

KEY STAFF REFERENCE FORM	
KEY STAFF NAME: EMMEIL DAVIS	
PART 1 – REFERENCE’S INFORMATION	
THIS INFORMATION SHOULD MATCH THE INFORMATION PROVIDED IN ATTACHMENT 10 – KEY STAFF QUALIFICATIONS .	
Customer/Client Reference Name:	Mary A. Ogden
Customer/Client Reference Title:	Senior Technical/Business Analyst
Agency, Department, Organization or Company where staff member performed:	California Office of Technology and Solutions Integration (OTSI)
Project Title on which staff member performed:	California Healthcare Eligibility, Enrollment, and Retention System (CalHEERS)
Reference Phone Number:	(916) 225-1644
Reference E-mail Address:	Mary.Ogden@calheers.ca.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. Mr. Davis was the Small Group Employer Insurance manager during the Initial DD&I Phase of the CalHEERS Project, and counterpart to my role with the CalHEERS team, on behalf of our client, Covered California. Mr. Davis worked side-by-side with our client and additional vendor staff to define requirements, manage the build of the functionality, testing and successful	

implementation of the component of the CalHEERS Project. He presented himself, and ensured his staff, presented professional and knowledge through all phases of this critical functionality.
2. Describe the ability of the Contractor's staff to perform the contractually, required Work in a timely manner. The deadlines associated with the initial statewide roll-out of the CalHEERS system were federally mandated and hard dates. Mr. Davis was committed to ensuring that timelines were clearly identified and worked in parallel with me to ensure that they were met. If any work was at risk, it was brought forward with what the impact of the delay was as well as mitigation, if any was required. Dates on the critical path were closely monitored and met by Mr. Davis and his staff.
3. Describe the verbal and written communication skills of the Contractor's staff. Mr. Davis presents as a competent individual and provided clear verbal and written communications for all aspects of the tasks assigned.
4. Describe the ability of the Contractor's staff to engage in positive working relationships with other coworkers. Mr. Davis was able to keep staff motivated and engaged in some extremely difficult situations during this engagement. He maintained a positive outlook and even when the discussion was a difficult one, he never lost his sense of humor and ability to maintain a positive work environment.
5. Describe the knowledge of the Contractor's staff in the required areas of expertise. Mr. David possesses a well-rounded technical and functional information technology background. He was well-versed in solutioning keeping a focus on the business functions while ensuring that the technical aspects were as efficient and modular as possible. As the federal and state regulations that were being implemented were new, he did make a concentrated effort to be as informed as possible on existing as well as future state of the requirements. When he wasn't 100% sure, he stated it and followed-up on open items, as required.
6. How well did the Contractor handled engagement with end users and User input. Honestly, this is the aspect of this engagement that could have gone really wrong as the end user and user input was coming from private sector experience in Employer Healthcare Policies to public section federal and state regulations, which were not always aligned. Mr. Davis made

a point of listening without judgement and, and, when reviewing the input, was able to target and explain the solution in a way that merged the two inputs into one and ensured that the users understood why it had to be modified based on regulations.

7. Would you rehire this person?
Absolutely, with no reservations.

8. Optional Comments:
Mr. Davis has the skill to be able to understand both business/technical functions combined with the ability to determine when the two meet and when they may be in conflict. Deadlines were extremely tight in the DD&I phase of this project, and never once did I see him be anything but professional and supportive ensuring a productive work environment.

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?

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

Mary A. Ogden
Name of Reference (print)

Propoint (formerly Quantum Consulting)
Name of Company Reference (print)

Mary A. Ogden

10/10/2025

Signature of Reference

Date