

KEY STAFF NAME: CAROL TEAGUE

PART 1 – REFERENCE'S INFORMATION

THIS INFORMATION SHOULD MATCH THE INFORMATION PROVIDED IN **ATTACHMENT 10 – KEY STAFF QUALIFICATIONS**.

Customer/Client Reference Name:	Elizabeth Grisham
Customer/Client Reference Title:	Director, Government Services
Agency, Department, Organization, or Company where staff member performed:	<u>Fiserv/First Data Government Solutions</u>
Project Title on which staff member performed:	CalWIN Maintenance and Operations
Reference Phone Number:	916-296-2113
Reference E-mail Address:	Elizabeth.GrishamPMP@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.
- 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.

Carol Teague served on the CalWIN Project in multiple capacities during her project tenure. During this time, Carol was well regarded as a "go-to" person. Her knowledge and experience were sought after for coverage in the full SDLC for industry standards. She excelled, and was instrumental, with the adaptation of Agile practices applied to new changes associated with the revamped public website (Benefits CalWIN) for consumers to use. She educated other project members on industry best practices to deliver quality service and products not only to state and federal stakeholders, but also colleagues and California constituents. Carol maintained her professional performance across multiple challenges with shifting priorities and project personnel adjustments, securing her respect as a valued team member.

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

Carol Teague's responsibilities demanded that adherence to timelines were strictly followed. Time periods were governed by state and federal policy mandates with no relief if not met. Carol's work ethic and experience with SDLC methodologies, along with familiarity of government policies, allowed her to consistently meet timelines for policy implementation due dates and systemic changes to support new directives. Her dedication to industry standards and best practices promote her experience and understanding, and risk awareness with mitigation, at the forefront.

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

Carol's position at CalWIN required her to author various project documents for multiple audiences, such as technical specifications, business requirements, project plans, risk mitigation, testing plans, test scenarios, defect management, regular status reports, and executive presentations. Alongside her documentation requirements, Carol was also tasked with facilitating different types of meetings in which she must either present factual project information or gather information from stakeholders. Carol demonstrated both effective and concise communication approaches, as well as detailed exploration when required. She has the ability to broadly communicate with different audiences as needed for the business objective.

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

Carol's professionalism and personable demeanor strives to bring people together for the common good. She quietly listens when needed and boldly speaks up when it's appropriate. She maintains that positive attitude outside of the working environment as well.

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

Carol's knowledge and experience for project implementation is evidenced by her track record. She consistently follows best practices, fully understands and applies the SDLC methodologies appropriate for the task, whether Waterfall, Agile, or hybrid, and has the ability to quickly make decisions based on that experience. She has years of applicability of methodologies and experience with various groups of people that she can efficiently "analyze on the go" and predict probable outcomes to redirect when needed. This is a valuable asset on large project endeavors.

6. How well did the Contractor handle engagement with end users and user input?

Carol's personality and positive approach with people make them want to talk to her. She immerses herself in the business, gets to know what they need, what the strategic objectives are, and applies that information holistically to effectively process what their input means. She can translate that into concise technical objectives that doesn't detract from the business necessity. She is the person you want talking to your end users. She is the person you want gathering their input.

7. Would you rehire this person?

Simply, yes.

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?

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

Elizabeth Grisham
Name of Reference (print)

Fiserv/First Data Government Solutions
Name of Company Reference (print)

/s/ Elizabeth Grisham
Signature of Reference

02/25/2026
Date

