

Attachment 9 – Firm Reference Form

Reference #1

FIRM REFERENCE FORM	
CONTRACTOR NAME: TETRUS CORP.	
PART 1 – REFERENCE'S INFORMATION	
THIS INFORMATION SHOULD MATCH THE INFORMATION PROVIDED IN ATTACHMENT 8 – FIRM MANDATORY QUALIFICATIONS .	
Customer/Client Reference Name:	Marci McCoy-Roth
Customer/Client Reference Title:	Chief Impact and Innovation Officer/NEICE Director
Agency, Department, Organization or Company where staff member performed:	American Public Human Services Association
Project Title on which staff member performed:	National Electronic Interstate Compact Enterprise (NEICE)
Reference Phone Number:	(267) 456-3594
Reference E-mail Address:	mroth@aphsa.gov

Instruction for References: The Contractor staff above has listed you as a reference and is requesting for you to complete this Firm 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 8 – Firm Mandatory Qualifications ?	Did this Firm perform the services described in Attachment 8 – Firm Mandatory 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 FIRM AND OVERALL PERFORMANCE RATING.

Performance and Ability Statements

1. Describe the services provided: Tetrus is currently performing QA services for individual states and their contractors, including assessing and guiding whether to connect via the Modular Case Management System, or their existing Child Welfare Information System.0
2. Did the Contractor produce deliverable reviews that met both the project specifications and the agency's expectations? Please describe briefly. Yes, Tetrus reviewed the approach, plan, and timelines identified by states and their contractors for gaps, areas of concern and risks and providing recommendations to address those areas. They performed a thorough evaluation of the quality of the technical components, models, security, and procedures to validate alignment with requirements and technical standards.
3. If there were changes in the project, did the Contractor adapt to those changes and work through issues during all stages of the Project? Yes, Tetrus was flexible to change, work through issues, and apply lessons learned throughout the different stages of the project.
4. Was communication between the Contractor and your organization's staff open, timely, complete and effective? Please briefly summarize. Yes, Tetrus' communication was clear, effective, timely, and provided transparency.
5. Were any subcontractors used by this Contractor? If so, for what purpose/major tasks? How well did the Contractor manage its subcontractors and did your organization ever have to mediate? No subcontractors were used. Tetrus deployed its own QA staff and integrated effectively with federal partners and vendor teams.
6. Was the Project a success? Yes, Tetrus providing QA services was a key strategy to the continued success of the project given their intimate knowledge of the system and what is needed for a successful rollout.
7. Would you rehire/recommend this Contractor? If not, why not? Yes, Tetrus is recommended for their quality assurance, subject matter expertise, and ability to manage large-scale national systems in complex, multi-contractor environments.
8. Optional Comments: Tetrus is a valued partner and key contributor in the successful automation and exchange of information to place of children in foster care across state lines.
On a scale of 1-10, with 1 being the lowest and 10 being the highest, how would you rate this Contractor's overall performance?
10 – Excellent performance.

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

Marci McCoy-Roth

American Public Human Services Association

Name of Reference (print)

Name of Company Reference (print)



10/15/2025

Signature of Reference

Date

Reference #2

FIRM REFERENCE FORM	
CONTRACTOR NAME: TETRUS CORP.	
PART 1 – REFERENCE'S INFORMATION	
THIS INFORMATION SHOULD MATCH THE INFORMATION PROVIDED IN ATTACHMENT 8 – FIRM MANDATORY QUALIFICATIONS .	
Customer/Client Reference Name:	Jeff Barnes
Customer/Client Reference Title:	ACES Project Director
Agency, Department, Organization or Company where staff member performed:	Department of Human Resources (DHR), State of Alabama
Project Title on which staff member performed:	Alabama Combined Eligibility System (ACES)
Reference Phone Number:	(334) 312-5528
Reference E-mail Address:	jeff.barnes@dhr.alabama.gov

Instruction for References: The Contractor staff above has listed you as a reference and is requesting for you to complete this Firm 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 8 – Firm Mandatory Qualifications ?	Did this Firm perform the services described in Attachment 8 – Firm Mandatory 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 FIRM AND OVERALL PERFORMANCE RATING.

Performance and Ability Statements

1. Describe the services provided:

Tetrus provides the following activities on an ongoing basis for the ACES project:

- Review, provide feedback and recommendation on work products and deliverables of the DDI vendor.
- Monitor risks, issues and reports on business requirements, design, conversion, interfaces, integrations, development, testing, training and OCM areas of the project.
- Conduct Quality Assurance testing (QAT) which is an independent testing activity done after DDI vendor driven SIT and prior to UAT.
- Plan UAT, manage and report on UAT execution.
- Provide QA review and recommendations on three new portals – customer portal, provider portal and worker portal for the ACES automated eligibility project.
- Leverage UCD Methodology consists of user research, user engagement, iterative design and usability testing for the design of the three portals.
- Focus on UX features that include intuitive navigation, consistent design, accessibility for diverse user population, and alignment with business objectives.
- Independent oversight on the State deliverables and tasks, and advisor to the State Executive Leadership team and USDA FNS team on health of the project.

2. Did the Contractor produce deliverable reviews that met both the project specifications and the agency's expectations? Please describe briefly.

Yes. Tetrus produced total of 60+ deliverables and met our expectations.

As directed by DHR, Tetrus also reviewed a total of 100+ deliverables and 300+ change requests developed by the DDI vendor and provided feedback including level of estimates and recommendations.

Tetrus' work has been a key factor in ACES's success to date.

3. If there were changes in the project, did the Contractor adapt to those changes and work through issues during all stages of the Project?

Yes. The team effectively adjusted to evolving requirements and collaborated with State staff to identify risks and recommend mitigation steps.

4. Was communication between the Contractor and your organization's staff open, timely, complete and effective? Please briefly summarize.

Yes. Communication was clear, professional, and proactive, ensuring alignment across all levels of DHR organizations. Tetrus team's style of transparency, problem solving mindset and constructive attitude has helped my team's morale significantly.

5. Were any subcontractors used by this Contractor? If so, for what purpose/major tasks? How well did the Contractor manage its subcontractors and did your organization ever have to mediate? PYXIS Management Consulting Group (Pyxis) was used as subcontractor. Pyxis brought in knowledge of implementation and quality assurance of automated eligibility systems from multiple states. Tetrus and Pyxis collaborated seamlessly and effectively and worked as one team
6. Was the Project a success Yes, the project has been successful so far, and Tetrus has been a key contributor to that success. We are now in the middle of the UAT phase.
7. Would you rehire/recommend this Contractor? If not, why not? Yes, we would rehire and highly recommend Tetrus to other states, given their exceptional performance and partnership on this project.
8. Optional Comments: Tetrus consistently demonstrated robust QA, eligibility and testing expertise, earning the trust of state agency executive leadership team through their professionalism and collaboration. Their experience contributed to valuable issue resolutions, effective risk mitigations, and significant process improvements towards the success of the project.
On a scale of 1-10, with 1 being the lowest and 10 being the highest, how would you rate this Contractor's overall performance?
10 – Excellent performance

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

Jeff Barnes	Alabama Dept. of Human Resources
Name of Reference (print)	Name of Company Reference (print)
	10/15/2025
Signature of Reference	Date