

Attachment 11 – Key Staff Reference Form

Reference #1

KEY STAFF REFERENCE FORM	
KEY STAFF NAME: CHIRAG PAREKH	
PART 1 – REFERENCE'S INFORMATION	
THIS INFORMATION SHOULD MATCH THE INFORMATION PROVIDED IN <i>Attachment 10 – Key Staff Qualifications</i> .	
Customer/Client Reference Name:	Aniruddha Gadgil
Customer/Client Reference Title:	Sr. Manager
Agency, Department, Organization or Company where staff member performed:	Colorado Governor's Office of Information Technology (OIT)
Project Title on which staff member performed:	Colorado Benefits Management System
Reference Phone Number:	303-704-8263
Reference E-mail Address:	Aniruddha.gadgil@state.co.us

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 <i>Attachment 10 – Key Staff Qualifications</i> 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 <i>Attachment 10 – Key Staff Qualifications</i> , 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. Chirag consistently performed at an exceptional level throughout the engagement. He demonstrated strong ownership of complex cloud architecture initiatives, including large-scale AWS migrations, Kubernetes/EKS implementations, and modernization of legacy systems into cloud-native solutions. He successfully led architectural design decisions, ensured high availability and security compliance (including CIS, NIST 800-53, and MARS-E frameworks), and delivered measurable cost optimizations through automation and infrastructure improvements. His performance was reliable, proactive, and results driven. He conducted thorough QA and design reviews, proactively identified risks, and implemented corrective actions before issues impacted production. Any findings from QA were properly documented, tracked, and resolved in a timely manner.
2.	Describe the ability of the Contractor's staff to perform the contractually, required Work in a timely manner. Chirag consistently met and often exceeded project timelines while maintaining rigorous quality control standards. He effectively prioritized deliverables across multiple environments, including production systems, while maintaining operational stability. His structured approach to planning migrations (including phased VM migrations and automation using Terraform, CloudFormation, Jenkins, and Ansible) ensured timely completion with minimal disruption. He demonstrated strong project management discipline and the ability to manage competing priorities without compromising quality. QA findings were tracked to closure, ensuring changes were properly implemented without affecting timelines.
3.	Describe the verbal and written communication skills of the Contractor's staff. Chirag possesses strong verbal and written communication skills. He clearly articulates complex technical concepts to both technical and non-technical stakeholders, including executive leadership and state agency partners. His documentation, architectural reviews, and modernization roadmaps are detailed, structured, and actionable. He actively participates in stakeholder discussions, provides constructive feedback, and ensures alignment between business objectives and technical solutions. His written documentation supports audit readiness, QA traceability, and structured change tracking.
4.	Describe the ability of the Contractor's staff to engage in positive working relationships with other coworkers. Chirag builds strong, collaborative relationships across cross-functional teams, including developers, QA teams, infrastructure teams, security teams, business stakeholders, and external vendors. He fosters a cooperative work environment by providing mentorship, technical guidance, and thoughtful input during architecture and operational discussions. His leadership style promotes accountability, knowledge sharing, and teamwork, contributing positively to overall team morale and project success.
5.	Describe the knowledge of the Contractor's staff in the required areas of expertise. Chirag demonstrates deep expertise in Cloud Architecture, AWS services, Kubernetes/EKS, middleware technologies, infrastructure automation, and security compliance frameworks. With over 19 years of IT experience, including more than 15 years specializing in cloud and infrastructure technologies, he brings extensive knowledge of cloud migrations, microservices architecture, containerization, networking, security controls, and

DevOps automation. In my experience working with Chirag, he has consistently shown strong technical leadership while supporting large, complex systems, including the Colorado Benefits Management System and its eligibility and benefits platform. Our projects consistently followed ITIL practices to maintain reliable and efficient production environments.
6. How well did the Contractor handled engagement with end users and User input. Chirag handled engagement with end users in a highly professional and structured manner. He actively gathered requirements, validated assumptions, and incorporated user feedback into solution design while ensuring compliance with architectural standards. His ability to bridge technical and business perspectives ensured that user input was incorporated into architecture decisions, resulting in practical, secure, and sustainable implementations. He maintained a strong focus on usability, system performance, and operational sustainability. From a quality assurance perspective, he ensured that user requirements were traceable to technical implementations and that appropriate validation and testing processes were followed before deployment. He ensures user input is reflected in documented designs and validated through structured QA processes. Any gaps identified during validation are tracked, documented, and resolved prior to final implementation.
7. Would you rehire this person? Yes. I would rehire Chirag without hesitation. He is a highly skilled Technical Manager who combines deep technical expertise with strong governance, quality assurance discipline, and leadership capabilities. He consistently delivers secure, scalable, and well-architected solutions while maintaining strong stakeholder relationships and operational excellence.
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.

Aniruddha Gadgil	Colorado Governor's Office of Information Technology (OIT)
_____ Name of Reference (print)	_____ Name of Company Reference (print)
<i>Aniruddha Gadgil</i>	2/27/2026
_____ Signature of Reference	_____ Date

Reference #2

KEY STAFF REFERENCE FORM	
KEY STAFF NAME: CHIRAG PAREKH	
PART 1 – REFERENCE’S INFORMATION	
THIS INFORMATION SHOULD MATCH THE INFORMATION PROVIDED IN <i>ATTACHMENT 10 – KEY STAFF QUALIFICATIONS</i> .	
Customer/Client Reference Name:	Priya Arumalla
Customer/Client Reference Title:	Technical Architect (Former)
Agency, Department, Organization or Company where staff member performed:	Colorado Governor’s Office of Information Technology (OIT) (Former)
Project Title on which staff member performed:	Colorado Benefits Management System
Reference Phone Number:	720-201-2895
Reference E-mail Address:	priyabommareddy@gmail.com

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.
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☒ 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.	Chirag consistently delivered high-quality results on complex cloud architecture and modernization initiatives, demonstrating strong technical leadership, strategic improvements, and reliability. His work consistently advanced engagement objectives and set a standard for excellence.
2. Describe the ability of the Contractor's staff to perform the contractually, required Work in a timely manner.	Chirag completed all required work on schedule, executing multi-phase migrations with minimal disruption and effectively managing competing priorities. His proactive planning ensured smooth project execution.
3. Describe the verbal and written communication skills of the Contractor's staff.	Chirag communicates very clearly, both verbally and in writing. His documentation is professional, and he presents confidently in design sessions, stakeholder meetings, and cross-functional discussions. He also tailors his communication to suit both technical and non-technical audiences.
4. Describe the ability of the Contractor's staff to engage in positive working relationships with other coworkers.	Chirag builds trust quickly, collaborates effectively across teams, and shares expertise openly, making him a valued and approachable team leader. His leadership fosters a positive and productive team environment.
5. Describe the knowledge of the Contractor's staff in the required areas of expertise.	Chirag is highly skilled in AWS cloud architecture, legacy-to-cloud migrations, and Salesforce integration via MuleSoft in large-scale systems such as CBMS. He applies security best practices, mentors and guides teams, and ensures robust, reliable solutions. His strong technical leadership fosters team growth, drives innovation, and consistently delivers high-quality outcomes.
6. How well did the Contractor handled engagement with end users and User input.	Chirag thoughtfully incorporates end-user feedback into design decisions, balancing technical priorities with user needs to deliver practical, sustainable solutions while fostering collaboration. His approach strengthens stakeholder confidence and adoption.
7. Would you rehire this person?	Yes, without hesitation. Chirag is a dependable, skilled, and collaborative technical leader, and we would seek to engage him again. His consistent performance makes him an asset to any team.
8. Optional Comments:	Chirag is a skilled and dependable technical leader who delivers reliable solutions, guides teams effectively, and excels in complex cloud and IT environments.
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.

Priya Arumalla

Name of Reference (print)

Colorado Governor's Office of Information
Technology (OIT) (Former)

Name of Company Reference (print)

Priya Arumalla
Priya Arumalla 2/27/2026 10:20:27 AM

Signature of Reference

2/27/2026

Date