

Attachment 11 – Key Staff Reference Form

Reference #1

KEY STAFF REFERENCE FORM	
KEY STAFF NAME: SWATI LOHIA	
PART 1 – REFERENCE'S INFORMATION	
THIS INFORMATION SHOULD MATCH THE INFORMATION PROVIDED IN <i>Attachment 10 – Key Staff Qualifications</i> .	
Customer/Client Reference Name:	Jason Barton
Customer/Client Reference Title:	Information Technology Specialist III
Agency, Department, Organization or Company where staff member performed:	California Department of Motor Vehicles
Project Title on which staff member performed:	Digital eXperience Project (DXP)
Reference Phone Number:	(916) 404 8117
Reference E-mail Address:	Jason.Barton@dmv.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 <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 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. As the DXP OCM Project Manager, Swati consistently demonstrated professionalism, deep subject matter expertise, and strong leadership skills throughout the engagement. She has been highly responsive to project needs, proactively identifying potential risks and mitigation strategies, and ensuring deliverables are completed on time and to a high standard of quality. Swati's ability to communicate effectively with diverse internal and external stakeholders, other contractors, foster collaboration across teams, and adapt to evolving requirements is playing a key role in driving the project forward. Her performance reflects a high level of competence, reliability, and commitment to achieving project objectives.
2.	Describe the ability of the Contractor's staff to perform the contractually, required Work in a timely manner. Swati has ensured that all contractually required work has been completed in a timely and compliant manner, consistent with project expectations and obligations. She manages tasks with a clear focus on priorities and deadlines, ensuring deliverables are well-organized, accurate, and completed within established timeframes. In addition, she conducts thorough QA reviews on contractor deliverables to confirm they meet project standards, contractual requirements, and stakeholder expectations. Her proactive approach to planning, combined with strong coordination across teams and stakeholders, has ensured alignment with established timelines and deliverables despite evolving requirements. Swati's responsiveness and attention to detail reflect her commitment to meeting contractual obligations and supporting project success.
3.	Describe the verbal and written communication skills of the Contractor's staff. Swati demonstrates excellent verbal and written communication skills. She communicates complex information clearly and concisely, tailoring her message to meet the needs of executive leadership, project teams, and end users. Her written work products and presentations are well-structured, accurate, and easy to understand. In verbal settings, Swati facilitates productive discussions, actively listens, and ensures all perspectives are acknowledged, which helps foster collaboration and alignment. Her communication skills have been instrumental in building trust and engagement across diverse stakeholders.
4.	Describe the ability of the Contractor's staff to engage in positive working relationships with other coworkers. Swati consistently demonstrates the ability to build and maintain positive working relationships with contractors, coworkers, and stakeholders across multiple organizations. She fosters a collaborative environment by encouraging open communication, respecting diverse viewpoints, and promoting teamwork among internal teams and external contractors to achieve shared goals. Swati's approachable demeanor and willingness to support others contribute to a culture of trust and cooperation. Her ability to balance professionalism with empathy allows her to effectively engage colleagues, navigate multi-contractor dynamics, and strengthen overall team cohesion.
5.	Describe the knowledge of the Contractor's staff in the required areas of expertise. Swati possesses extensive knowledge and expertise in both project management and organizational change management. She demonstrates a strong command of project management principles, including planning, scheduling, risk management, and

stakeholder coordination, ensuring that project activities are executed efficiently and in alignment with objectives. In the area of change management, Swati applies structured methodologies to assess impacts, design and implement effective communication and training strategies, and drive adoption of new processes and systems. Her combined expertise enables her to integrate project delivery with organizational readiness, ensuring both timely execution and smooth stakeholder transitions.
6. How well did the Contractor handled engagement with end users and User input. Swati handled engagements with end users and solicited user input in an efficient and effective manner. She led the Persona initiative, which involved working closely with both internal DMV end users and external customers to gather insights and understand needs. Through structured sessions and thoughtful communication, Swati ensured that user feedback was accurately captured, analyzed, and incorporated into project planning and change management activities. Her approach facilitated meaningful engagement, built user trust, and supported informed decision-making throughout the project.
7. Would you rehire this person? Yes.
8. Optional Comments: Swati brings a strong combination of project management expertise and organizational change leadership. Beyond her formal responsibilities, she consistently goes above and beyond to ensure stakeholder alignment, drive adoption of new processes, and mentor team members. Her collaborative approach, proactive problem-solving, and commitment to excellence make her an exceptional professional and a trusted leader on complex initiatives.
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?
I would rate Swati's overall performance as 10.

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

Jason Barton	California Department of Motor Vehicles
Name of Reference (print)	Name of Company Reference (print)
<i>Jason S. Barton</i>	10/15/2025
Signature of Reference	Date

Reference #2

KEY STAFF REFERENCE FORM	
KEY STAFF NAME: SWATI LOHIA	
PART 1 – REFERENCE'S INFORMATION	
THIS INFORMATION SHOULD MATCH THE INFORMATION PROVIDED IN <i>ATTACHMENT 10 – KEY STAFF QUALIFICATIONS</i> .	
Customer/Client Reference Name:	June Hutchison
Customer/Client Reference Title:	Customer Engagement Director (Former)
Agency, Department, Organization or Company where staff member performed:	CalSAWS Consortium (Former)
Project Title on which staff member performed:	C-IV Quality Assurance
Reference Phone Number:	(909) 528 1878
Reference E-mail Address:	jllh4@msn.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.
- 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
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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. Swati demonstrated strong leadership and expertise as the Pre-Migration Lead. She provided QA oversight for the C-IV Pre-Migration Planning, coordinated design difference analyses for 40 counties, and developed key processes and templates, including the Design Difference Tracking Report and Escalation Process. Her facilitation of collaborative review sessions supported timely, informed decision-making throughout the Pre-Migration phase.
2.	Describe the ability of the Contractor's staff to perform the contractually, required Work in a timely manner. Swati has ensured that all contractually required work has been completed in a timely and compliant manner, consistent with project expectations and obligations. As Pre-Migration Lead, she provided project management and QA oversight for the C-IV Pre-Migration Planning phase, coordinating teams across 40 counties and multiple stakeholders. She developed structured processes, templates, and metrics, including the Design Difference Tracking Report and Escalation Process to monitor progress, manage risks, and support timely decision-making. Swati also managed the review of system design differences, and facilitated stakeholder sessions ensuring work was completed on schedule and met high-quality standards.
3.	Describe the verbal and written communication skills of the Contractor's staff. Swati communicated with clarity and precision in both verbal and written formats. She effectively translated complex project information into understandable language for diverse audiences, including county staff, project teams, and executive leadership. Her reports, templates, and presentations were concise, well-structured, and informative, while her verbal interactions encouraged collaboration, active participation, and shared understanding among stakeholders.
4.	Describe the ability of the Contractor's staff to engage in positive working relationships with other coworkers. Swati consistently built and maintained strong working relationships with Consortium staff, contractors, and county personnel. She demonstrated a collaborative mindset, showing respect for diverse perspectives and fostering an environment of trust and cooperation. Her approachable demeanor, willingness to support team members, and ability to navigate multi-contractor dynamics contributed to effective teamwork and a positive, productive work environment.
5.	Describe the knowledge of the Contractor's staff in the required areas of expertise. Swati demonstrated strong project management knowledge and expertise. She applied planning, scheduling, resource management, and risk mitigation principles to ensure Pre-Migration Planning tasks were completed on time and aligned with objectives. She coordinated effectively with contractors, Consortium staff, and county stakeholders, understood task dependencies, and guided teams efficiently to resolve issues and keep the project on track.

6. How well did the Contractor handle engagement with end users and User input. Swati effectively engaged with end users and stakeholders throughout the project. She facilitated Design Difference Review sessions with 40 CalACES counties and later all 58 CalSAWS counties, capturing requirements and supporting alignment across the state. She developed processes and templates, led the QA Scorecard Review Process, trained staff, and delivered executive-level presentations. Through structured engagement and proactive communication, she kept stakeholders informed, fostered collaboration, and built trust in project outcomes.
7. Would you rehire this person? Yes.
8. Optional Comments: Swati consistently demonstrated professionalism, leadership, and a strong commitment to project success. She combined project management expertise with a structured approach to QA and stakeholder engagement, ensuring tasks were completed efficiently and accurately. Her ability to foster collaboration across multi-contractor teams and county stakeholders, proactively address challenges, and provide clear, credible reporting made her a valuable asset to the project.
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? Rating: 10

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

June Hutchison

CalSAWS Consortium (Former)

Name of Reference (print)

Name of Company Reference (print)

Signature of Reference

Date