

11.11 Attachment 11 – Key Staff Reference Form

Instructions:

For each Key Staff role, provide two (2) Individual References from two different Projects cited in the Attachment 10, Part 2 – Key Staff Minimum Qualification Table, unless only one (1) project is used that meet the MQs identified in this RFP. If only one (1) cited project meets the MQs, then two references from that project are required. Each Individual Reference must clearly identify the Customer/Client Reference individual and that individual's Agency, Department, Organization or Company where Key Staff performed the experience.

The Individual references must be submitted within the Business Proposal as defined within RFP Section 6 – Proposal Structure and Submission including signature of the customer/client reference.

References:

Provide two customer/client references from customers/clients who have first-hand knowledge of the job skills, experience, and abilities sited in the résumé.

The Consortium reserves the right to contact individuals, entities, or organizations who have had contracts or relationships with the Key Staff proposed for this effort, whether or not they are identified as references, to verify that the person has successfully performed their contractual obligations on other similar projects.

Table 1: Key Staff Reference Form

KEY STAFF REFERENCE FORM	
KEY STAFF NAME: Raymond Chin	
PART 1 – REFERENCE'S INFORMATION THIS INFORMATION SHOULD MATCH THE INFORMATION PROVIDED IN ATTACHMENT 10 – KEY STAFF QUALIFICATIONS .	
Customer/Client Reference Name:	Deanna Hebert
Customer/Client Reference Title:	PMO Contracts and Planning Manager
Agency, Department, Organization or Company where staff member performed:	Division Healthcare Financing, Wyoming Department of Health
Project Title on which staff member performed:	Wyoming Integrated Next Generation System (WINGS)
Reference Phone Number:	307-777-2830
Reference E-mail Address:	Deanna.hebert@wyo.gov

Instruction for References: The Contractor staff above has listed you as a reference and is requesting for you to complete this staff Reference Form. Please provide your comments and the appropriate rating based on your experience with the proposed staff.

- Step 1:** Complete Columns 1-2 in Part 2 by marking "yes" or "no" and providing an explanation if needed.
- Step 2:** Complete Part 3 and provide your performance ratings.
- Step 3:** At the bottom of the page, print your name, your company's name, then sign and date.
- Step 4:** Return the completed, signed staff Reference Form to Contractor.

PART 2 – THE REFERENCE MUST COMPLETE THIS TABLE.	
COLUMN 1	COLUMN 2
Did the Contractor provide you with a copy of the completed Attachment 10 – Key Staff Qualifications for the Contractor's staff named at the top of this page prior to your completion of this form?	Did the Contractor's staff named at the top of this page perform the services described in Attachment 10 – Key Staff Qualifications , including the functions as described and the time period provided on the project(s) that lists you as a contact?
☒ Yes ☐ No	☒ Yes ☐ No (If "No" checked, explain here.)
PART 3 – THE REFERENCE MUST COMPLETE THIS TABLE.	
THE REFERENCE SHALL COMPLETE PERFORMANCE AND ABILITIES STATEMENTS FOR THE PROPOSED CANDIDATE AND OVERALL PERFORMANCE RATING.	
Performance and Ability Statements	
1. Describe the performance of the Contractor's staff during this engagement. Raymond Chin consistently demonstrated a high level of professionalism and expertise throughout the engagement. His proactive approach to problem solving and strong communication were noteworthy. Raymond was reliable, met deadlines and adapted to changing conditions, ensuring a smooth execution to the project.	

2. Describe the ability of the Contractor's staff to perform the contractually, required Work in a timely manner. Raymond consistently met all contractual deadlines. He demonstrated excellent time management and the ability to prioritize task effectively. He demonstrated efficient execution of duties and ensured that project milestones were achieved on schedule.
3. Describe the verbal and written communication skills of the Contractor's staff. Raymond exhibited excellent verbal and written communication skills. He was able to articulate information effectively. He was able to clarify complex issues to others on the team. Raymond's written communication was clear, concise and professional.
4. Describe the ability of the Contractor's staff to engage in positive working relationships with other coworkers. Raymond consistently fostered positive and collaborative working relationships with his colleagues and teammates. He demonstrated strong teamwork consisting of mutual respect and willingness to support others. Raymond always maintained a positive attitude that enhanced the overall team dynamic.
5. Describe the knowledge of the Contractor's staff in the required areas of expertise. Raymond possesses a comprehensive, in-depth understanding of UAT testing principles and management. He designed effective test plans, identified scenarios, documented findings and provided expert guidance on all things UAT. He demonstrated strong leadership in managing the UAT process, effectively coordinated with other teams and ensured all project requirements were validated. Raymond's knowledge was valuable in advising on complex testing challenges and it optimized the test efficiency.
6. How well did the Contractor handled engagement with end users and User input. Raymond has an exceptional skill in engaging with end users and incorporating their input. He established clear channels for feedback, solicited user input, and documented any suggestions or concerns. This approach ensured that the final product reflected user needs and expectations. Raymond's ability to break down complex technical information into user-friendly terms also contributed to a positive user engagement and understanding.
7. Would you rehire this person? Yes, I would rehire Raymond Chin.
8. Optional Comments:

On a scale of 1-10, with 1 being the lowest and 10 being the highest, how would you rate this individual's overall performance?

10

By signing this form, the Reference is certifying that all information provided on this form is correct.

Deanna Hebert
Name of Reference (print)

Division of Healthcare Financing, WDH
Name of Company Reference (print)



Signature of Reference

10/9/2025
Date

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The Individual references must be submitted within the Business Proposal as defined within RFP Section 6 – Proposal Structure and Submission including signature of the customer/client reference.

References:

Provide two customer/client references from customers/clients who have first-hand knowledge of the job skills, experience, and abilities cited in the résumé.

The Consortium reserves the right to contact individuals, entities, or organizations who have had contracts or relationships with the Key Staff proposed for this effort, whether or not they are identified as references, to verify that the person has successfully performed their contractual obligations on other similar projects.

Table 1: Key Staff Reference Form

KEY STAFF REFERENCE FORM	
KEY STAFF NAME: Raymond Chin	
PART 1 – REFERENCE'S INFORMATION	
THIS INFORMATION SHOULD MATCH THE INFORMATION PROVIDED IN ATTACHMENT 10 – KEY STAFF QUALIFICATIONS .	
Customer/Client Reference Name:	Ranjani Starr
Customer/Client Reference Title:	Clinical Standards Administrator
Agency, Department, Organization or Company where staff member performed:	Hawaii State Department of Human Services, Med-QUEST Division
Project Title on which staff member performed:	Health Analytics Program
Reference Phone Number:	808-371-3813
Reference E-mail Address:	rstarr@dhs.hawaii.gov

Instruction for References: The Contractor staff above has listed you as a reference and is requesting for you to complete this staff Reference Form. Please provide your comments and the appropriate rating based on your experience with the proposed staff.

- Step 1:** Complete Columns 1-2 in Part 2 by marking "yes" or "no" and providing an explanation if needed.
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COLUMN 1	COLUMN 2
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X Yes ☐ No	X Yes ☐ No (If "No" checked, explain here.)
PART 3 – THE REFERENCE MUST COMPLETE THIS TABLE.	
THE REFERENCE SHALL COMPLETE PERFORMANCE AND ABILITIES STATEMENTS FOR THE PROPOSED CANDIDATE AND OVERALL PERFORMANCE RATING.	
Performance and Ability Statements	
1. Describe the performance of the Contractor's staff during this engagement. Raymond has served on the HAP project for over 2 years and is one of the best consultants I have ever worked with. He served as a subject matter expert on all things testing (overseeing the system contractor's testing efforts, the state's testing efforts, and guiding the strategic maturation of the HAP's testing oversight as a whole); and extended support beyond testing to include certification, security, 508 compliance, and project management across a variety of technical areas. I was the HAP Administrator until September 2025, and I met with Raymond weekly throughout this period to consult on all topics related to testing and to ensure that this area of DDI was progressing smoothly. Raymond was amongst the most productive contracted team members, contributing meaningfully	

across all areas where he participated, asking thoughtful questions, ensuring tasks were completed on time and with high quality, and providing unique expertise and guidance in areas where the State did not have internal expertise.

2. Describe the ability of the Contractor's staff to perform the contractually, required Work in a timely manner.

Raymond consistently over-achieved, producing excellent work and completing any assignments in a timely manner. What distinguished Raymond was that he proactively offered to take on more as the need arose, and managed larger workloads over time as people came to rely upon him for his help. Despite taking on more work, neither quality nor timeliness slipped. I appreciated and relied on his work and work products throughout the 2+ years that he has spent on the project.

3. Describe the verbal and written communication skills of the Contractor's staff.

Raymond is well-spoken, well-written, and an excellent communicator. He is polite and professional. I've heard him manage conflict and tense conversations very well, ensuring that everyone was respected, and yet managing to hold his ground and articulate his position where it was important for him to do so. Raymond also navigated workarounds and compromises well, providing alternative and feasible paths to solving problems as needed. In general, his communication skills were excellent and allowed us to maintain a high standard while remaining polite, professional, and firm. Raymond's emails are generally thorough, provide background and context, and are clear and easy to understand. This means that even when we were busy and there wasn't time available to meet, we could achieve clarity in writing and continue to make progress on the project.

4. Describe the ability of the Contractor's staff to engage in positive working relationships with other coworkers.

Raymond gets along with everyone and is a staff favorite. I have heard nothing but compliments from the team overall, without exception. Even the project manager of our system vendor team who Raymond held accountable to the highest testing standards every day of the project has voluntarily shared positive feedback about Raymond with me. Several staff on the state team ask to work with him and enjoy the professional rapport they have established with him. I have not heard any concerns or complaints from anyone, and neither would I expect to. As I directly oversaw Raymond's work and interacted with him regularly, I would say that Raymond treated the team no differently than he treated me: everyone deserved and received Raymond's highest courtesy and respect, and this engagement pattern remained consistent and predictable throughout the 2+ years we have worked with him.

5. Describe the knowledge of the Contractor's staff in the required areas of expertise.

Raymond is a well-respected and highly desirable subject matter expert in testing. In bringing him onto a project, it would be hard to imagine a more reliable, experienced, or trustworthy subject matter expert in the area. His expertise extends to several other areas that touch testing, so bringing Raymond on board will infuse added expertise into a variety of other topics. Raymond was particularly effective at seeing the larger picture and ensuring that (a) testing on the HAP aligned with the overall vision and goals; and that (b) the needs of the project at large guided and influenced how testing was defined and designed. In this sense, he is an application-oriented subject matter expert who takes context into consideration in designing and implementing a testing approach that is appropriate for the project (rather than take a cookie-cutter approach to completing the work).

6. How well did the Contractor handled engagement with end users and User input.

Raymond is exceptionally good at facilitating conversations with end users, navigating input and feedback, synthesizing the feedback into clear action items, and asking intelligent questions along the way to steer conversation. He has participated in many forums, and run several facilitated discussions across a variety of topics.

7. Would you rehire this person?

Without hesitation, yes. Raymond is still on our project and remains a valued team member.

8. Optional Comments:

On a scale of 1-10, with 1 being the lowest and 10 being the highest, how would you rate this individual's overall performance? 10

By signing this form, the Reference is certifying that all information provided on this form is correct.

Ranjani R. Starr, PhD, MPH

Med-QUEST Division (Hawaii's Medicaid Agency)

Name of Reference (print)

Name of Company Reference (print)



Signature of Reference

10/7/2025

Date