by WMATA's operational needs, ensuring that high-priority tasks are addressed promptly while maintaining overall workflow efficiency.

1.4.4 Deliverables and Transition Milestones - During the transition period, UII will ensure that all deliverables are met on time and to WMATA's standards. The following deliverables and milestones will guide our transition process:

- **Transition Kick-off Meeting and Presentation:** To establish clear objectives, roles, and timelines.
- **Invoicing Schedule:** A detailed invoicing schedule will be provided to ensure transparent financial management during the transition.

- **Staffing Roster:** A comprehensive roster detailing the transition team and their specific roles.
- **Transition Plans with Work Breakdown Structure (WBS) for Each Application Group:** Detailed WBS for TRA-OM-01 through TRA-OM-06, covering all six application groups, to guide the transition process.
- **Weekly Transition Status Reports:** Regular updates for each of the six application groups, ensuring ongoing communication and transparency.
- **Transition O&M Support of TRA-OM-01 through TRA-OM-06:** Specific plans and progress reports for each group.
- **Establishment of Program for TRA-OM-06:** Developing the program management framework for seamless ongoing support.
- **Transition Completion Certification Meeting & Presentation:** To finalize and certify the completion of the transition, ensuring all criteria have been met.

1.4.5 Risk Management and Mitigation - UII is fully aware of the potential risks associated with a transition of this scale, particularly regarding the potential lack of a comprehensive Knowledge Transfer repository. Our risk mitigation strategies include:

- **Comprehensive Documentation Efforts:** By working closely with the incumbent contractor, UII will ensure that all critical processes and systems are thoroughly documented, addressing any gaps in existing materials.
- **Stakeholder Engagement:** Frequent communication and alignment with WMATA, the incumbent contractor, and other key stakeholders will be maintained to promptly address any emerging issues.
- **Redundancy and Backup Planning:** UII will implement redundancy measures, including cross-training personnel and establishing backup systems, to ensure that no critical operations are disrupted during the transition.

1.4.6 Transition Success Criteria and Milestones - To measure the success of the transition, UII has established the following key milestones and success criteria:

- **Milestone 1: Completion of Pre-Transition Planning (Day 10):** Successful completion of the kickoff meeting, resource allocation, and initial document review.
- **Milestone 2: Knowledge Transfer 50% Complete (Day 25):** At least half of the KT activities completed, with critical systems fully documented.
- **Milestone 3: Pilot Demonstrations Successful (Day 35):** All pilot demonstrations conducted successfully, with no major issues identified.
- **Milestone 4: Full Operational Control Assumed (Day 45):** UII has fully taken over all operational responsibilities, with WMATA's systems operating smoothly under UII's management.
- **Milestone 5: Final Transition Review Completed (Day 45):** Transition activities reviewed and signed off by WMATA, with all outstanding issues addressed.

1.4.7 Transition End-State - Once each transition is successfully completed, we are confident we will provide the smooth, low-risk, no-cost phase-in WMATA both requires and expects. UII will provide full continuity of operations through our demonstrated experience, proven processes, fully committed key personnel and staff, dedicated transition team, comprehensive and realistic timeline, and effective risk mitigation strategies that support the following.

- Commitment to no Degradation of Service
- Prevention of Disruption Of Service
- Commitment to Collaboration with Outgoing Contractors
- Continuity of all WMATA O&M Application Groups and Functions
- Expert Transition Management Leadership and Oversight
- Commitment to Continuing Improvement of Overall Services Received by WMATA

The primary objective of UII's Transition Plan is ensuring full continuity of WMATA O&M functions and activities. Understanding the variables that define success determines whether or not a transition will be successful. This only comes with experience and a comprehensive knowledge of the environment. UII has the requisite knowledge and experience as we have managed numerous successful contract start-ups and transitions for governmental agencies, to include a substantial number of transitions within the US Navy for contracts of similar scope and complexity. UII, with substantial contract transition experience and proven processes, will ensure uninterrupted service. We fully understand that we must minimize employee stress and maximize cost savings and achievement of stated goals.

UII's Transition Strategy is designed to be flexible, comprehensive, and risk-averse, ensuring that WMATA's operations continue uninterrupted throughout the transition period. With our extensive experience in large-scale transitions and proven methodologies in organizational change management, UII is confident in delivering a seamless transition that meets and exceeds WMATA's expectations.

1.5 Factor 5: Management Approach/Staffing Plan (10 Pages)

Management Approach Overview - UII proposes a comprehensive management approach for the Operations and Maintenance (O&M) program that leverages Agile/Kanban methodologies, robust project governance, and a scalable staffing model designed to ensure the highest levels of service delivery for WMATA. Our approach is centered around structured decision-making, proactive risk management, and continuous improvement, ensuring that we meet and exceed WMATA's expectations throughout the contract lifecycle.

1.5.1 Organization Structure & How Decision Making/Problem-Solving Will Be Handled - UII proposes a streamlined, multi-layered organization designed to ensure efficient decision-making, rapid problem resolution, and clear lines of accountability. Our structure is centered around a Program Manager who has overall responsibility for overseeing the Operations and Maintenance (O&M) of WMATA's systems. Reporting to the Program Manager are specialized Project Managers for each Application Group. These Project Managers lead cross-functional teams comprising systems engineers, developers, testers, and subject matter experts.

The decision-making process within UII is highly collaborative and follows Agile/Kanban methodologies. Issues are identified and triaged through daily standups and sprint planning sessions, ensuring rapid identification and escalation of problems. Each Project Manager has the authority to make day-to-day operational decisions, while more complex challenges are escalated to the Program Manager and UII's Governance Board, which includes senior management and WMATA stakeholders. This ensures that strategic decisions receive the necessary oversight and input from all relevant parties.

Problem-solving is driven by continuous monitoring, data-driven insights, and real-time feedback loops, allowing the team to quickly address any challenges. Root cause analysis is conducted for all significant incidents, ensuring that corrective actions are not only implemented but also tracked to prevent future occurrences. Our proactive approach to problem-solving, combined with our use of modern management tools, ensures that issues are addressed before they impact system performance or availability.

UII's decision-making process is underpinned by clear communication channels, enabling team members to engage with WMATA stakeholders and provide updates on critical tasks. This structure fosters transparency and accountability, ensuring that decisions are made efficiently and effectively.

1.5.2 Best Practices for O&M Work - UII's O&M approach is grounded in industry best practices that ensure the efficiency, reliability, and security of WMATA's transit applications. Key best practices include:

- **Proactive Monitoring and Maintenance:** We employ advanced monitoring tools to detect potential issues before they impact operations. This proactive approach minimizes downtime and ensures that WMATA's systems are always available to support transit operations.
- **Continuous Improvement:** We implement feedback loops within our Agile/Kanban framework to continuously identify and implement process improvements. This approach

ensures that our O&M activities evolve in response to changing needs and technological advancements.

- **Automation of Routine Tasks:** By automating repetitive and manual tasks, such as routine maintenance and testing, we reduce human error, increase efficiency, and free up resources to focus on higher-value activities.
- **Documentation and Knowledge Management:** We maintain comprehensive documentation for all O&M processes, ensuring that knowledge is retained and easily accessible, which is critical for consistent and efficient operations.

1.5.3 Capability to Acquire/Maintain/Ensure Staff Availability to RFP Requirements - UII leverages national recruiting resources and an understanding of the labor market to recruit, retain, and replace qualified staff for WMATA's O&M requirements. Our proven recruiting process combines existing staff with robust external sourcing to ensure we meet the needs of the contract, applying lessons learned from similar projects.

With 50+ years of experience, including work with the military and DoD, UII professionals bring multidisciplinary expertise across IT, quality assurance, engineering, and asset management. In FY23, we interviewed over 1,200 candidates and hired 56 employees, demonstrating our ability to source talent efficiently. Managers continually review recruiting priorities, ensuring we maintain a strong pipeline of qualified staff.

Our Staffing Coordinator collaborates with WMATA to quickly address staffing needs, sourcing candidates from databases, career fairs, and referral programs. Over 28% of hires come from employee referrals, showcasing the strength of our internal network. Comprehensive background checks ensure all hires align with WMATA's O&M requirements and culture.

Key & Support Staff Personnel: Our team includes highly experienced professionals who are critical to the success of this O&M contract. Resumes for all UII key and support staff members are provided in the appropriate section of our proposal. Each staff member brings deep expertise in transit application management and a proven track record of delivering results, particularly in complex IT environments similar to those at WMATA.

Staffing Plan & Level of Effort: UII has carefully crafted a Staffing Plan that reflects the specific needs of each Application Group. Our plan is designed to ensure that the right mix of talent is available throughout the contract period, with flexibility to respond to fluctuating requirements and emergent situations. Below is an outline of our proposed staffing levels and the level of effort required for each phase of the contract:

Base Year 1 Staffing Ramp-Up Plan

Upon NTP through 10 Business Days:

- Program Manager: 1 Resource, 160 Hours
- Project Managers (1 per Application Group, also serving as Agile/Kanban Leads): 5 Resources, 960 Hours
- System Administrators: 2 Resources, 320 Hours

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- Developers: 4 Resources, 640 Hours
- QA/Testers: 2 Resources, 320 Hours
- Support Staff: 2 Resources, 320 Hours
- Total: 16 Resources, 2,720 Hours

11 Days after NTP through 30 Days after NTP:

- Increase Developer resources by 2 for a total of 6 Resources, 960 Hours
- Add 1 QA/Tester for a total of 3 Resources, 480 Hours
- Add 2 System Administrators, total of 4 Resources, 640 Hours
- Total: 19 Resources, 4,160 Hours

31 Days after NTP through 45 Days after NTP: Full staffing ramp-up completed, maintaining current resource levels with additional cross-training to ensure coverage for all application groups.

61 Days after NTP: Final adjustment phase, adding any additional resources if required based on workload assessments and performance evaluations.

Cross-Training and Flexibility: By Day 45, all staff will be cross-trained to ensure comprehensive coverage across all application groups. This will provide operational flexibility and resilience, allowing UII to adapt quickly to any emergent situations.

Ongoing Support and Resource Management: UII will continuously monitor staffing needs and adjust resources as necessary, ensuring proactive support for system updates, security upgrades, and operational enhancements throughout the contract period.

Staffing Plan Template:

Application Group	General Labor Category	Proposed # Staff	Total Hours
BASE YEAR 1			
TRA-OM-01: AIM/AIM Infrastructure	AIM Engineering Lead	1	1,920
	Network/SCADA Engineer	1	1,920
	Software Developer	1	1,920
	QA/QC Analyst	1	1,920
	Database Administrator	1	1,920
TRA-OM-02: PIDS/RSBI	Project Manager/Lead Developer	1	1,920
	Full Stack Developer	1	1,920
	QA/QC Analyst	1	1,920
	Database Administrator	1	1,920
TRA-OM-03: RPM/CMNT	Technical Lead/Senior Solutions Architect	1	1,920
	Back-End Developer	1	1,920
	Front-End Developer	1	1,920
	Database Administrator	1	1,920
	QA/QC Analyst	1	1,920
	Technical Lead/Project Manager	1	1,920

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TRA-OM-04: TPS/LOS	QA/QC Analyst	1	1,920
	Network Engineer	1	1,920
TRA-OM-05: Documentum	Lead Business Analyst/Stakeholder Liaison	1	1,920
	Senior Developer	1	1,920
	QA/QC Analyst	1	1,920
	Database Administrator	1	1,920
TRA-OM-06: Program Management	Program Manager	1	1,920
	Business Analyst	1	1,920
	Technical Writer	1	1,920
	TOTAL	24	46,080
Application Group	General Labor Category	Proposed # of Staff	Total Hours
	BASE YEAR 2		
TRA-OM-01: AIM/AIM Infrastructure	AIM Engineering Lead	1	1,920
	Network/SCADA Engineer	1	1,920
	Software Developer	1	1,920
	QA/QC Analyst	1	1,920
	Database Administrator	1	1,920
TRA-OM-02: PIDS/RSBI	Project Manager/Lead Developer	1	1,920
	Full Stack Developer	1	1,920
	QA/QC Analyst	1	1,920
	Database Administrator	1	1,920
TRA-OM-03: RPM/CMNT	Technical Lead/Senior Solutions Architect	1	1,920
	Back-End Developer	1	1,920
	Front-End Developer	1	1,920
	Database Administrator	1	1,920
	QA/QC Analyst	1	1,920
TRA-OM-04: TPS/LOS	Technical Lead/Project Manager	1	1,920
	QA/QC Analyst	1	1,920
	Network Engineer	1	1,920
TRA-OM-05: Documentum	Lead Business Analyst/Stakeholder Liaison	1	1,920
	Senior Developer	1	1,920
	QA/QC Analyst	1	1,920
	Database Administrator	1	1,920
TRA-OM-06: Program Management	Program Manager	1	1,920
	Business Analyst	1	1,920
	Technical Writer	1	1,920
	TOTAL	24	46,080
Application Group	General Labor Category	Proposed # of Staff	Total Hours
	BASE YEAR 3		
TRA-OM-01: AIM/AIM Infrastructure	AIM Engineering Lead	1	1,920
	Network/SCADA Engineer	1	1,920
	Software Developer	1	1,920
	QA/QC Analyst	1	1,920

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	Database Administrator	1	1,920
TRA-OM-02: PIDS/RSBI	Project Manager/Lead Developer	1	1,920
	Full Stack Developer	1	1,920
	QA/QC Analyst	1	1,920
	Database Administrator	1	1,920
TRA-OM-03: RPM/CMNT	Technical Lead/Senior Solutions Architect	1	1,920
	Back-End Developer	1	1,920
	Front-End Developer	1	1,920
	Database Administrator	1	1,920
	QA/QC Analyst	1	1,920
TRA-OM-04: TPS/LOS	Technical Lead/Project Manager	1	1,920
	QA/QC Analyst	1	1,920
	Network Engineer	1	1,920
TRA-OM-05: Documentum	Lead Business Analyst/Stakeholder Liaison	1	1,920
	Senior Developer	1	1,920
	QA/QC Analyst	1	1,920
	Database Administrator	1	1,920
TRA-OM-06: Program Management	Program Manager	1	1,920
	Business Analyst	1	1,920
	Technical Writer	1	1,920
	TOTAL	24	46,080
Application Group	General Labor Category	Proposed # of Staff	Total Hours
OPTION YEAR 1			
TRA-OM-01: AIM/AIM Infrastructure	AIM Engineering Lead	1	1,920
	Network/SCADA Engineer	1	1,920
	Software Developer	1	1,920
	QA/QC Analyst	1	1,920
	Database Administrator	1	1,920
TRA-OM-02: PIDS/RSBI	Project Manager/Lead Developer	1	1,920
	Full Stack Developer	1	1,920
	QA/QC Analyst	1	1,920
	Database Administrator	1	1,920
TRA-OM-03: RPM/CMNT	Technical Lead/Senior Solutions Architect	1	1,920
	Back-End Developer	1	1,920
	Front-End Developer	1	1,920
	Database Administrator	1	1,920
	QA/QC Analyst	1	1,920
TRA-OM-04: TPS/LOS	Technical Lead/Project Manager	1	1,920
	QA/QC Analyst	1	1,920
	Network Engineer	1	1,920
TRA-OM-05: Documentum	Lead Business Analyst/Stakeholder Liaison	1	1,920
	Senior Developer	1	1,920
	QA/QC Analyst	1	1,920
	Database Administrator	1	1,920

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TRA-OM-06: Program Management	Program Manager	1	1,920
	Business Analyst	1	1,920
	Technical Writer	1	1,920
	TOTAL	24	46,080
Application Group	General Labor Category	Proposed # of Staff	Total Hours
	OPTION YEAR 2		
TRA-OM-01: AIM/AIM Infrastructure	AIM Engineering Lead	1	1,920
	Network/SCADA Engineer	1	1,920
	Software Developer	1	1,920
	QA/QC Analyst	1	1,920
	Database Administrator	1	1,920
TRA-OM-02: PIDS/RSBI	Project Manager/Lead Developer	1	1,920
	Full Stack Developer	1	1,920
	QA/QC Analyst	1	1,920
	Database Administrator	1	1,920
TRA-OM-03: RPM/CMNT	Technical Lead/Senior Solutions Architect	1	1,920
	Back-End Developer	1	1,920
	Front-End Developer	1	1,920
	Database Administrator	1	1,920
	QA/QC Analyst	1	1,920
TRA-OM-04: TPS/LOS	Technical Lead/Project Manager	1	1,920
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	Database Administrator	1	1,920
TRA-OM-06: Program Management	Program Manager	1	1,920
	Business Analyst	1	1,920
	Technical Writer	1	1,920
	TOTAL	24	46,080

Our Staffing Plan & Level of Effort structure is subject to the following adjustments:

Data Management and Reporting Support: Data management and reporting are key to effective O&M services, ensuring data integrity and compliance. UII's approach focuses on robust practices such as regular data audits, encryption, and secure access controls to maintain accuracy and confidentiality. We provide real-time reporting on O&M activities through customizable dashboards, integrating tools like Power BI for key performance insights. Our compliance monitoring ensures adherence to relevant standards through regular audits, and advanced data analytics help identify trends and areas for improvement, enabling WMATA to optimize operations and reduce costs.

System Maintenance: UII's system maintenance strategy ensures the efficient and reliable operation of WMATA's systems through regular preventive, corrective, and adaptive maintenance. We aim to maintain 99.9% system availability, using proactive monitoring, redundancy, and failover mechanisms to minimize disruptions. Maintenance activities are scheduled during low-impact periods to avoid affecting operations. All maintenance is thoroughly documented, providing a clear record of activities and supporting continuous improvement efforts.

1.5.4 Performance Measurement and SLA Compliance - UII rigorously tracks performance to meet and exceed SLAs. We will monitor key performance indicators (KPIs) such as system uptime, incident response times, and customer satisfaction, providing real-time insights through dashboards. Regular performance reviews will ensure any deviations from SLA targets are quickly addressed, and root cause analyses will be conducted for any incidents to prevent recurrence and improve reliability.

Monthly Reporting and Deliverables: UII ensures transparency by providing detailed monthly reports summarizing activities, progress, and issues. Monthly performance reports will highlight key metrics and SLA compliance, while hours-worked reports will track labor efforts by task and phase. Backup documentation will be submitted with invoices, ensuring full accountability for all billed activities.

Monthly Certification of Work Done: To ensure all work is officially recognized and accounted for, UII will provide a monthly certification of work done. This certification will verify that all reported activities have been completed as documented and meet the agreed-upon standards. This process will serve as an additional layer of accountability, ensuring that WMATA receives accurate and certified information on all work performed.

Monthly Metrics Dashboard: The Monthly Metrics Dashboard is a tool that UII will use to visualize and monitor ongoing operations. This dashboard will be integrated into our reporting process, providing WMATA with a real-time view of key performance indicators, system health, and operational metrics. The dashboard will be customizable to focus on areas of particular interest or concern to WMATA, ensuring that critical information is always accessible.

Management Tools and Reporting: UII will utilize a range of management tools to ensure effective program governance, project planning, and reporting:

- **JIRA and Confluence:** For Agile/Kanban process management, including tracking sprint progress, backlog management, and documentation.
- **Microsoft Project:** For project scheduling and resource management.
- **Power BI:** For real-time performance monitoring and reporting, including dashboards that provide insights into key metrics.

Report Templates: UII will provide the following report templates, tailored to WMATA's specific requirements:

Monthly Performance Report	Monthly RFP Report	Additional Reports
<ul style="list-style-type: none"> - Overview of completed, ongoing, and planned O&M activities - Performance metrics: uptime, response times, incident resolution - Risk assessment and mitigation strategies 	<ul style="list-style-type: none"> - Resource utilization vs. planned staffing - Budget tracking and variances - Updates on new requirements or scope changes 	<ul style="list-style-type: none"> - Incident Reports: Detailed incident analysis, root cause, and preventive actions - Quarterly Strategic Review: Comprehensive program progress aligned with WMATA goals

Program Governance and Stakeholder Engagement: UII's governance model ensures that all stakeholders are engaged and informed throughout the program lifecycle:

- **Governance Board:** UII will establish a governance board comprising senior leaders from UII and WMATA, meeting quarterly to review strategic objectives, assess risks, and approve major decisions.
- **Stakeholder Communication Plan:** UII will maintain regular communication with WMATA stakeholders, ensuring that their needs are met and that they are fully informed of all program activities. This includes monthly status reports, ad hoc meetings, and regular feedback sessions.

Performance Metrics and Continuous Improvement: UII is dedicated to delivering high-performance O&M services by tracking and optimizing key metrics, ensuring WMATA's transit applications run efficiently, securely, and with minimal disruption. Our approach is aligned with industry best practices and focuses on continuous improvement throughout the contract.

System Availability Target: UII will ensure 99.9% system availability across all application groups through:

- **Proactive Monitoring:** Real-time tools will alert the team to issues before they cause downtime, allowing for immediate resolution.
- **Redundancy and Failover:** Redundant systems and cloud-based disaster recovery will ensure continuity in case of hardware failure or incidents.
- **Scheduled Maintenance:** Maintenance activities will be coordinated during low-impact periods to avoid disruption.
- **Performance Tuning:** Regular tuning of applications and databases will prevent bottlenecks and ensure systems handle peak loads.
- **Reporting:** Monthly reports will track system availability, incidents, and actions taken, with trend analysis to predict and prevent future issues.

Incident Response Time Target: Ensuring that all incidents are acknowledged within 15 minutes and resolved within the agreed Service Level Agreements (SLAs).

Details: Swift incident response is essential to minimizing the impact of technical issues on WMATA's operations. UII's approach to incident management includes:

- **24/7 Monitoring:** Continuous monitoring of all application groups for prompt detection and response.
- **Triage and Prioritization:** Incidents are immediately assessed based on severity, with critical issues prioritized.
- **Automated Alerts & Escalation:** Alerts notify teams instantly, with automatic escalation if not acknowledged within 15 minutes.
- **Root Cause Analysis:** Thorough analysis and documentation of incidents to prevent recurrence.
- **Service Desk Integration:** A service desk system tracks incidents from report to resolution, providing real-time status updates.
- **SLA Compliance:** Regular reviews of performance against SLAs, with corrective actions for any non-compliance.

1.5.5 Modernization and Cloud Deployment Support - As WMATA modernizes, UII will support the transition of applications to the cloud, ensuring security, scalability, and reliability. We will implement continuous integration/continuous deployment (CI/CD) pipelines, automated testing, and real-time monitoring. Using cloud-native practices such as Infrastructure as Code (IaC), containerization, and microservices, we will efficiently manage the cloud environment and optimize infrastructure for scalability and cost-effectiveness.

1.5.6 Demonstrate 5% Efficiency Gain Annually - UII is committed to achieving a 5% annual efficiency gain in O&M work by focusing on **Process Optimization** and continuous improvement:

- **Lean Methodologies:** UII will apply Lean principles to streamline processes, eliminate waste, and enhance workflow efficiency. Regular reviews of O&M procedures will help identify and remove non-value-added activities.
- **Business Process Reengineering (BPR):** UII will conduct comprehensive process reviews to identify opportunities for reengineering. This may include redesigning workflows, introducing new tools, or reorganizing teams to align better with WMATA's goals.

Automation

- **Automated Testing and Deployment:** We will use automated test scripts for regression testing and implement CI/CD pipelines to streamline updates, reducing manual efforts and minimizing errors.
- **Robotic Process Automation (RPA):** RPA will be applied to routine tasks like data processing, monitoring, and reporting, improving speed and accuracy.
- **Technology Upgrades:** UII will adopt the latest technologies to optimize O&M capabilities, staying ahead of industry best practices and ensuring superior results for WMATA.

Resource Optimization

- **Cross-Training and Skill Development:** UII will implement a cross-training program that allows team members to develop expertise in multiple areas. This flexibility will enable UII to allocate resources more effectively, ensuring that skilled personnel are available where and when they are needed most.

- **Dynamic Resource Allocation:** UII will utilize real-time workload assessments to dynamically allocate resources. By continuously monitoring work volumes and adjusting staffing levels accordingly, UII will ensure that resources are used efficiently, avoiding overstaffing or understaffing in any area.

Performance Metrics and Continuous Feedback

- **Metrics-Driven Decision Making:** UII will regularly review performance metrics to identify areas where efficiency gains can be made. This includes tracking the time taken to complete tasks, resource utilization rates, and the impact of automation on productivity.
- **Continuous Improvement Feedback Loops:** UII will establish feedback loops within the Agile/Kanban framework, allowing for continuous feedback from team members and WMATA stakeholders. This feedback will inform ongoing improvements and ensure that efficiency gains are realized and sustained over time.

Annual Efficiency Reviews

- **Efficiency Audits:** At the end of each year, UII will conduct a formal efficiency audit to measure the success of implemented strategies and identify new opportunities for improvement. The audit will review performance metrics, resource utilization, and cost savings achieved.
- **Adjustments and Planning:** Based on the findings of the efficiency audit, UII will adjust its strategies and plan for the following year. This proactive approach ensures that the O&M program remains on a continuous improvement trajectory, delivering increasing value to WMATA over time.

Training and Development

- **Technical Training:** Regular sessions to keep our team up-to-date with the latest developments in transit application management and cloud computing. UII's extensive experience in delivering technical training for Navy ERP and MRP systems ensures that WMATA's staff will be well-prepared to manage and maintain their applications.
- **Best Practices:** Continuous training on industry best practices, including Agile methodologies, cybersecurity, and project management. UII's experience in training Navy IT personnel ensures that WMATA's O&M operations will benefit from the latest best practices.

UII's commitment to these performance metrics and continuous improvement strategies ensures that WMATA will receive O&M services that successfully fulfill expectations, delivering reliable, cost-effective support for its transit applications.

1.6 Factor 6: Technical Capabilities (3 Pages)

Our technical approach is deeply rooted in our extensive experience in managing complex IT environments, particularly within the Department of Defense (DoD) and other federal agencies. Over the past several decades, we have successfully delivered IT services that span the entire Operations and Maintenance (O&M) lifecycle, from system architecture design to end-user support and everything in between. This experience equips us to address the specific challenges outlined in this RFP with confidence and precision.

Proven IT Expertise in Complex Environments: UII's IT capabilities are demonstrated through a series of high-impact projects that highlight our ability to handle complex, large-scale systems. For instance, our work on the Navy IT Financial and Logistics Management Services involved coordinating across program functional areas of logistics, engineering, and technical data and injection of the latest IT initiatives to improve program capability; providing functional analysis and systems application development studies for key NAVSEA outfitting support tools in providing the full range of Software Development Lifecycle (SDLC) including project management, planning, requirements analysis, design, development, testing, implementation, operations, and Information Assurance (IA) support including Risk Management Framework (RMF) management. Our experience is directly applicable to the challenges posed by the current RFP, where the complexity of the system environment and the variety of customer needs demand a sophisticated and nuanced approach.

Comprehensive Suite of IT Tools and Methodologies: UII's technical approach is comprehensive and includes the use of industry-leading methodologies, tools, and standards across the O&M lifecycle. Our approach is designed to ensure that all technical solutions meet the stringent performance criteria and SLAs specified in the RFP.

- **Agile and DevOps Methodologies:** UII leverages Agile methodologies, such as Scrum and Kanban, combined with DevOps practices to ensure rapid, iterative development and deployment. This approach allows us to continuously deliver improvements without disrupting ongoing operations, a critical requirement in high-stakes environments like WMATA's.
- **ITIL-Based Service Management:** UII's service management practices are aligned with the ITIL framework, ensuring that all O&M activities are efficient, repeatable, and aligned with industry best practices. This includes rigorous incident management, change management, and continuous service improvement processes, all of which are designed to meet or exceed the SLAs defined in the RFP.
- **Advanced Monitoring and Analytics Tools:** We utilize a suite of advanced tools, including SAP, Oracle, and custom-built solutions, for monitoring system performance, identifying potential issues before they escalate, and optimizing resource allocation. Implementing Business Intelligence and Analytics tools that provide real-time insights into system performance, enabling proactive management and decision-making.
- **Cloud Deployment and Modernization:** As WMATA transitions its applications to the cloud, UII's expertise in cloud computing becomes particularly valuable. We have extensive experience in deploying and managing cloud-based environments, ensuring that applications are secure, scalable, and resilient. Our approach includes the use of automated deployment tools, such as CI/CD pipelines, to streamline the transition process and minimize downtime.

Ensuring all cloud deployments are fully compliant with relevant security standards and best practices.

System/Application Upgrades - To maintain WMATA's systems at peak performance and ensure they are equipped to meet future challenges, UII places a strong emphasis on systematic and proactive **System/Application Upgrades**. Our approach ensures that all applications are regularly updated with the latest enhancements, security patches, and technology advancements, thus mitigating risks associated with outdated software and potential vulnerabilities.

- **Proactive Upgrade Planning:** UII develops a comprehensive upgrade roadmap that aligns with WMATA's operational goals and technological evolution. By scheduling upgrades during low-impact periods and utilizing automated deployment tools, we ensure minimal disruption to ongoing operations.
- **Security-Driven Updates:** In our experience during cloud migration efforts, we have consistently prioritized security in our upgrade processes. This involves integrating the latest security patches and enhancements to protect critical systems against emerging threats.
- **Legacy System Modernization:** For systems transitioning from legacy architectures, our upgrade strategy includes leveraging cloud-native technologies and modular architecture to extend system longevity and improve scalability, ensuring WMATA's infrastructure remains robust and future-proof.

System/Application Enhancements: Following upgrades, UII is equally committed to System/Application Enhancements that not only bring systems up to current standards but also introduce new functionalities to meet the evolving needs of WMATA.

- **Feature-Driven Enhancements:** We apply a continuous improvement approach where we integrate cutting-edge features to enhance system performance and user experience.
- **User-Centric Development:** UII collaborates closely with WMATA stakeholders to identify and prioritize enhancements that will deliver the greatest value. Our enhancements are designed to improve system usability, increase efficiency, and introduce innovative capabilities that align with WMATA's strategic objectives.
- **Performance Optimization:** Through enhancements, UII ensures systems are maintained and continuously optimized improving performance including refining algorithms, enhancing user interfaces, integrating advanced analytics tools to support data-driven decision-making.

Addressing Legacy Systems and Promoting Innovation: Legacy systems often present significant challenges, including outdated architectures, limited documentation, and potential risks associated with transitioning to modern platforms. UII's approach to these challenges is multifaceted and deeply informed by our experience with similar large-scale projects.

- **Overcoming Lack of Documentation:** In environments where documentation is sparse or outdated, UII conducts thorough system audits to identify and document all critical aspects of the legacy systems. We utilize automated documentation tools to capture real-time system configurations and changes, ensuring that our documentation is always up-to-date.
- **Improving Efficiency in Legacy Environments:** Legacy systems often operate with inefficiencies that have accumulated over time. UII employs Business Process Reengineering

(BPR) techniques to streamline operations/eliminate redundancies. Applying Lean methodologies and leveraging our expertise we achieve significant efficiency gains.

- **Addressing Legacy Design Constraints:** Legacy systems frequently impose design constraints that limit scalability and flexibility. UII's approach involves strategic use of middleware and modular architecture to mitigate constraints, ensuring any enhancements or integrations are compatible with existing systems and positioning for future modernization.
- **Avoiding Technological Obsolescence and Promoting Innovation:** UII is committed to ensuring that WMATA's systems remain relevant and capable of meeting future demands. To this end, we advocate for the adoption of future-proof technologies, such as cloud-native architectures and microservices, which offer scalability and flexibility. We also promote the use of CI/CD pipelines and DevSecOps practices, enabling rapid delivery of new features and security updates. This approach prevents technological obsolescence and fosters a culture of continuous innovation-edge technologies to enhance system performance and security

In-Depth Understanding of System Complexities: UII's approach to handling system complexities is grounded in our extensive experience with some of the most challenging and intricate IT environments in the federal sector. One of the key aspects of managing complex systems is our ability to navigate and optimize interactions between various system components and layers. Our approach to complexity also involves a thorough risk assessment and mitigation process. We identify potential bottlenecks and points of failure early in the project lifecycle and develop strategies to address them proactively. Our ability to anticipate these complexities and develop tailored solutions enabled us to deliver a successful deployment that met all operational requirements and exceeded performance expectations. Furthermore, UII recognizes that system complexity is not static; it evolves as new technologies are integrated, user needs change, and external factors influence system performance. Our adaptive methodologies, such as Agile and DevOps, allow us to continuously monitor and respond to these changes, ensuring that the systems we manage remain resilient, scalable, and aligned with current and future requirements

Knowledge Transfer (KT), Documentation, and Efficiency Improvements: KT is a critical component of our technical approach, particularly in environments where staff turnover or system transitions can pose risks to operational continuity. Our experience with KT is extensive, developing and implementing comprehensive training programs and knowledge repositories that ensure all stakeholders are fully equipped to manage and operate the new systems. In environments where documentation is lacking, we conduct thorough system audits to create detailed and accurate documentation sets. These documents cover all aspects of system architecture, processes, and procedures, providing a reliable reference for ongoing operations and future upgrades.

Efficiency improvements are at the core of our technical strategy. Through the application of Business Process Reengineering (BPR) techniques, we streamline operations and eliminate redundancies, leading to significant gains in system performance and user satisfaction. UII's technical capabilities are a direct reflection of our deep and broad IT experience within the DoD and federal agencies. We are confident, our in-depth understanding of system complexities enables us to deliver robust, flexible, and capable systems supporting the dynamic needs of WMATA. Our track record of successfully managing and optimizing complex IT environments speaks to our ability to handle the challenges outlined in this RFP, ensuring that the client's systems operate at peak efficiency and reliability.

1.7 Factor 7: Quality Assurance Approach (3 Pages)

UII's Quality Assurance (QA) approach for the O&M of complex systems is grounded in rigorous standards, proven processes, and industry best practices tailored specifically for the demands of a complex and dynamic environment such as DMSS. Our approach ensures that all services are delivered consistently at the highest quality, aligning with both the performance standards outlined in the RFP and the best practices in IT service management.

1.7.1 Importance of Software Quality Assurance in O&M - Achieving high-quality software in O&M relies on comprehensive testing and continuous improvement. Comprehensive testing ensures all system components function correctly, preventing defects from reaching production. Continuous improvement involves regularly refining O&M processes to address new challenges and adopt best practices. Our experience with large-scale IT projects allows us to integrate these elements into a robust QA framework reducing risks and enhancing reliability, significantly decreasing post-deployment issues. UII understands some of the common challenges faced in Software QA in producing quality deliverables.

- **Incomplete or Inaccurate Requirements:** Some clients fail to communicate their requirements clearly to the stakeholders during the requirement-freezing stage leading to misunderstanding of the functionality based on their understanding.
- **Communication Breakdowns:** Poor interaction between the project members can lead to so many ambiguities affecting the output quality.
- **Limited Resources:** An inadequate QA team can fail to meet the desired quality due to a lack of manpower. The pressure on limited resources is exhausting and leads to improper testing of the functionalities.
- **Changing Requirements:** Some clients are demanding they keep on changing requirements after seeing the module deliveries. New changes added need more time for implementation and testing thereby affecting the delivery timeline.
- **Technical Challenges:** Covering all possible scenarios in the test document could be tedious when there is a short time frame. Skilled resources with automation knowledge are required to overcome this problem and cover wide scenarios to deliver a minimal-error product.
- **Testing in Production Environments:** Every QA person needs to ensure the application is working fine in the production URL given to the client. This is achieved either by accessing the client machine remotely or checking the URL given to the client.
- **Test Automation Challenges** - The testing process plays a significant role in the QA testing process. However, to achieve this, the resources must face many challenges to match the client's expectations. Many organizations have adapted streamlined QA practices to achieve the desired quality levels.
- **Balancing Speed and Quality:** Speed and quality go hand in hand in hasty projects as the product quality cannot be compromised. Assigning a big team with enough resources to dedicatedly run the test cases and check all possible scenarios can lead to a fast process and promise quality outputs.

1.7.2 Recommended Operational Techniques and Activities for QA - To achieve and maintain the highest standards of quality in the O&M of DMSS, we will implement a comprehensive set of operational techniques and activities that have been refined through our extensive experience with

similar complex systems. These methods are designed to ensure that the software is reliable, efficient, and aligned with the expectations of all stakeholders.

- **Automated and Manual Testing:** Automated testing is the core of our QA strategy, enabling rapid and consistent verification of software functionality across environments through unit, integration, regression, and performance tests. These tests run regularly as part of the CI/CD pipeline, preventing defects from entering production. Manual testing complements this by focusing on areas requiring human judgment, such as exploratory and usability testing.
- **Code Reviews and Peer Reviews:** Code reviews are a vital part of our QA process, systematically scrutinizing every line of code for issues before integration. Our collaborative approach involves multiple team members, including senior developers and domain experts, to ensure adherence to coding standards, security, and quality. Peer reviews at key development milestones focus on system architecture, design patterns, and integration, ensuring scalability, maintainability, and alignment with best practices.
- **Configuration Management and Version Control:** Configuration management and version control are crucial for software integrity. Using tools like Git, we track all code changes, manage multiple software versions, and maintain a clear modification history. Our practices extend to managing configurations across development, testing, and production environments, ensuring consistency and smooth transitions.
- **Performance Monitoring and Tuning:** Continuous performance monitoring is essential for optimal DMSS operation. We will use advanced tools like Splunk, New Relic, or Dynatrace to track key performance indicators (KPIs) such as response times, resource utilization, and error rates in real-time. Regular performance tuning, based on this data, will help identify and resolve bottlenecks by optimizing database queries, refining algorithms, and improving load balancing.
- **User Acceptance Testing (UAT):** UAT is the final step before production, where real users test the system in a production-like environment to ensure it meets their needs. We'll collaborate with DMSS stakeholders to define UAT scenarios that reflect daily operations and edge cases. Users will perform typical tasks, and their feedback will be documented to refine the system. Success will be measured by user satisfaction, defect identification, and system performance in real-world scenarios.
- **Quality Metrics and Measurements:** To ensure the success of our QA efforts, we will establish and track key quality metrics throughout the project. These metrics will include:
 - **Defect Density:** Number of defects found per unit of code, used to assess the overall quality of the software.
 - **Mean Time to Resolution (MTTR):** The average time taken to resolve identified defects, indicating the efficiency of our QA and support processes.
 - **System Uptime:** The percentage of time the system is operational, with a target of 99.9% uptime to ensure high availability.
 - **User Satisfaction Scores:** Feedback from users during UAT and post-deployment, used to gauge the system's effectiveness in meeting user needs.

These metrics will be reviewed regularly in QA meetings, and any deviations from targets will trigger a root cause analysis to identify and address underlying issues. By implementing these comprehensive operational techniques and activities, we will ensure that DMSS operates at the

highest level of quality, meeting all performance standards and providing a reliable, efficient, and user-friendly system for all stakeholders.

1.7.3 Roles and Responsibilities for Applying the Quality Assurance Approach - The successful application of our QA approach relies on clearly defined roles and responsibilities, ensuring that quality is maintained across all phases of the O&M lifecycle:

- **Program Manager:** The PM has overarching responsibility for the QA process, ensuring that all QA activities align with the project's objectives and WMATA's expectations. This role involves coordinating QA efforts across teams, overseeing risk management related to QA, and reporting on QA outcomes to WMATA stakeholders.
- **QA Lead/Manager:** The QA Lead/Manager is directly responsible for executing the QA strategy, including planning and conducting testing activities, managing the QA team, and ensuring that all quality metrics are met. This role also involves leading code and peer reviews and ensuring that all testing and quality assurance processes are followed rigorously.
- **Technical Leads and Senior Solutions Architects:** These roles are responsible for overseeing the technical aspects of QA, including code reviews, performance tuning, and ensuring the technical integrity of the system. They work closely with the QA team to ensure that all technical requirements are met and that the system is optimized for performance and reliability.
- **Lead Business Analyst:** The Lead Business Analyst focuses on ensuring that the system meets user requirements and business needs. This role involves conducting UAT, gathering user feedback, and ensuring the system's functionality aligns with WMATA's operational goals.
- **Project Managers/Lead Developers:** These roles are responsible for managing the QA processes within their specific application groups, ensuring that all code is tested, reviewed, and meets the required standards before deployment. They also manage configuration management and version control within their teams.
- **System Performance Engineers:** These engineers monitor the system's performance in real-time, using advanced tools to track KPIs and identify areas for improvement. They are responsible for conducting regular performance tuning and ensuring that the system remains responsive and efficient.

Oversight and Continuous Quality Management: Oversight of QA activities will be conducted through regular QA reviews, audits, and performance assessments. The PM and QA Lead will conduct weekly QA meetings to review progress, discuss any issues or risks, and make necessary adjustments to the QA strategy. Continuous quality management will be ensured through a feedback loop, where insights from performance monitoring, UAT, and user feedback are used to refine and improve the QA processes continuously.

Conclusion: UII's QA approach is both comprehensive and adaptable, designed to meet the complex demands of the DMSS environment. Our structured QA framework, coupled with clearly defined roles and responsibilities, ensures that quality is not just an afterthought but an integral part of every stage of the O&M lifecycle. By applying rigorous standards, continuous monitoring, and proactive improvement, we are confident that our QA approach will lead to the successful and reliable operation of WMATA's systems, meeting and exceeding the performance criteria set forth in the RFP.

1.8 Factor 8: Key Staff Resumes

UII Key Personnel are critical to the success of the O&M program. Each individual has been carefully selected based on their expertise, experience, and ability to meet the specific needs of WMATA's complex system environment.

RFP Role #	Staff Available	Title (Hyperlinked to Resumes)	Name
Staff in “Key” Roles (IAW RFP)			
1	1	AIM Engineering Lead	Tariq Israr
2	1	Project Manager/Lead Developer	Wesley A. Johnson
3	1	Senior Solutions Architect	Terry Leach
4	1	Technical Lead with Project Management, Business Analyst, and Testing Background	Saurabh Sharma
5	1	Lead Business Analyst/Stakeholder Liaison	Abdul Ayub
		Program Management	Michael Kanaby

- **AIM Engineering Lead:** Role: Overseeing the O&M of AIM/AIM Infrastructure applications, ensuring they remain operational and perform optimally. Responsibilities: System monitoring, performance optimization, and ensuring that the AIM applications support WMATA's operational goals. Skills: IT systems management, engineering, quality assurance, and experience with similar large-scale IT projects.
- **Program Manager:** Role: Oversees the entire O&M program, ensuring alignment with WMATA's strategic objectives and delivering high-level decision-making, resource allocation, and stakeholder engagement. Responsibilities: Overall program oversight, coordination between teams, risk management, and ensuring compliance with project timelines and quality standards.
- Skills: Leadership, strategic planning, risk management, stakeholder communication, and extensive experience in managing large-scale IT and transportation projects.
- **Lead Business Analyst for Documentum:** Role: Primary liaison between WMATA and O&M team for Documentum, ensuring all business requirements are met and system is fully aligned with WMATA's operational needs. Responsibilities: Requirements gathering, business process analysis, documentation, ensuring alignment between technical teams and business stakeholders. Skills: Business analysis, stakeholder management, document management systems, and experience in similar large-scale projects.
- **Technical Lead/Senior Solutions Architect for RPM/CMNT:** Role: Provide technical expertise for RPM/CMNT applications, focusing on architecture, system enhancements, ensuring systems meet WMATA's requirements. Responsibilities: System architecture design, technical oversight, integration of new technologies, ensuring system scalability and reliability. Skills: System architecture, software development, IT project management, understanding of transit applications.
- **Project Manager/Lead Developer for PIDS/RSBI:** Role: Leads the PIDS/RSBI application group, ensuring the seamless operation and continuous improvement of these critical systems. Responsibilities: Project management, team leadership, system development, and ensuring project deliverables are met on time and within budget. Skills: Project management, software development, Agile methodologies, and experience in managing complex IT systems.

TRA-OM-01: AIM/AIM INFRASTRUCTURE APPLICATION GROUP
AIM Engineering Lead: Tariq Israr

KEY STAFF RESUME for TRA-OM-01: AIM/AIM INFRASTRUCTURE APPLICATION GROUP	
Name:	Tariq Israr
Education:	Master of Science in Electronics, University of Karachi, Pakistan
Years of Related Experience:	Total Year of Experience, 15+ years in Networking and Communications
Professional Experience (Starting with the Most Recent—Replicate as Needed—Maximum of 2 pages per Resume)	
Company Name: CommonSpirit Health, Woodbridge, VA Start Date: 09-2022 End Date: Present Position Held: Senior Network Engineer	<p>As a member of the Network Services team, responsible for developing and implementing architecture and engineering standards and procedures for the network. Engaged in defining network strategy, preparing technical requirements, and serving as a primary network consultant. Mentored junior engineers and interfaced with vendors for network gear evaluation and support. Conducted research to define a three-to-five-year roadmap for the Access network and configured protocols such as EIGRP, OSPF, and BGP4.</p> <p>Summary Listing of Technologies associated with this Position:</p> <ul style="list-style-type: none"> • EIGRP, OSPF, BGP4 • Network architecture and engineering standards • Vendor evaluation and support • Network documentation and Visio diagrams
Company Name: Worldwide Technology, Woodbridge, VA Start Date: 06-2018 End Date: 08-2022 Position Held: Technical Solution Architect	<p>Focused on evaluating customer data center infrastructure requirements and serving as a Subject Matter Expert in Cisco ACI and Nexus. Designed and implemented IPv6 solutions, successfully migrating customers from IPv4 to native IPv6 environments. Executed Proof-of-Concept labs and provided guidance on holistic enterprise solutions involving multi-tenancy and high availability.</p> <p>Summary Listing of Technologies associated with this Position:</p> <ul style="list-style-type: none"> • Cisco ACI, Nexus • IPv4 to IPv6 migration • Data center infrastructure design

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	<ul style="list-style-type: none"> • Multi-tenancy solutions
Company Name: Cisco Systems, Iselin, NJ Start Date: 04-2015 End Date: 05-2018 Position Held: Network Consulting Engineer	<p>Led the design and implementation of end-to-end data center network architectures for large-scale enterprise and service provider accounts. Specialized in Cisco ACI solutions and assisted in migrating clients to Software Defined Networks. Conducted customer briefings and mentored junior engineers.</p> <p>Summary Listing of Technologies associated with this Position:</p> <ul style="list-style-type: none"> • Cisco ACI • Data center network architecture • High-Level Design and Low-Level Design documents • Customer training and workshops
Company Name: HP Canada, Regina, SK Start Date: 03-2009 End Date: 04-2015 Position Held: Solution Architect	<p>Collaborated with stakeholders to define enterprise architecture principles and standards. Translated business requirements into design strategies focusing on adaptability and scalability. Conducted design reviews and maintained application lifecycle inventory.</p> <p>Summary Listing of Technologies associated with this Position:</p> <ul style="list-style-type: none"> • Enterprise architecture principles • Design strategy development • Systems performance metrics • Proof-of-concept execution
Company Name: Rogers Telecom, Brampton, ON Start Date: 01-2006 End Date: 01-2009 Position Held: System Support and Implementation Engineer	<p>Provided 24x7 network support for ISP customers, configuring various protocols and ensuring timely execution of projects. Participated in planning and customer presentations, preparing documentation and Visio diagrams.</p> <p>Summary Listing of Technologies associated with this Position:</p> <ul style="list-style-type: none"> • EIGRP, OSPF, BGP4, SNMP • Network implementation and support • Customer presentations • Network documentation

**Washington Metropolitan Area Transit Authority (WMATA) Operations & Maintenance Support of
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AIM Engineering Lead: Tariq Israr Signed Letter Of Commitment



Unified Industries Incorporated

August 22, 2024

Tariq Israr
3178 Eagle Talon Street
Woodbridge, VA 22191
tariqisrar@outlook.com

Tariq Israr,

We are pleased to offer you a salaried position as an AIM Engineering Lead with Unified Industries Incorporated (UII). This offer is contingent upon the award of a contract to UII from the Washington Metropolitan Area Transit Authority (WMATA) resulting from the Request for Proposal No: WMATA-0000010023 as of July 23, 2024, for the office of Operations & Maintenance Support Transit Applications services and your ability to obtain a favorable background check from a reputable third-party vendor by UII.

This will be a hybrid position where you will work remotely and at the WMATA facilities in the Washington, DC area. Your full-time employment will commence upon the award of this contract, which we expect to take place in November 2024, unless it is mutually agreed in advance that another date would be more suitable. The salary for this position is \$165,000.00 annually, plus benefits as outlined in our Full-time employee Benefits Package.

Your outstanding qualifications and experience make you an ideal candidate to provide the AIM Engineering Lead functions needed to support our client. We look forward to working with you on many of the exciting projects we have here at UII and anticipate your fine contribution to our products. If you have any questions concerning any aspect of this offer, please contact me at any time.

Please sign below indicating your acceptance of this offer and return the signed document to this office as soon as possible but not later than Friday August 23, 2024. Karen.ambrose@uii.com

Sincerely,


Karen Ambrose
Director, Human Resources

I agree to the terms and conditions noted above in this letter:


(Signature)

8/26/2024
(Date)

TRA-OM-02: PIDS/RSBI APPLICATION GROUP
Project Manager/Lead Developer: Wesley A. Johnson

KEY STAFF RESUME for TRA-OM-02: PIDS/RSBI APPLICATION GROUP	
Name:	Wesley A. Johnson
Education:	<p>Graduate Degree: M.A. in Public Administration, Regent University, 2015</p> <p>Graduate Certificate: American Government, Regent University, 2015</p> <p>Undergraduate Degree: B.A. in Sociology Criminal Justice, Hampton University, 2013</p> <p>Certifications: Lean Six Sigma Certification</p>
Years of Related Experience:	<p>Total Years of Experience: 11+ Years</p> <p>Core Disciplines:</p> <ul style="list-style-type: none"> • IT Project Management: 7+ Years • CRM Systems (e.g., Salesforce): 5+ Years • Agile Methodologies & Software Development Life Cycle (SDLC): 5+ Years • Budget & Resource Management: 7+ Year
Professional Experience (Starting with the Most Recent—Replicate as Needed—Maximum of 2 pages per Resume)	
Company Name: Distributed Solutions, Inc., Reston, VA Start Date: March 2023 End Date: April 2024 Position Held: Project Manager	<p>Led a 20-member technical team delivering CRM solutions for federal clients such as the Federal Energy Regulatory Commission, National Gallery of Art, and National Science Association. Managed the entire project lifecycle, including planning, execution, and delivery. Deployed and optimized Salesforce CRM platforms, enhancing client acquisition and relationship management processes. Controlled project budgets and ensured financial accountability while managing project schedules, risks, and resources. Applied Agile methodologies to address project challenges, adapting to requirements changes, and ensuring timely project completion.</p> <p>Technologies/Tools:</p> <ul style="list-style-type: none"> • Salesforce • Microsoft Project

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	<ul style="list-style-type: none"> • Jira • Agile (Scrum/Kanban) • Budgeting and Financial Reporting Tools
Company Name: Savan Group, Washington, DC Start Date: September 2021 End Date: March 2023 Position Held: Senior Management Consultant / Deputy Project Manager	Directed strategic initiatives for the \$34 billion GSA SmartPay Program, developing comprehensive roadmaps and managing stakeholder expectations. Facilitated high-level meetings and worked closely with GS-15 and SES level executives to ensure alignment with program goals. Provided data analysis and reporting for tracking performance and progress, with a focus on continuous improvement across various initiatives. Developed SOPs, enforced quality controls, and identified team training needs for optimized program effectiveness. <p>Technologies/Tools:</p> <ul style="list-style-type: none"> • Salesforce • Microsoft Excel, Access • SQL • Jira, Confluence
Company Name: Guidehouse (formerly PwC), Washington, DC Start Date: October 2018 End Date: September 2021 Position Held: Senior Management Consultant	Led the \$13.5 million implementation of Salesforce CRM for the Office of the Secretary of Defense. Managed all aspects of project execution, from scoping and planning to post-delivery compliance reporting. Provided financial management, compliance review, and strategic planning to ensure project success and alignment with organizational objectives. Delivered multiple enterprise-level training webinars for federal employees, reaching over 1,600 participants. <p>Technologies/Tools:</p> <ul style="list-style-type: none"> • Salesforce CRM • Jira • Microsoft Project

**Washington Metropolitan Area Transit Authority (WMATA) Operations & Maintenance Support of
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**This Page for
Project Manager/Lead Developer Wesley Johnson Signed Letter Of Commitment**



Unified Industries Incorporated

August 23, 2024

Wesley Johnson
6008 Cedar Post Drive
District Heights, MD 20747
Wesleyjohnson.mpa@gmail.com

Wesley Johnson,

We are pleased to offer you a salaried position as a Project Manager/ Lead Developer with Unified Industries Incorporated (UII). This offer is contingent upon the award of a contract to UII from the Washington Metropolitan Area Transit Authority (WMATA) resulting from the Request for Proposal No: WMATA-0000010023 as of July 23, 2024, for the office of Operations & Maintenance Support Transit Applications services and your ability to obtain a favorable background check from a reputable third-party vendor by UII.

This will be a hybrid position where you will work remotely and at the WMATA facilities in the Washington, DC area. Your full-time employment will commence upon the award of this contract, which we expect to take place in November 2024, unless it is mutually agreed in advance that another date would be more suitable. The salary for this position is \$150,000.00 annually, plus benefits as outlined in our Full-time employee Benefits Package.

Your outstanding qualifications and experience make you an ideal candidate to provide the Project Manager/ Lead Developer functions needed to support our client. We look forward to working with you on many of the exciting projects we have here at UII and anticipate your fine contribution to our products If you have any questions concerning any aspect of this offer, please contact me at any time.

Please sign below indicating your acceptance of this offer and return the signed document to this office as soon as possible but not later than Monday August 26, 2024. Karen.ambrose@uii.com

Sincerely,

A handwritten signature in black ink, appearing to read "Karen Ambrose".
Karen Ambrose
Director, Human Resources

I agree to the terms and conditions noted above in this letter:

A handwritten signature in black ink, appearing to read "Wesley Johnson".
(Signature)

_____ (Date)

A3: TRA-OM-03 RPM/CMNT APPLICATION GROUP
Technical Lead/Senior Solutions Architect: Terry Leach

KEY STAFF RESUME for TRA-OM-03 RPM/CMNT APPLICATION GROUP	
Name:	Terry Leach
Education:	<p>Undergraduate Degree: B.Sc. in Economics, University of Maryland, College Park, MD</p> <p>Certifications:</p> <ul style="list-style-type: none"> • Certified SAFe Agilist Practice, 2016 • Signals Intelligence Analyst, U.S. Army
Years of Related Experience:	<p>Total Years of Experience: 20+ Years</p> <p>Core Disciplines:</p> <ul style="list-style-type: none"> ◦ Enterprise Information Architecture: 10+ Years ◦ Solutions Architecture and Cybersecurity: 7+ Years ◦ Systems Engineering and Software Development: 10+ Years
<p align="center">Professional Experience</p> <p align="center">(Starting with the Most Recent—Replicate as Needed—Maximum of 2 pages per Resume)</p>	
Company Name: Astrolytes, Washington, DC Start Date: 2019 End Date: Present Position Held: Solutions Architect	<p>Lead the design and architecture of custom Generative AI solutions addressing cybersecurity risks. Collaborated with clients to define project scope, requirements, and implementation plans. Proactively identified opportunities for AI solutions within the cybersecurity sector and conducted proof-of-concept projects showcasing the value of AI-driven solutions. Engaged with senior-level executives to build trust and ensure alignment with business goals. Delivered real-world AI applications to secure client environments.</p> <p>Technologies/Tools:</p> <ul style="list-style-type: none"> • Python, SQL • Google Cloud Platform (GCP) • Data Engineering, Data Modeling • Neo4j Graph Modeling • AI Prompt Engineering
Company Name: Moss Cape, Annapolis Junction, Maryland Start Date: 2014 End Date: 2018	<p>Designed enterprise-wide information architecture solutions for clients by defining and integrating functional and non-functional requirements. Worked closely with program leadership to ensure technical solutions aligned with business value propositions. Utilized behavior-driven development</p>

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Position Held: Lead Enterprise Information Architect	(BDD) methodologies to generate user stories and acceptance criteria for software systems. Translated complex technical concepts to various stakeholders and contributed to stakeholder engagement and project management.
Company Name: Securities Exchange Commission, Washington, DC Start Date: 2013 End Date: 2014 Position Held: Technical Lead	Led the implementation of Oracle WebCenter Content, managing the project lifecycle from scope definition to final deliverables. Collaborated with clients and internal teams to ensure project success, and translated client requirements into actionable system features. Provided technical leadership in managing tasks, overseeing deliverables, and ensuring seamless technology adoption by the client. Technologies/Tools: <ul style="list-style-type: none">• Domain-Driven Design• Data Modeling• Systems Migration Strategy• Agile Methodologies• Business and Technical Requirements Analysis Technologies/Tools: <ul style="list-style-type: none">• Oracle WebCenter Content• Project Management• Requirement Gathering• Content Development Management

**Washington Metropolitan Area Transit Authority (WMATA) Operations & Maintenance Support of
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**This Page for
Technical Lead/Senior Solutions Architect: Terry Leach Signed Letter Of Commitment**



Unified Industries Incorporated

August 26, 2024

Terry Leach
4500 Connecticut Ave NW #512
Washington DC 20008
Terry.leach@gmail.com

Terry Leach,

We are pleased to offer you a salaried position as a Tech Lead/Sr. Solutions Architect with Unified Industries Incorporated (UII). This offer is contingent upon the award of a contract to UII from the Washington Metropolitan Area Transit Authority (WMATA) resulting from the Request for Proposal No: WMATA-0000010023 as of July 23, 2024, for the office of Operations & Maintenance Support Transit Applications services and your ability to obtain a favorable background check from a reputable third-party vendor by UII.

This will be a hybrid position where you will work remotely and at the WMATA facilities in the Washington, DC area. Your full-time employment will commence upon the award of this contract, which we expect to take place in November 2024, unless it is mutually agreed in advance that another date would be more suitable. The salary for this position is \$185,000.00 annually, plus benefits as outlined in our Full-time employee Benefits Package.

Your outstanding qualifications and experience make you an ideal candidate to provide the Tech Lead/Sr. Solutions Architect functions needed to support our client. We look forward to working with you on many of the exciting projects we have here at UII and anticipate your fine contribution to our products. If you have any questions concerning any aspect of this offer, please contact me at any time.

Please sign below indicating your acceptance of this offer and return the signed document to this office as soon as possible but not later than Tuesday August 27, 2024. Karen.ambrose@uii.com

Sincerely,

A handwritten signature in black ink, appearing to read "Karen Ambrose".
Karen Ambrose
Director, Human Resources

I agree to the terms and conditions noted above in this letter:

Jerry Leach
(Signature)

08/26/2024

(Date)

TRA-OM-04: TPS/LOS APPLICATION GROUP

**Technical Lead with Project Management, Business Analyst, and Testing Background:
Saurabh Sharma**

KEY STAFF RESUME for TRA-OM-04: TPS/LOS APPLICATION GROUP	
Name:	Saurabh Sharma
Education:	<p>Graduate Degree: Master of Science in Telecommunications, University of Louisiana, Lafayette, LA (Dean's List)</p> <p>Undergraduate Degree: Bachelor of Engineering in Electronics Engineering, Nagpur University, Nagpur, India (Merit List)</p> <p>Certifications:</p> <ul style="list-style-type: none"> • Project Management Professional (PMP), PMI, Valid until Mar 2028 • Agile Certified Practitioner (ACP), PMI, Valid until Apr 2028 • Certified Scrum Master (CSM), Scrum Alliance, Valid until Dec 2026 • Certified Business Analyst Professional (CBAP), IIBA, Valid until Aug 2027 • Lean Six Sigma Black Belt (ICBB), IASSC, 2022 • ITIL Foundation, Axelos, 2022
Years of Related Experience:	<p>Total Years of Experience: 20+ Years</p> <p>Core Disciplines:</p> <ul style="list-style-type: none"> • Business Analysis: 10+ Years • Project Management: 10+ Years • Quality Assurance and Testing: 6+ Years
<p align="center">Professional Experience</p> <p align="center">(Starting with the Most Recent—Replicate as Needed—Maximum of 2 pages per Resume)</p>	
Company Name: National Gallery of Art, Washington, DC Start Date: Dec 2020 End Date: Present Position Held: Project Manager	<p>Led the transition to Agile methodologies, documented user stories and epics, and managed a portfolio of mission-critical platforms. Successfully implemented CRM systems, including Einstein Analytics and AI, presenting the success story as a keynote speaker at Dreamforce. Oversaw the migration of four public-facing sites from Drupal 7 to Drupal 8 and managed enterprise file transfers to SharePoint Online.</p> <p>Technologies/Tools:</p>

**Washington Metropolitan Area Transit Authority (WMATA) Operations & Maintenance Support of
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	<ul style="list-style-type: none"> • Salesforce, Einstein Analytics • Drupal 7 and 8 • SharePoint 2013, O365/SharePoint Online • Agile Methodologies
Company Name: Metropolitan Washington Airports Authority, Arlington, VA Start Date: Oct 2015 End Date: Dec 2020 Position Held: Project Manager	Managed digital transformation projects, sunset legacy applications, and led cross-functional teams. Developed project schedules and stakeholder communication plans, and oversaw the implementation of major enterprise platforms such as ServiceNow and the organization's intranet. Re-baselined stalled projects and executed Agile best practices to drive project success. Technologies/Tools: <ul style="list-style-type: none"> • ServiceNow • Agile Methodologies, JIRA • SaaS Financials (Oracle)
Company Name: Gategroup, Reston, VA Start Date: July 2014 End Date: Oct 2015 Position Held: Business Analyst	Developed new business practices, transitioning clients from Waterfall to Agile within three months. Delivered high-quality frameworks for portfolio, program, and project governance while rescuing troubled projects through requirement analysis and stakeholder collaboration. Technologies/Tools: <ul style="list-style-type: none"> • Agile Methodologies, JIRA • Business Process Modeling • Dashboards and Reporting Tools

**Washington Metropolitan Area Transit Authority (WMATA) Operations & Maintenance Support of
Transit Applications RFP No. 0000010023 - Unified Industries Incorporated**

**This Page for Saurabh Sharma
Technical Lead with Project Management, Business Analyst, and Testing Background:
Saurabh Sharma Signed Letter Of Commitment**



Unified Industries Incorporated

August 21, 2024

Saurabh Sharma
21337 Clappertown Drive
Ashburn VA 20147
Sharma_saurabh@outlook.com

Saurabh Sharma,

We are pleased to offer you a salaried position as a Technical Lead with Unified Industries Incorporated (UII). This offer is contingent upon the award of a contract to UII from the Washington Metropolitan Area Transit Authority (WMATA) resulting from the Request for Proposal No: WMATA-0000010023 as of July 23, 2024, for the office of Operations & Maintenance Support Transit Applications services and your ability to obtain a favorable background check from a reputable third-party vendor by UII.

Your place of performance will be located at the WMATA facilities in the Washington, DC area. Your full-time employment will commence upon the award of this contract, which we expect to take place in November 2024, unless it is mutually agreed in advance that another date would be more suitable. The salary for this position is \$160,000.00 annually, plus benefits as outlined in our Full-time employee Benefits Package.

Your outstanding qualifications and experience make you an ideal candidate to provide the Technical Lead functions needed to support our client. We look forward to working with you on many of the exciting projects we have here at UII and anticipate your fine contribution to our products. If you have any questions concerning any aspect of this offer, please contact me at any time.

Please sign below indicating your acceptance of this offer and return the signed document to this office as soon as possible but not later than Friday August 23, 2024. Karen.ambrose@uii.com

Sincerely,

A handwritten signature in black ink, appearing to read "Karen".
Karen Ambrose
Director, Human Resources

I agree to the terms and conditions noted above in this letter:

Saurabh Sharma

(Signature)

8/21/2024

(Date)

5680 King Centre Drive, Suite 800, Kingstowne, VA 22315 Phone: (703) 922-9800 FAX: (703) 971-5892

A5: TRA-Lead Business Analyst/Stakeholder Liaison: Abdul AyubOM-05:

DOCUMENTUM APPLICATION GROUP

Lead Business Analyst/Stakeholder Liaison: Abdul Ayub

KEY STAFF RESUME for A5: TRA-OM-05: DOCUMENTUM APPLICATION GROUP	
Name:	Abdul R. Ayub
Education:	Bachelor of Computer Science, George Mason University, 2024
Years of Related Experience:	<p>Total Years of Experience: 7+ Years</p> <p>Core Disciplines:</p> <ul style="list-style-type: none"> • Business Analysis: 7+ Years • Project Management: 5+ Years • Quality Assurance and Testing: 4+ Years
Professional Experience (Starting with the Most Recent—Replicate as Needed—Maximum of 2 pages per Resume)	
Company Name: Deloitte Consulting LLP (Commonwealth of PA project) Start Date: Oct 2023 End Date: Present Position Held: Strategy Consultant	<p>Led efforts to optimize business processes and improve organizational efficiency by gathering requirements, managing collaborative workshops, and delivering key insights. Managed the end-to-end migration of Salesforce and employed Agile methodologies for effective project delivery.</p> <p>Technologies/Tools:</p> <ul style="list-style-type: none"> • Agile, JIRA, Salesforce • MS Project, MS Office Suite, SQL
Company Name: Intel Corporation, Portland, OR Start Date: July 2021 End Date: Oct 2022 Position Held: Business Analyst	<p>Integrated Salesforce with MDM, WM, and SAP for business processes. Led requirement analysis and user story creation using Agile and performed data validation through Salesforce reports.</p> <p>Technologies/Tools:</p> <ul style="list-style-type: none"> • Salesforce, JIRA • MDM, SAP, SQL, Informatica
Company Name: T-Mobile, DC/Washington/Virginia Start Date: 2016 End Date: Dec 2020	<p>Managed business process flows, gathered requirements, and administered JIRA workflows. Worked on Salesforce implementation and migration while leading Agile workshops.</p>

***Washington Metropolitan Area Transit Authority (WMATA) Operations & Maintenance Support of
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Position Held: Business Analyst	Technologies/Tools: <ul style="list-style-type: none">● Salesforce, JIRA, Agile Methodologies● SQL, XML, Web Services
<p>Company Name: T-Mobile, DC/Washington/Virginia</p> <p>Start Date: 2014 End Date: Dec 2016</p> <p>Position Held: Director of Operations and Sales</p>	<p>Directed operations of over 250 rental vehicles, managed B2B marketing, and led financial planning and reporting initiatives. Supervised recruitment and retention strategies.</p> Technologies/Tools: <ul style="list-style-type: none">● B2B Marketing Tools● Financial Reporting Systems

**This Page for Abdul R. Ayub
Lead Business Analyst/Stakeholder Liaison Signed Letter Of Commitment**



Unified Industries Incorporated

August 22, 2024

Abdul Ayub
7551 Kimberton Court
Manassas, VA 20111
Abdulayub978@gmail.com

Abdul Ayub,

We are pleased to offer you a salaried position as a Lead Business Analyst with Unified Industries Incorporated (UII). This offer is contingent upon the award of a contract to UII from the Washington Metropolitan Area Transit Authority (WMATA) resulting from the Request for Proposal No: WMATA-0000010023 as of July 23, 2024, for the office of Operations & Maintenance Support Transit Applications services and your ability to obtain a favorable background check from a reputable third-party vendor by UII.

This will be a hybrid position where you will work remotely and at the WMATA facilities in the Washington, DC area. Your full-time employment will commence upon the award of this contract, which we expect to take place in November 2024, unless it is mutually agreed in advance that another date would be more suitable. The salary for this position is \$130,000.00 annually, plus benefits as outlined in our Full-time employee Benefits Package.

Your outstanding qualifications and experience make you an ideal candidate to provide the Lead Business Analyst functions needed to support our client. We look forward to working with you on many of the exciting projects we have here at UII and anticipate your fine contribution to our products. If you have any questions concerning any aspect of this offer, please contact me at any time.

Please sign below indicating your acceptance of this offer and return the signed document to this office as soon as possible but not later than Friday August 23, 2024. Karen.ambrose@uii.com

Sincerely,

A handwritten signature in black ink, appearing to read "Karen C".
Karen Ambrose
Director, Human Resources

I agree to the terms and conditions noted above in this letter:

A handwritten signature in black ink, appearing to read "R. Ayub".

8/22/2024

(Signature)

(Date)

1.9 Factor 9: Support Staff Resumes

Our Support Staff Personnel are critical to the success of the O&M program. Each individual has been carefully selected based on their expertise, experience, and ability to meet the specific needs of WMATA's complex system environment.

RFP Role #	Staff Available	Title (Hyperlinked to Resumes)	Name
Staff in “Support” Roles (IAW RFP)			
6		AIM Engineering Lead Support 1	Amin Ghanbari
7		AIM Engineering Lead Support 2	Frank Harris
8		Project Manager/Developer Support 1	Andrew Sapalaran
9		Project Manager/Developer Support 2	Fu Ouyang
10		Technical/Solutions Architect Support 1	Oli T. Oli
11		Technical/Solutions Architect Support 2	Blandine Koloko
12		Technical Support with Project Management, Business Analyst, and Testing Support 1	Michelle Etoundi
13		Technical Support with Project Management, Business Analyst, and Testing Support 2	Muhammed Ilyas Lilla
14		Business Analyst/Stakeholder Liaison Support 1	Erfaan Choudhry
15		Business Analyst/Stakeholder Liaison Support 2	Mary Obajuluwa

AIM Engineering Lead Support (2): These individuals will assist the AIM Engineering Lead in the daily operations and maintenance of the AIM/AIM Infrastructure applications, focusing on system monitoring, troubleshooting, and performance optimization. They will ensure that any identified issues are resolved promptly and that system updates and enhancements are implemented smoothly. Key skills include IT systems support, performance analysis, and experience working with large-scale infrastructures.

Project Manager/Developer Support (2): Supporting the Project Manager and lead developer for PIDS/RSBI, these roles will involve assisting with project coordination, development tasks, debugging, and ensuring system improvements align with WMATA's objectives. These team members will contribute to both the technical and management aspects of project execution. Key skills include software development, Agile methodologies, project coordination, and experience managing application development.

Technical/Solutions Architect Support (2): These individuals will support the Technical Lead/Senior Solutions Architect by assisting with the design and maintenance of system architecture for RPM/CMNT applications, ensuring system reliability, scalability, and seamless integration with WMATA's existing infrastructure. They will also help implement new technologies and system upgrades. Key skills include system architecture, integration, technical troubleshooting, and familiarity with IT infrastructure for transit applications.

Technical Support with Project Management, Business Analyst, and Testing Support (2): These support staff will assist across multiple functions, providing technical support and aiding

***Washington Metropolitan Area Transit Authority (WMATA) Operations & Maintenance Support of
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project management, business analysis, and testing efforts across various application groups. Their role will ensure that projects meet deadlines and WMATA's standards. Key skills include technical troubleshooting, business analysis, software testing, and experience in Agile development.

Business Analyst/Stakeholder Liaison Support (2): Supporting the Lead Business Analyst for Documentum, these individuals will assist in gathering business requirements, analyzing business processes, and ensuring that the technical solutions align with WMATA's operational needs. They will focus on maintaining communication between technical teams and stakeholders. Key skills include business analysis, stakeholder communication, process documentation, and experience with document management systems.

Program Management Support (2): These team members will provide vital support to the Program Manager, helping with the coordination of resources, timelines, risk management, and stakeholder communication. They will ensure that the overall O&M program stays aligned with WMATA's strategic objectives. Key skills include program coordination, risk management, stakeholder engagement, and administrative support for large-scale IT projects.

1TRA-OM-01: AIM/AIM INFRASTRUCTURE APPLICATION GROUP
AIM Engineering Support 1: Amin Ghanbari

SUPPORT STAFF RESUME for TRA-OM-01: AIM/AIM INFRASTRUCTURE APPLICATION GROUP	
Name:	Amin Ghanbari
Education:	<ul style="list-style-type: none"> • Graduate Degree: M.S. in Cloud Computing and Security, George Washington University, Washington, May 2023 • Undergraduate Degree: B.A. in Computer Network Technology Engineering, University of Applied Science and Technology, Tehran, Iran, August 2016 <p>Certificate: Clinical Trial Project Management, Montgomery College, 2021</p>
Years of Related Experience:	<p>8+ Years -- Core Disciplines:</p> <ul style="list-style-type: none"> • IT Administration: 5+ Years • Network and System Security: 4+ Years <p>Cloud Computing: 3+ Years</p>
Professional Experience (Starting with the Most Recent—Replicate as Needed—Maximum of 2 pages per Resume)	
Company Name: NSF/Amarex Clinical Research, Germantown, MD Start Date: April 2020 End Date: Present Position Held: IT Administrator	<p>Created and maintained security controls for cloud environments, provided Tier 1 support, managed systems and networks (Active Directory, SQL Server), and automated reporting via PowerShell. Conducted security audits, vulnerability assessments, and remediation. Managed employee lifecycle tasks, asset management, and service desk activities.</p> <p>Technologies/Tools:</p> <ul style="list-style-type: none"> • PowerShell, MS SQL, Active Directory • M.S. Exchange, VMware, Azure, AWS
Company Name: Start Date: January 2019 End Date: April 2020 Position Held: IT Administrator Intern	<p>Provided technical support for end users (Windows, macOS, Linux), managed asset tracking, and contributed to documentation. Worked on Interactive Voice Response (IVR) systems and participated in research and academic support.</p> <p>Technologies/Tools:</p> <ul style="list-style-type: none"> • Windows, macOS, Linux • MS Visio, Asset Management Tools

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Company Name: Parak Software Company	Provided tier 1 and 2 support, managed Cisco network equipment, supported IT infrastructure, and led training sessions. Developed technical documentation and delivered training to end users.
Start Date: January 2010 End Date: October 2018	
Position Held: Technical Support Engineer	Technologies/Tools: <ul style="list-style-type: none">• Cisco Switches and Routers, SQL• Windows Server, Linux

**Washington Metropolitan Area Transit Authority (WMATA) Operations & Maintenance Support of
Transit Applications RFP No. 0000010023 - Unified Industries Incorporated**

**This Page for
AIM Engineering Support 1: Amin Ghanbari Signed Letter Of Commitment**



Unified Industries Incorporated

August 30, 2024

Amin Ghanbarisarbandani
12 Turtle Dove Ct.
Gaithersburg, MD 20879
Amin.ghanbari.s@hotmail.com

Amin Ghanbarisarbandani,

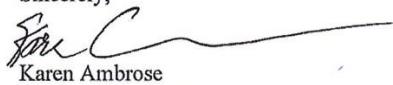
We are pleased to offer you a salaried position as a Network Engineer with Unified Industries Incorporated (UII). This offer is contingent upon the award of a contract to UII from the Washington Metropolitan Area Transit Authority (WMATA) resulting from the Request for Proposal No: WMATA-0000010023 as of July 23, 2024, for the office of Operations & Maintenance Support Transit Applications services and your ability to obtain a favorable background check from a reputable third-party vendor by UII.

This will be a hybrid position where you will work remotely and at the WMATA facilities in the Washington, DC area. Your full-time employment will commence upon the award of this contract, which we expect to take place in November 2024, unless it is mutually agreed in advance that another date would be more suitable. The salary for this position is \$145,000.00 annually, plus benefits as outlined in our Full-time employee Benefits Package.

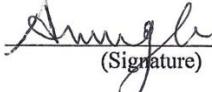
Your outstanding qualifications and experience make you an ideal candidate to provide the Network Engineer functions needed to support our client. We look forward to working with you on many of the exciting projects we have here at UII and anticipate your fine contribution to our products. If you have any questions concerning any aspect of this offer, please contact me at any time.

Please sign below indicating your acceptance of this offer and return the signed document to this office as soon as possible but not later than Tuesday September 3, 2024. Karen.ambrose@uii.com

Sincerely,


Karen Ambrose
Director, Human Resources

I agree to the terms and conditions noted above in this letter:


(Signature)

09.03.2024
(Date)

5680 King Centre Drive, Suite 800, Kingstowne, VA 22315 Phone: (703) 922-9800 FAX: (703) 971-5892

**1TRA-OM-01: AIM/AIM INFRASTRUCTURE APPLICATION GROUP
AIM Engineering Support 2: Frank Harris**

SUPPORT STAFF RESUME for TRA-OM-01: AIM/AIM INFRASTRUCTURE APPLICATION GROUP	
Name:	Frank Harris
Education:	Associate of Applied Science, Electrical Engineering, DeVry University, Columbus, OH, 1995
Years of Related Experience:	10+ years of experience in Network Engineering and IT Support Extensive experience with Cisco Networking, VoIP, and Network Infrastructure Management
Professional Experience (Starting with the Most Recent—Replicate as Needed—Maximum of 2 pages per Resume)	
Company Name: T. Rowe Price Start Date: May 2022 End Date: Present Position Held: Sr. Network Infrastructure Engineer	Led Cisco Catalyst and Nexus network refreshes and upgrades across multiple locations. Provided on-call support for over 15 locations, handling network alerts, hardware failures, and disaster recovery. Managed Data Center decommissioning, including device removal, cabling, and network documentation. Maintained LAN/WAN integrity for Wi-Fi and VoIP systems, providing MAC support and troubleshooting network issues. Key technologies: Cisco Catalyst (9K, 7K), Nexus switches, ISR routers, STP, BGP, OSPF, EIGRP.
Company Name: U.S. Senate SSA Start Date: February 2022 End Date: May 2022 Position Held: Network Engineer	Delivered remote and onsite network implementation, maintenance, and troubleshooting for LAN/WAN infrastructure. Provided technical support for communications network hardware and mission-critical systems. Key technologies: Cisco switches (4500, 6500), ISR routers, BGP, OSPF.
Company Name: NTT DATA Services (OIG) Start Date: October 2020 End Date: September 2021	Supported IT services for 17 remote offices, including IOS upgrades and hardware changes for Cisco switches and routers.

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Position Held: Network Engineer	Utilized Cisco routing and switching for large data centers and complex networks, ensuring system reliability. Key technologies: Cisco 4500/6500 switches, ASR routers, VoIP systems.
Company Name: USDA National Agricultural Library Start Date: January 2020 End Date: September 2020	Provided network support, implementation, and troubleshooting, including IOS upgrades for Cisco equipment. Managed user accounts and permissions via Active Directory and Azure. Key technologies: Cisco 3650/4500 switches, Active Directory, Azure.
Position Held: Network Engineer Company Name: NTT DATA Start Date: November 2015 End Date: December 2019	Supported MedStar Health IT services across multiple hospitals and remote locations, handling network maintenance and troubleshooting. Configured and upgraded Cisco switches, routers, and wireless controllers, ensuring high network performance. Key technologies: Cisco 2900, 3700, 4500, 6500 switches, ASA 5500.
Position Held: Sr. Network Advisor Company Name: Exelon Start Date: March 2018 End Date: April 2019	Managed and troubleshooted MPLS network issues across remote locations, using HP BTO tools for proactive detection. Key technologies: Cisco routers, firewalls, MPLS network.
Position Held: Network Analyst	

**Washington Metropolitan Area Transit Authority (WMATA) Operations & Maintenance Support of
Transit Applications RFP No. 0000010023 - Unified Industries Incorporated**

**This Page for Frank Harris
AIM Engineering Support 2: Signed Letter Of Commitment**



Unified Industries Incorporated

September 11, 2024

Frank Harris
13812 Hebron Lane
Upper Marlboro, MD 20774
fharris527@gmail.com

Frank Harris,

We are pleased to offer you a salaried position as a Network Engineer with Unified Industries Incorporated (UII). This offer is contingent upon the award of a contract to UII from the Washington Metropolitan Area Transit Authority (WMATA) resulting from the Request for Proposal No: WMATA-0000010023 as of July 23, 2024, for the office of Operations & Maintenance Support Transit Applications services and your ability to obtain a favorable background check from a reputable third-party vendor by UII.

This will be a hybrid position where you will work remotely and at the WMATA facilities in the Washington, DC area. Your full-time employment will commence upon the award of this contract, which we expect to take place in November 2024, unless it is mutually agreed in advance that another date would be more suitable. The salary for this position is \$130,000.00 annually, plus benefits as outlined in our Full-time employee Benefits Package.

Your outstanding qualifications and experience make you an ideal candidate to provide the Network Engineer functions needed to support our client. We look forward to working with you on many of the exciting projects we have here at UII and anticipate your fine contribution to our products. If you have any questions concerning any aspect of this offer, please contact me at any time.

Please sign below indicating your acceptance of this offer and return the signed document to this office as soon as possible but not later than September 13, 2024. Karen.ambrose@uii.com

Sincerely,

A handwritten signature in black ink, appearing to read "Karen C".
Karen Ambrose
Director, Human Resources

I agree to the terms and conditions noted above in this letter:

A handwritten signature in black ink, appearing to read "Frank Harris".
(Signature) A handwritten date in black ink, appearing to read "9/12/2024".
(Date)

TRA-OM-02: PIDS/RSBI APPLICATION GROUP
Project Manager/Development Support 1: Andrew Sapalaran

SUPPORT STAFF RESUME for TRA-OM-02: PIDS/RSBI APPLICATION GROUP Project Manager/Development Support 1:	
Name:	Andrew Sapalaran
Education:	Undergraduate Degree: Bachelor of Science in Computer Science, Rutgers University, New Brunswick, NJ, 2020 Certificate: Python Development Certification, Google and Team Treehouse Tech degree, 2020
Years of Related Experience:	4+ Years -- Core Disciplines: <ul style="list-style-type: none">• Software Engineering: 4+ Years• Web Application Development: 3+ Years• Project/Development Support: 2+ Years
Professional Experience (Starting with the Most Recent—Replicate as Needed—Maximum of 2 pages per Resume)	
Company Name: LS Technologies Start Date: June 2021 End Date: March 2024 Position Held: Software Engineer	Supported the FAA's National Airspace System (NAS) Resiliency Program by developing and testing software models. Led application and database development across the SDLC, utilizing React, Python, Django, and PostgreSQL. Enhanced user experience by implementing input validation and error messages. Led a high-priority feature implementation and demonstration for federal clients. Technologies/Tools: <ul style="list-style-type: none">• React, Python, Django, PostgreSQL• Agile Methodologies, Risk/Change Management
Company Name: Excygent Start Date: October 2020 End Date: April 2021 Position Held: Software Engineer	Developed an API for user management using Golang. Supported requirements development for SDLC and set up development environments. Created Python scripts for file management in Linux virtual environments, improving development efficiency. Technologies/Tools: <ul style="list-style-type: none">• Golang, Python, PostgreSQL• GitKraken, Virtual Machines

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Company Name: New Jersey Institute of Technology / RDE Systems	Collaborated in a team to design a React-based web application for healthcare providers, improving functionality related to the HOPWA program. Developed front-end features, enhancing the user registration form and main display.
Start Date: January 2020	Technologies/Tools:
End Date: May 2020	<ul style="list-style-type: none">• ReactJS, JavaScript, Firebase
Position Held: Software Developer Intern	

**Washington Metropolitan Area Transit Authority (WMATA) Operations & Maintenance Support of
Transit Applications RFP No. 0000010023 - Unified Industries Incorporated**

**This Page for
Project Manager/Development Support 1: Andrew Sapalaran Signed Letter Of
Commitment**



Unified Industries Incorporated

August 23, 2024

Andrew Sapalaran
3109 Groveton Street
Alexandria, VA 22306
felixandrewsapalaran@gmail.com

Andrew Sapalaran,

We are pleased to offer you a salaried position as a Software Developer with Unified Industries Incorporated (UII). This offer is contingent upon the award of a contract to UII from the Washington Metropolitan Area Transit Authority (WMATA) resulting from the Request for Proposal No: WMATA-0000010023 as of July 23, 2024, for the office of Operations & Maintenance Support Transit Applications services and your ability to obtain a favorable background check from a reputable third-party vendor by UII.

This will be a hybrid position where you will work remotely and at the WMATA facilities in the Washington, DC area. Your full-time employment will commence upon the award of this contract, which we expect to take place in November 2024, unless it is mutually agreed in advance that another date would be more suitable. The salary for this position is \$115,000.00 annually, plus benefits as outlined in our Full-time employee Benefits Package.

Your outstanding qualifications and experience make you an ideal candidate to provide the Software Developer functions needed to support our client. We look forward to working with you on many of the exciting projects we have here at UII and anticipate your fine contribution to our products. If you have any questions concerning any aspect of this offer, please contact me at any time.

Please sign below indicating your acceptance of this offer and return the signed document to this office as soon as possible but not later than Monday August 26, 2024. Karen.ambrose@uii.com

Sincerely,

A handwritten signature in black ink, appearing to read 'Karen' followed by a surname.
Karen Ambrose
Director, Human Resources

I agree to the terms and conditions noted above in this letter:

A handwritten signature in black ink, appearing to read 'Andrew' followed by a surname.
(Signature)

8/26/24
(Date)

**TRA-OM-02: PIDS/RSBI APPLICATION GROUP
Project Manager/Development Support 2: Fu Ouyang**

SUPPORT STAFF RESUME for TRA-OM-02: PIDS/RSBI APPLICATION GROUP Project Manager/Development Support 2:	
Name:	Fu Ouyang
Education:	MBA in Accounting, University of Northern Virginia, Virginia (2004-2007) Master of Science in Computer Science, University of Northern Virginia, Virginia (2001-2003) Bachelor of Science in Medicine, Qingdao University Medical College, Qingdao, China (1994-2000)
Years of Related Experience:	10+ years of experience in software development, full-stack development, and solutions architecture
<p style="text-align: center;">Professional Experience (Starting with the Most Recent—Replicate as Needed—Maximum of 2 pages per Resume)</p>	
Company Name: DigitalSpec LLC – Fairfax, VA, USA Start Date: February 2024 End Date: June 2024 Position Held: Back-End Software Developer	Developed front-end web applications using React. Created and deployed APIs with Python Flask and FastAPI. Developed unit tests for Python programs. Designed PostgreSQL databases in virtual environments and created tools to migrate data using SQLAlchemy.
Company Name: Jacobs Technology Inc. – Reston, VA, USA Start Date: October 2022 End Date: October 2023 Position Held: Full Stack Developer	Led web application development using Angular, Typescript, Python, and Java under an Agile environment. Configured AWS infrastructure including IAM, DynamoDB, and S3 using Terraform. Developed and tested REST APIs, integrated databases, and deployed code via GitHub and Jenkins.
Company Name: REMware, Inc. – Tampa, FL, USA Start Date: April 2021 End Date: October 2022	Supported web application development with PHP and Python. Managed code using GitHub and deployed code changes to servers in Google Cloud.

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Position Held: Consultant	Optimized and debugged features, managed MySQL and Firebase databases, and implemented APIs for mobile and web applications.
Company Name: INDIGO ARC, LLC – Gaithersburg, MD, USA Start Date: December 2019 End Date: February 2021 Position Held: Web Application Developer	Performed web development with PHP, JavaScript, Ajax, and JQuery in an Agile environment. Programmed tools to process and migrate patient data between MySQL and Firebase databases using Python. Developed and optimized APIs for data analysis, order tracking, and SMS/email notifications.

**This Page for Fu Ouyang
Project Manager/Development Support 21: Signed Letter Of Commitment**



Unified Industries Incorporated

August 30, 2024

Fu Ouyang
13626 Ambassador Dr
Germantown, MD 20874
Fu_ouyang2002@yahoo.com

Fu Ouyang,

We are pleased to offer you a salaried position as a Software Developer with Unified Industries Incorporated (UII). This offer is contingent upon the award of a contract to UII from the Washington Metropolitan Area Transit Authority (WMATA) resulting from the Request for Proposal No: WMATA-0000010023 as of July 23, 2024, for the office of Operations & Maintenance Support Transit Applications services and your ability to obtain a favorable background check from a reputable third-party vendor by UII.

This will be a hybrid position where you will work remotely and at the WMATA facilities in the Washington, DC area. Your full-time employment will commence upon the award of this contract, which we expect to take place in November 2024, unless it is mutually agreed in advance that another date would be more suitable. The salary for this position is \$110,000.00 annually, plus benefits as outlined in our Full-time employee Benefits Package.

Your outstanding qualifications and experience make you an ideal candidate to provide the Software Developer functions needed to support our client. We look forward to working with you on many of the exciting projects we have here at UII and anticipate your fine contribution to our products. If you have any questions concerning any aspect of this offer, please contact me at any time.

Please sign below indicating your acceptance of this offer and return the signed document to this office as soon as possible but not later than Tuesday September 2, 2024. Karen.ambrose@uii.com

Sincerely,

A handwritten signature in black ink, appearing to read "Karen Ambrose".

Karen Ambrose
Director, Human Resources

I agree to the terms and conditions noted above in this letter:

A handwritten signature in black ink, appearing to read "Fu Ouyang".

(Signature)

8/31/2024
(Date)

5680 King Centre Drive, Suite 800, Kingstowne, VA 22315 Phone: (703) 922-9800 FAX: (703) 971-5892

**TRA-OM-03 RPM/CMNT APPLICATION GROUP
Technical/Solutions Architect Support 1: Oli T. Oli**

SUPPORT STAFF RESUME for TRA-OM-03 RPM/CMNT APPLICATION GROUP Technical/Solutions Architect Support 1:	
Name:	Oli T. Oli
Education:	Undergraduate Degree: Bachelor of Science, Computer Science, Addis Ababa University, Addis Ababa, Ethiopia Certificate: Computer and Information Systems Security/Information Assurance, University of the District of Columbia
Years of Related Experience:	8+ Years-- Core Disciplines: <ul style="list-style-type: none"> • Database Administration: 8+ Years • Solutions Architecture: 4+ Years • Data Migration and System Integration: 6+ Years
Professional Experience (Starting with the Most Recent—Replicate as Needed—Maximum of 2 pages per Resume)	
Company Name: NCR Corporation Start Date: July 2021 End Date: Present Position Held: Database Administrator	Managed and optimized SQL Server databases, improving system performance and ensuring 99.9% uptime. Led data migrations, security implementations, and automation initiatives using PowerShell and SQL Server Agent. Collaborated with cross-functional teams to streamline database management and performance tuning. Technologies/Tools: <ul style="list-style-type: none"> • SQL Server, Azure SQL Database, PowerShell, SSIS, SSRS
Company Name: Staples Start Date: November 2018 End Date: June 2021 Position Held: SQL Database Administrator	<ul style="list-style-type: none"> • Installed and managed SQL Server high availability configurations, including failover clustering and AlwaysOn setups. Conducted data migrations from Oracle and MySQL to SQL Server, developed ETL packages using SSIS, and implemented database security controls. Technologies/Tools: <ul style="list-style-type: none"> • SQL Server, Oracle, MySQL, SSIS, SQL Server Reporting Services

***Washington Metropolitan Area Transit Authority (WMATA) Operations & Maintenance Support of
Transit Applications RFP No. 0000010023 - Unified Industries Incorporated***

Company Name: 3M Start Date: April 2016 End Date: October 2018 Position Held: SQL Developer	Developed SQL queries, triggers, and stored procedures to optimize database performance. Managed database migrations, replication, backups, and disaster recovery processes. Implemented SSIS packages for data automation and collaborated with developers for troubleshooting. Technologies/Tools: <ul style="list-style-type: none">• SQL Server, SSIS, T-SQL, SQL Server Reporting Services
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**Washington Metropolitan Area Transit Authority (WMATA) Operations & Maintenance Support of
Transit Applications RFP No. 0000010023 - Unified Industries Incorporated**

**This Page for
Technical/Solutions Architect Support 1: Oli T. Oli Signed Letter of Commitment**



Unified Industries Incorporated

August 26, 2024

Oli T. Oli
8722 Colesville Road Apt 110
Silver Spring, MD20910
olitamratoli@gmail.com

Oli,

We are pleased to offer you a salaried position as a Database Administrator with Unified Industries Incorporated (UII). This offer is contingent upon the award of a contract to UII from the Washington Metropolitan Area Transit Authority (WMATA) resulting from the Request for Proposal No: WMATA-0000010023 as of July 23, 2024, for the office of Operations & Maintenance Support Transit Applications services and your ability to obtain a favorable background check from a reputable third-party vendor by UII.

This will be a hybrid position where you will work remotely and at the WMATA facilities in the Washington, DC area. Your full-time employment will commence upon the award of this contract, which we expect to take place in November 2024, unless it is mutually agreed in advance that another date would be more suitable. The salary for this position is \$140,000.00 annually, plus benefits as outlined in our Full-time employee Benefits Package.

Your outstanding qualifications and experience make you an ideal candidate to provide the Database Administrator functions needed to support our client. We look forward to working with you on many of the exciting projects we have here at UII and anticipate your fine contribution to our products. If you have any questions concerning any aspect of this offer, please contact me at any time.

Please sign below indicating your acceptance of this offer and return the signed document to this office as soon as possible but not later than Tuesday August 27, 2024. Karen.ambrose@uii.com

Sincerely,

A handwritten signature in black ink, appearing to read "Karen Ambrose".
Karen Ambrose
Director, Human Resources

I agree to the terms and conditions noted above in this letter:

A handwritten signature in black ink, appearing to read "Oli T. Oli".
(Signature)

08/26/2024
(Date)

5680 King Centre Drive, Suite 800, Kingstowne, VA 22315 Phone: (703) 922-9800 FAX: (703) 971-5892

A3: TRA-OM-03 RPM/CMNT APPLICATION GROUP
Technical/Solutions Architect Support 2: Blandine Koloko

SUPPORT STAFF RESUME for TRA-OM-03 RPM/CMNT APPLICATION GROUP \	
Name:	Blandine Koloko
Education:	Notre Dame des Nations College, Douala, LT, Cameroon A.A. in Information Technology GPA: 3.7
Years of Related Experience:	7+ years of experience in Oracle Database Administration and AWS Cloud Solutions
<p style="text-align: center;">Professional Experience (Starting with the Most Recent—Replicate as Needed—Maximum of 2 pages per Resume)</p>	
Company Name: U.S. Bank – Atlanta, GA Start Date: January 2021 End Date: Present Position Held: Oracle Database Administrator	Install, configure, and maintain Oracle Databases versions 12c and 19c on Real Application Clusters (RAC) environment. Configure Grid Infrastructure based monitoring for large databases and install Cluster wares. Perform database upgrades from 12c to 19c. Apply Java and PSU patches quarterly. Use DBMS_SCHEDULER to schedule jobs and gather database statistics. Perform RMAN backup and recovery. Implement Datapump and export/import utilities for Oracle 12c, 11g to reorganize databases and improve performance. Refresh databases from Production to QA, UAT, and Development environments. Utilize AWR, ADDM, and explain plans for performance tuning. Manage and administer Oracle, MySQL, and SQL platforms, ensuring optimal database performance. Implement Data Guard for high availability and perform failover tests.
Company Name: Raymond James Financial – Atlanta, GA Start Date: March 2017 End Date: December 2019 Position Held: Junior Database Administrator	Installed and managed Oracle databases. Configured Oracle Enterprise Manager (OEM) for user and storage management. Implemented Backup & Recovery using RMAN for both hot and cold backups. Performed switchovers on primary and standby databases as part of planned maintenance activities.

***Washington Metropolitan Area Transit Authority (WMATA) Operations & Maintenance Support of
Transit Applications RFP No. 0000010023 - Unified Industries Incorporated***

	<p>Tuned database queries by maintaining aggregates, compression, partitioning, and indexing.</p> <p>Created RMAN catalog databases and registered databases in the catalog.</p> <p>Cloned production RAC instances to development and QA systems using RMAN duplication.</p>
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**Washington Metropolitan Area Transit Authority (WMATA) Operations & Maintenance Support of
Transit Applications RFP No. 0000010023 - Unified Industries Incorporated**

**This Page for Blandine Koloko
Technical/Solutions Architect Support 2: Signed Letter Of Commitment**



Unified Industries Incorporated

September 6, 2024

Blandine Koloko
10258 Housley Place
White Plains, MD 20695
Kolokoblandine1@gmail.com

Blandine Koloko,

We are pleased to offer you a salaried position as a Database Administrator with Unified Industries Incorporated (UII). This offer is contingent upon the award of a contract to UII from the Washington Metropolitan Area Transit Authority (WMATA) resulting from the Request for Proposal No: WMATA-0000010023 as of July 23, 2024, for the office of Operations & Maintenance Support Transit Applications services and your ability to obtain a favorable background check from a reputable third-party vendor by UII.

This will be a hybrid position where you will work remotely and at the WMATA facilities in the Washington, DC area. Your full-time employment will commence upon the award of this contract, which we expect to take place in November 2024, unless it is mutually agreed in advance that another date would be more suitable. The salary for this position is \$120,000.00 annually, plus benefits as outlined in our Full-time employee Benefits Package.

Your outstanding qualifications and experience make you an ideal candidate to provide the Database Administrator functions needed to support our client. We look forward to working with you on many of the exciting projects we have here at UII and anticipate your fine contribution to our products. If you have any questions concerning any aspect of this offer, please contact me at any time.

Please sign below indicating your acceptance of this offer and return the signed document to this office as soon as possible but not later than Monday September 9, 2024. Karen.ambrose@uii.com

Sincerely,

A handwritten signature in black ink, appearing to read "Karen C".

Karen Ambrose
Director, Human Resources

I agree to the terms and conditions noted above in this letter:

A handwritten signature in black ink, appearing to read "Blandine Koloko".

(Signature)

09 / 09 / 2024
(Date)

5680 King Centre Drive, Suite 800, Kingstowne, VA 22315 Phone: (703) 922-9800 FAX: (703) 971-5892

TRA-OM-04: TPS/LOS APPLICATION GROUP

**Technical Support with Project Management, Business Analyst, and Testing Background
1: Michelle Etoundi**

SUPPORT STAFF RESUME for TRA-OM-04: TPS/LOS APPLICATION GROUP Technical Support with Project Management, Business Analyst, and Testing Background	
Name:	Michelle Etoundi
Education:	Associates in Cybersecurity, Eastern Gateway Community College, Steubenville, OH (March 2020 – December 2021) <i>Dean's List 2021</i> Year Up Program, Northern Virginia Community College, Arlington, VA (September 2013 – January 2015) <i>Information Technology Training</i>
Years of Related Experience:	8+ years of experience in quality assurance, audit management, and documentation control.
Professional Experience (Starting with the Most Recent—Replicate as Needed—Maximum of 2 pages per Resume)	
Company Name: Millipore Sigma – Rockville, MD Start Date: August 2022 End Date: Present Position Held: Quality Assurance Specialist II	Lead Auditor in over 50 client audits and ensured timely responses to clients. Reviewed and approved standard operating procedures and policies related to quality. Conducted routine inspections, including systems inspections and internal audits. Assisted in the development of audit plans and schedules. Coordinated with customers to ensure compliance with requirements and initiated audit reports.
Company Name: Alpha Biosciences – Baltimore, MD Start Date: February 2022 End Date: July 2022 Position Held: Quality Manager	Assisted production floor staff during production events as per SOP. Reviewed clinical batch records for accuracy before batch release. Inspected manufacturing areas to ensure GMP compliance. Performed workflow analysis and recommended quality improvements.
Company Name: AstraZeneca – Frederick, MD	Retained, organized, and updated documents using electronic document management systems.

***Washington Metropolitan Area Transit Authority (WMATA) Operations & Maintenance Support of
Transit Applications RFP No. 0000010023 - Unified Industries Incorporated***

Start Date: August 2021 End Date: January 2022 Position Held: Quality Specialist	Worked with cross-functional teams to resolve discrepancies and initiate corrective actions. Improved effectiveness and customer service through continuous process improvements.
Company Name: Novavax – Gaithersburg, MD Start Date: February 2021 End Date: April 2021 Position Held: Quality Assurance Specialist III	Created and revised company standard operating procedures. Managed the document period review process and generated controlled documents independently. Assisted in the review of GMP controlled documents and handled non-routine document reviews.

**Washington Metropolitan Area Transit Authority (WMATA) Operations & Maintenance Support of
Transit Applications RFP No. 0000010023 - Unified Industries Incorporated**

**This Page for Michelle Etoundi
Technical Support with Project Management, Business Analyst, and Testing Background 1
Signed Letter Of Commitment**



Unified Industries Incorporated

August 30, 2024

Michelle Etoundi
333 Ellington Blvd Apt 250
Gaithersburg, MD 20878
michelleletoundi@gmail.com

Michelle,

We are pleased to offer you a salaried position as a QA/QC Specialist with Unified Industries Incorporated (UII). This offer is contingent upon the award of a contract to UII from the Washington Metropolitan Area Transit Authority (WMATA) resulting from the Request for Proposal No: WMATA-0000010023 as of July 23, 2024, for the office of Operations & Maintenance Support Transit Applications services and your ability to obtain a favorable background check from a reputable third-party vendor by UII.

This will be a hybrid position where you will work remotely and at the WMATA facilities in the Washington, DC area. Your full-time employment will commence upon the award of this contract, which we expect to take place in November 2024, unless it is mutually agreed in advance that another date would be more suitable. The salary for this position is \$95,000.00 annually, plus benefits as outlined in our Full-time employee Benefits Package.

Your outstanding qualifications and experience make you an ideal candidate to provide the QA/QC Specialist functions needed to support our client. We look forward to working with you on many of the exciting projects we have here at UII and anticipate your fine contribution to our products. If you have any questions concerning any aspect of this offer, please contact me at any time.

Please sign below indicating your acceptance of this offer and return the signed document to this office as soon as possible but not later than Tuesday September 2, 2024. Karen.ambrose@uii.com

Sincerely,

A handwritten signature in black ink, appearing to read "Karen".

Karen Ambrose
Director, Human Resources

I agree to the terms and conditions noted above in this letter:

A handwritten signature in black ink, appearing to read "Michelle".
(Signature)

08/30/2024
(Date)

TRA-OM-04: TPS/LOS APPLICATION GROUP
Technical Support with Project Management, Business Analyst, and Testing Background
2: Muhammad Ilyas Lilla

SUPPORT STAFF RESUME for TRA-OM-04: TPS/LOS APPLICATION GROUP
Technical Support with Project Management, Business Analyst, and Testing
Background:

Name:	Muhammad Ilyas Lilla
Education:	Master's in Biotechnology and Genetic Engineering, NIBGE
Years of Related Experience:	7+ years of hands-on experience in software testing, quality assurance, and project management

Professional Experience
(Starting with the Most Recent—Replicate as Needed—Maximum of 2 pages per
Resume)

Company Name: The TJX Companies, Inc. Start Date: October 2022 End Date: Present Position Held: Software Quality Analyst	Contributed to the Digital Modernization project, migrating large-scale data to Azure SQL database in a cloud environment. Planned and executed test plans, designed SQL scripts, and validated Business Intelligence reports. Collaborated in an Agile SAFe environment and participated in release planning, sprint reviews, and backlog refinement. Performed ETL testing, validated data pipelines, and ensured data integrity between source and target systems. Managed defects using Zephyr and collaborated on automation testing using Gherkin format and SQL queries.
Company Name: Abercrombie & Fitch – New Albany, OH Start Date: March 2020 End Date: September 2022 Position Held: Software Quality Engineer	Led testing for a new web application for Abercrombie's e-Commerce systems, focusing on POS and inventory management. Conducted automated functional and regression testing, along with User Acceptance Testing (UAT). Performed ETL testing and validated data accuracy between the Source and Target databases. Participated in Scrum ceremonies and collaborated with global teams on requirement management and test implementation. Designed custom test data and validated application functionality dynamically across multiple datasets.

***Washington Metropolitan Area Transit Authority (WMATA) Operations & Maintenance Support of
Transit Applications RFP No. 0000010023 - Unified Industries Incorporated***

Company Name: Nordstrom – Seattle, WA	Worked on enhancing Nordstrom's e-Commerce system, focusing on inventory tracking and integration with POS. Participated in Agile Scrum ceremonies, assisted with test strategy creation, and executed system, regression, and API testing.
Start Date: June 2017 End Date: February 2020	Validated data mapping between the front-end UI and back-end databases using advanced SQL queries.
Position Held: QA Test Engineer	Logged and managed defects through ALM (QC), supported UAT sessions, and developed automation scripts with UFT

**Washington Metropolitan Area Transit Authority (WMATA) Operations & Maintenance Support of
Transit Applications RFP No. 0000010023 - Unified Industries Incorporated**

**This Page for Muhammed Ilyas Lilla
Technical Support with Project Management, Business Analyst, and Testing Background 2
Signed Letter Of Commitment**



Unified Industries Incorporated

August 30, 2024

Muhammed Lilla
7526 Savannah Street Apt T2
Falls Church, VA 22043
Ilyas.lilla76@gmail.com

Muhammed Lilla,

We are pleased to offer you a salaried position as a QA/QC Analyst with Unified Industries Incorporated (UII). This offer is contingent upon the award of a contract to UII from the Washington Metropolitan Area Transit Authority (WMATA) resulting from the Request for Proposal No: WMATA-0000010023 as of July 23, 2024, for the office of Operations & Maintenance Support Transit Applications services and your ability to obtain a favorable background check from a reputable third-party vendor by UII.

This will be a hybrid position where you will work remotely and at the WMATA facilities in the Washington, DC area. Your full-time employment will commence upon the award of this contract, which we expect to take place in November 2024, unless it is mutually agreed in advance that another date would be more suitable. The salary for this position is \$100,000.00 annually, plus benefits as outlined in our Full-time employee Benefits Package.

Your outstanding qualifications and experience make you an ideal candidate to provide the QA/QC Analyst functions needed to support our client. We look forward to working with you on many of the exciting projects we have here at UII and anticipate your fine contribution to our products. If you have any questions concerning any aspect of this offer, please contact me at any time.

Please sign below indicating your acceptance of this offer and return the signed document to this office as soon as possible but not later than Tuesday September 2, 2024. Karen.ambrose@uii.com

Sincerely,

A handwritten signature in black ink, appearing to read "Karen C." followed by a cursive signature.

Karen Ambrose
Director, Human Resources

I agree to the terms and conditions noted above in this letter:

A handwritten signature in black ink, appearing to read "Ilyas".

(Signature)

A handwritten date in black ink, reading "8/30/2024".

(Date)

5680 King Centre Drive, Suite 800, Kingstowne, VA 22315 Phone: (703) 922-9800 FAX: (703) 971-5892

**A5: TRA-OM-05: DOCUMENTUM APPLICATION GROUP
Business Analyst/Stakeholder Liaison Support 1: Erfaan Choudhry**

SUPPORT STAFF RESUME for TRA-OM-05: DOCUMENTUM APPLICATION GROUP Business Analyst/Stakeholder Liaison Support	
Name:	Erfaan Choudhry
Education:	MBA in Corporate Finance, SDA Bocconi, Milan, Italy BS in Biology, McGill University, Montréal, PQ, Canada Certified SAFe® 4 Product Owner Product Manager
Years of Related Experience:	10+ years of experience in business analysis, AI, cloud transformation, and project management.
Professional Experience (Starting with the Most Recent—Replicate as Needed—Maximum of 2 pages per Resume)	
Company Name: Tiverton, LLC – Arlington, VA Start Date: June 2021 End Date: Present Position Held: Senior Product Manager/Business Analyst	Led AI and cloud transformation projects, impacting major clients such as Capital One, Walmart eCommerce, and Arvest Bank. Spearheaded the development of a self-service data anonymization platform for Capital One's GenAI credit decision models. Implemented AI machine learning models for fraud prevention, reducing online merchant fraud by \$52 million annually at Walmart eCommerce. Improved daily fraud prevention by collaborating with stakeholders at Arvest Bank on training NICE Actimize's AI models for debit card transactions.
Company Name: Charles Schwab – Austin, TX Start Date: October 2020 End Date: April 2021 Position Held: Product Owner/Business Analyst	Scaled AML and fraud prevention by 40x at Charles Schwab through a cloud migration using Actimize. Managed sprint cycles and user story backlog using Jira, leveraging Kafka and API integrations for cloud optimization. Directed API integrations and cloud migration, enhancing platform scalability and resilience.

***Washington Metropolitan Area Transit Authority (WMATA) Operations & Maintenance Support of
Transit Applications RFP No. 0000010023 - Unified Industries Incorporated***

Company Name: IBM – USAA, San Antonio, TX Start Date: September 2019 End Date: January 2020 Position Held: Product Owner/Business Analyst	Managed Workday HRIS implementation for USAA, focusing on technical configurations for talent development and compensation. Collaborated with HR Business Partners to gather and translate user requirements into custom configurations for Workday, ensuring compliance with legal reporting requirements.
Company Name: Inserso Corporation – US Air Force, San Antonio, TX Start Date: January 2017 End Date: August 2019 Position Held: Portfolio Product Manager/Business Analyst	Developed business cases for USAF Command, securing over \$10M in funding for ERP system capabilities. Managed API integrations and BI analytics reporting for USAF compliance with federal and state regulations. Optimized delivery processes using Jira and Confluence, aligning project roadmaps with USAF strategic goals.

**Washington Metropolitan Area Transit Authority (WMATA) Operations & Maintenance Support of
Transit Applications RFP No. 0000010023 - Unified Industries Incorporated**

**This Page for Erfaan Choudhry
Business Analyst/Stakeholder Liaison Support 1: Signed Letter of Commitment**



Unified Industries Incorporated

September 5, 2024

Erfaan Choudhry
800 N. Pollard Street Apt. #201
Arlington, VA 22203
erfaanba@gmail.com

Erfaan Choudhry,

We are pleased to offer you a salaried position as a Business Analyst with Unified Industries Incorporated (UII). This offer is contingent upon the award of a contract to UII from the Washington Metropolitan Area Transit Authority (WMATA) resulting from the Request for Proposal No: WMATA-0000010023 as of July 23, 2024, for the office of Operations & Maintenance Support Transit Applications services and your ability to obtain a favorable background check from a reputable third-party vendor by UII.

This will be a hybrid position where you will work remotely and at the WMATA facilities in the Washington, DC area. Your full-time employment will commence upon the award of this contract, which we expect to take place in November 2024, unless it is mutually agreed in advance that another date would be more suitable. The salary for this position is \$140,000.00 annually, plus benefits as outlined in our Full-time employee Benefits Package.

Your outstanding qualifications and experience make you an ideal candidate to provide the Business Analyst functions needed to support our client. We look forward to working with you on many of the exciting projects we have here at UII and anticipate your fine contribution to our products. If you have any questions concerning any aspect of this offer, please contact me at any time.

Please sign below indicating your acceptance of this offer and return the signed document to this office as soon as possible but not later than Friday, September 6, 2024. Karen.ambrose@uii.com

Sincerely,

A handwritten signature in black ink, appearing to read "Karen C".
Karen Ambrose
Director, Human Resources

I agree to the terms and conditions noted above in this letter:

A handwritten signature in black ink, appearing to read "Erfaan Choudhry".

(Signature)

09/05/2024

(Date)

5680 King Centre Drive, Suite 800, Kingstowne, VA 22315 Phone: (703) 922-9800 FAX: (703) 971-5892

A5: TRA-OM-05: DOCUMENTUM APPLICATION GROUP
Business Analyst/Stakeholder Liaison Support 2: Mary Obajuluwa

SUPPORT STAFF RESUME for TRA-OM-05: DOCUMENTUM APPLICATION GROUP Business Analyst/Stakeholder Liaison Support	
Name:	Mary Obajuluwa
Education:	Bachelor of Science, Sociology and Anthropology, University of Abuja, 2016
Years of Related Experience:	<ul style="list-style-type: none"> • 5+ years of experience in Business Analysis and Project Management • Extensive experience in Agile methodology, Scrum, and Software Development Life Cycle (SDLC) • Proficient in business requirement analysis, quality assurance, and system testing
Professional Experience (Starting with the Most Recent—Replicate as Needed—Maximum of 2 pages per Resume)	
Company Name: GENPACT Start Date: June 2020 End Date: Present Position Held: Business Analyst / Scrum Master	<ul style="list-style-type: none"> • Lead business process management workshops, document business requirements, and identify process improvements. • Collaborate with customers to gather detailed business requirements and facilitate User Acceptance Testing (UAT). • Utilize Pega Case Design and Process Flows to enhance business processes and optimize efficiency. • Develop business requirement documents, use case models, and business rules to support system enhancements. • Facilitate communication between customers and development teams, ensuring alignment with operational goals. • Lead Scrum ceremonies, including Sprint Planning, Daily Standups, and Sprint Retrospectives. • Conduct data analysis, provide reports, and propose continuous improvements for system processes.

***Washington Metropolitan Area Transit Authority (WMATA) Operations & Maintenance Support of
Transit Applications RFP No. 0000010023 - Unified Industries Incorporated***

Company Name: GENPACT Start Date: September 2018 End Date: June 2020 Position Held: Business Analyst	<ul style="list-style-type: none">Defined and developed business processes, conducted gap analysis, and identified best practices.Collaborated with QA teams in developing test plans, conducting manual testing, and ensuring user requirements were met.Acted as liaison between stakeholders and technical teams, documenting functional and non-functional requirements.Conducted meetings and presentations for cross-functional teams, analyzing business needs and translating them into actionable requirements.
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**Washington Metropolitan Area Transit Authority (WMATA) Operations & Maintenance Support of
Transit Applications RFP No. 0000010023 - Unified Industries Incorporated**

**This Page for Mary Obajuluwa
Business Analyst/Stakeholder Liaison Support 2: Signed Letter of Commitment**



Unified Industries Incorporated

August 23, 2024

Mary Obajuluwa
7797 Barrensdale Road
Windsor Mill, MD 21244
Mary.obajuluwa@gmail.com

Mary Obajuluwa,

We are pleased to offer you a salaried position as a Business Analyst with Unified Industries Incorporated (UII). This offer is contingent upon the award of a contract to UII from the Washington Metropolitan Area Transit Authority (WMATA) resulting from the Request for Proposal No: WMATA-0000010023 as of July 23, 2024, for the office of Operations & Maintenance Support Transit Applications services and your ability to obtain a favorable background check from a reputable third-party vendor by UII.

This will be a hybrid position where you will work remotely and at the WMATA facilities in the Washington, DC area. Your full-time employment will commence upon the award of this contract, which we expect to take place in November 2024, unless it is mutually agreed in advance that another date would be more suitable. The salary for this position is \$143,000.00 annually, plus benefits as outlined in our Full-time employee Benefits Package.

Your outstanding qualifications and experience make you an ideal candidate to provide the Business Analyst functions needed to support our client. We look forward to working with you on many of the exciting projects we have here at UII and anticipate your fine contribution to our products. If you have any questions concerning any aspect of this offer, please contact me at any time.

Please sign below indicating your acceptance of this offer and return the signed document to this office as soon as possible but not later than Monday August 26, 2024. Karen.ambrose@uii.com

Sincerely,

A handwritten signature in black ink, appearing to read 'Karen C' followed by a cursive signature.
Karen Ambrose
Director, Human Resources

I agree to the terms and conditions noted above in this letter:

A handwritten signature in black ink, appearing to read 'Adebeligali'.
(Signature)

08-24-24
(Date)

1.10 Factor 10: Approach Supporting Server and Cloud-Based Applications (5 Pages)

In response to WMATA's needs, our approach ensures seamless, flexible, and efficient O&M for both server-based and cloud-based SaaS deployments, adapting to WMATA's evolving needs. We are prepared to manage the transition from server-based infrastructure to SaaS platforms at any stage, leveraging our deep expertise and best practices in IT service management and cloud operations to support WMATA's infrastructure effectively.

1.10.1 Management Approach for Supporting Both Server-Based and Cloud Deployments

Phase 1: Comprehensive Initial Assessment and Alignment: The first step in our approach is conducting a comprehensive assessment of the existing server-based applications. This involves a detailed review of the architecture, configurations, performance metrics, dependencies, and any existing documentation. Our team will engage with WMATA stakeholders to understand the operational requirements, critical performance indicators, and any challenges currently being faced in the server-based environment. Parallel to this, we will work closely with WMATA's cloud migration teams and vendors, reviewing application roadmaps, understanding migration timelines, and identifying challenges. Our goal is to align our O&M processes with the cloud strategy, ensuring seamless support for both environments. We will establish communication channels and governance structures to ensure ongoing coordination and prompt resolution of any issues, keeping our approach aligned with the project's overall goals.

Phase 2: Implementation of an Adaptive O&M Framework: The core of our management approach lies in the implementation of an adaptive O&M framework that can operate effectively across both server-based and cloud-based environments. This framework is structured around the Information Technology Infrastructure Library (ITIL) best practices providing a standardized approach to IT service management, ensuring consistency/quality across operations.

- 1. Incident and Problem Management:** Our incident management process will be designed to handle incidents in both server and cloud environments. We will utilize a unified incident management tool that integrates with monitoring systems in both environments, allowing us to track, manage, and resolve incidents efficiently. Our problem management process will focus on identifying root causes of recurring issues, regardless of the environment, and implementing permanent fixes to improve overall system stability.
- 2. Performance Monitoring and Optimization:** For server-based applications, our team will utilize existing monitoring tools and enhance them with additional capabilities as needed to ensure real-time performance tracking, capacity management, and proactive maintenance. As applications transition to the cloud, we will integrate cloud-native monitoring tools such as AWS CloudWatch, Azure Monitor, or Google Cloud Operations Suite, depending on the platform. These tools will provide us with deep visibility into application performance, resource utilization, and user experience, enabling us to optimize the O&M processes accordingly.
- 3. Change Management:** Our change management process will be critical in managing the transition from server-based to cloud-based deployments. We will implement a rigorous change control process that includes impact assessment, risk evaluation, and stakeholder communication for any changes affecting the O&M processes. This ensures that all changes,

whether related to server maintenance or cloud migrations, are executed smoothly without disrupting service continuity.

4. **Configuration Management:** Maintaining accurate and up-to-date configuration management databases (CMDBs) is essential for supporting both environments. We will maintain separate but integrated CMDBs for server-based and cloud-based applications, ensuring that all assets, dependencies, and configurations are documented and accessible. This allows us to quickly assess the impact of changes, manage dependencies, and troubleshoot issues across both environments.
5. **Security and Compliance:** Security is a critical component of our O&M framework. For server-based applications, we will ensure that all security patches are applied promptly, access controls are strictly managed, and compliance with WMATA's security policies is maintained. As applications move to the cloud, we will work closely with cloud service providers to ensure that the cloud environments meet WMATA's security and compliance requirements. This includes implementing cloud security best practices such as encryption, identity and access management (IAM), and regular security audits.

Phase 3: Seamless Transition and Knowledge Transfer: As WMATA's applications migrate to cloud-based SaaS platforms, our focus will shift to ensuring a seamless transition of O&M responsibilities. This phase involves several key activities:

1. **Operational Documentation Updates:** We will regularly update all operational documentation, including runbooks, standard operating procedures (SOPs), and configuration management records, to reflect the changes in the application deployment environment. This documentation will be shared with WMATA and will serve as a reference for any future O&M activities.
2. **Training and Upskilling:** We recognize that supporting cloud-based applications requires a different skill set compared to traditional server-based environments. Therefore, we will conduct targeted training programs to upskill our O&M team on cloud-specific technologies, tools, and best practices. This includes training on cloud monitoring tools, SaaS application management, and cloud security practices. By investing in our team's skills, we ensure that they are fully equipped to manage the new cloud environments effectively.
3. **Integration of Tools and Processes:** To manage O&M across both environments, we will integrate our existing tools and processes with cloud-native tools. For example, we will extend our monitoring and incident management tools to include cloud-specific metrics and alerts. This integration ensures that our team can manage both environments from a single pane of glass, improving efficiency and reducing the risk of errors.
4. **Collaboration with Cloud Migration Teams:** Throughout the transition, we will maintain close collaboration with the cloud migration teams. This includes participating in migration planning meetings, providing input on O&M considerations, and coordinating the handover of applications from the migration teams to the O&M team. Our goal is to ensure that the transition is smooth and that there is no gap in O&M support during or after the migration.

1.10.2 Risk Management and Continuous Improvement - UII will proactively manage risks by identifying, assessing, and mitigating potential issues related to both server-based and cloud-based environments. Our continuous improvement process will regularly review O&M performance, identify opportunities for enhancement, and implement updates to processes, tools, and training.

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This ensures we consistently adapt to changes and provide the highest level of service. The transition from server-based to cloud-based deployments requires identification of potential risks and mitigation strategies identified and planned for:

1. **Cost Management:** The dual support of server-based and cloud-based applications may lead to increased O&M costs, particularly during the transition phase when both environments must be maintained simultaneously. To mitigate this, we will leverage automated tools and processes to streamline O&M tasks, reducing the manpower required. Additionally, our experience in managing cloud environments allows us to optimize cloud resource usage, ensuring cost-effective operations.
2. **Integration Challenges:** As applications migrate to SaaS platforms, there may be integration challenges with existing on-premises systems. We will proactively address this by maintaining a robust integration architecture that supports both environments and by working closely with WMATA's migration teams to ensure compatibility and data consistency.
3. **Security and Compliance:** Transitioning to the cloud may introduce new security and compliance risks, particularly around data protection and regulatory adherence. Our team will implement rigorous security monitoring and compliance checks across both environments, ensuring that all systems meet WMATA's security standards. We will also work with cloud service providers to ensure their platforms comply with relevant regulations and standards.
4. **Knowledge Gaps:** As applications transition to SaaS, there may be a knowledge gap within the O&M team regarding the new cloud platforms. To mitigate this, we will conduct targeted training programs and workshops to upskill our team members on SaaS-specific O&M practices. This proactive approach ensures that our team is fully equipped to manage and support the new cloud environments.
5. **Misconfiguration:** A common risk in cloud environments, misconfiguration can occur when valuable data is exposed due to incorrect configurations. To mitigate this, we will monitor and evaluate all configuration to avoid any misconfiguration.
6. **Inadequate Access Management:** When users are given too many privileges, it can lead to unauthorized access and data breaches. To mitigate this, we will implement strong access and identity management protocols to help mitigate this risk.
7. **Data Breaches:** Data breaches can occur when sensitive information is stolen, leaked, or accessed without authorization. Data breaches can damage a company's reputation, result in legal liabilities, and make a company vulnerable to cyberattacks. To mitigate this, we will evaluate all areas susceptible to data breaches to ensure data security.
8. **Lack of Visibility:** When there is no visibility into cloud infrastructure and operations, it can be difficult to detect and respond to threats.

Examples of additional strategies UII may deploy to mitigate these risks include:

- **Data Encryption** - Encrypting data at rest and in transit making it more difficult to compromise WMATA data.
- **Cloud Security Risk Assessment** - Analyzing WMATA's cloud infrastructure to help identify security gaps and understand current risks to mitigate.
- **Risk Management** - Assessing risks and developing cloud exit strategies for WMATA to help ensure a successful cloud journey.

1.10.3 Previous Experience with Cloud Technologies - At UII, we have a proven track record of supporting cloud-based technologies across multiple high-profile projects, particularly within the defense sector, where security, scalability, and reliability are paramount. Our extensive experience spans various cloud platforms, SaaS implementations, and hybrid environments, which have enabled us to successfully deliver complex IT solutions that meet the stringent requirements of our clients.

Navy ERP and MRP Project Experience: Our involvement in the Navy ERP and MRP projects is a testament to our deep expertise in cloud and hybrid IT environments. We provided comprehensive technical and business support for the Navy's implementation of Distance Support information technologies and processes. This included the deployment of cloud-based ERP systems, which required us to integrate legacy systems with new cloud platforms seamlessly. Our role extended to the Operation and Sustainment (O&S) phase of these systems, where we were responsible for managing interim migration tools, business process re-engineering, and data conversion—key components in transitioning from on-premises to cloud environments.

1. **Cloud Architecture Strategies and Standards:** We developed and implemented architecture strategies that were critical in integrating cloud-based ERP solutions with existing on-premises systems. Our approach ensured that the hybrid environments were secure, efficient, and scalable. This experience underscores our ability to design and implement cloud architectures that can support large-scale, mission-critical applications in dynamic environments.
2. **Testing and Quality Assurance in Cloud Deployments:** UII played a key role in testing and QA for the Navy ERP system, particularly during the migration to cloud platforms. We utilized cloud-native tools and frameworks to conduct thorough testing, ensuring that the ERP systems were robust and resilient. Our experience in cloud testing frameworks ensures that we can deliver reliable and secure cloud-based applications for WMATA.
3. **Change Management in Cloud Transitions:** Our involvement in Organizational Change Management (OCM) during the Navy ERP project provided us with invaluable experience in managing the human and operational aspects of transitioning to cloud-based systems. We developed and executed comprehensive change management plans that facilitated smooth transitions from legacy systems to cloud-based solutions, minimizing disruption and ensuring user adoption.

US Navy SPAWAR Project Cabrillo HQ ERP Installation Project:- In the SPAWAR Project Cabrillo, UII was instrumental in supporting the transition from traditional ERP systems to cloud-based solutions. Our responsibilities included leading change management and training initiatives, which were critical in the adoption of new cloud technologies. This project required us to develop and implement cloud-specific training materials and strategies to ensure that users could effectively operate within the new SaaS environment.

1. **Cloud-Based Training and Knowledge Transfer:** We developed and delivered training solutions specifically tailored for cloud-based ERP systems. This involved creating training materials that addressed the unique challenges of operating in a cloud environment, such as understanding cloud-specific security practices, data management in the cloud, and the use of cloud-native tools.

2. **Cloud Transition Planning and Execution:** UII was heavily involved in the planning and execution of the transition to cloud-based ERP systems. This included conducting stakeholder interviews, performing risk assessments, and developing comprehensive migration strategies that ensured the smooth deployment of cloud solutions. Our experience in managing these transitions highlights our ability to support WMATA as it moves from server-based to cloud-based applications.

NAVMAR Systems Center Pacific Navy ERP Business Intelligence and Analysis: Our work with the NAVMAR Systems Center Pacific involved providing subject matter expertise and support services for the operation and sustainment of Navy ERP systems, which included cloud-based business intelligence and data analytics solutions. This project required us to manage cloud-based data integration, reporting, and analytics, ensuring that the systems were both effective and secure.

1. **Cloud-Based Business Intelligence and Analytics:** We facilitated the deployment and implementation of cloud-based business intelligence (BI) tools that integrated with the Navy ERP system. This included managing the technical development of cloud interfaces, ensuring seamless data flow between on-premises and cloud environments. Our experience in cloud BI and analytics equips us to handle similar requirements for WMATA's cloud deployments.
2. **Interim Migration Tools and Cloud Sustainment:** As part of our role, we managed the development and implementation of interim migration tools that facilitated the transition of legacy systems to cloud-based platforms. This experience is directly applicable to the O&M support required by WMATA as it transitions its server-based applications to the cloud.

NAVSEA Deputy Command Information Office (CIO) Program Support Services: In supporting the NAVSEA CIO Program, UII provided a range of IT services that included the deployment and management of cloud-based systems. We were responsible for ensuring that these systems met the high standards of security, reliability, and performance required by the U.S. Navy.

1. **Cloud and Hybrid IT Infrastructure Management:** We managed the deployment of cloud-based solutions alongside existing on-premises systems, ensuring that both environments operated seamlessly together. Our experience in hybrid IT environments allows us to provide the necessary O&M support as WMATA transitions its applications to the cloud.
2. **Secure Cloud Operations:** Given the sensitivity of the data and operations involved, our role required a strong focus on cloud security. We implemented robust security measures in the cloud environment, including access controls, encryption, and compliance with DoD security standards. This experience is crucial for supporting WMATA's cloud applications, where security will be a top priority.

Conclusion - UII's experience and approach supporting Server and Cloud-Based Applications facilitates a seamless and efficient transition by implementing a hybrid strategy that maintains operational continuity across both environments. Our extensive experience with cloud technologies within the context of large-scale, mission-critical projects for the U.S. Navy, positions us as a highly capable partner for supporting WMATA applications. Our ability to ensure system reliability and security and provide comprehensive O&M support across hybrid environments aligns perfectly with WMATA's needs as it embarks on its journey to the cloud.