

Table 1: Key Staff Reference Form

KEY STAFF REFERENCE FORM	
KEY STAFF NAME:	
PART 1 – REFERENCE'S INFORMATION	
THIS INFORMATION SHOULD MATCH THE INFORMATION PROVIDED IN ATTACHMENT 10 – KEY STAFF QUALIFICATIONS .	
Customer/Client Reference Name:	Vicky Sady
Customer/Client Reference Title:	Deputy Director (Retired)
Agency, Department, Organization or Company where staff member performed:	CA-MMIS Division, Department of Health Care Services (DHCS)
Project Title on which staff member performed:	CA-MMIS, Program Integration, Provider Application and Validation for Enrollment Project
Reference Phone Number:	(916) 202-2670
Reference E-mail Address:	ulsady@yahoo.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. Catherine delivered exceptional performance in leading a comprehensive quality assurance review of the PAVE (Provider Application and Validation for Enrollment) project during a period of significant risk and instability. She quickly assessed project viability, vendor performance, schedule delays, and cost escalations, bringing structure and clarity to a complex situation. Her evaluation was thorough and objective, identifying gaps in requirements alignment, regulatory compliance, and deliverable quality. She developed and executed a targeted verification strategy and produced a detailed, actionable report outlining risks, deficiencies, and corrective actions	

necessary to stabilize the project. Her leadership was instrumental in restoring discipline, improving oversight, and positioning the project for successful continuation.

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

Catherine demonstrated exceptional urgency and discipline in performing the required work within a highly compressed timeframe. Given the troubled status and heightened visibility of the PAVE project, time was of the essence. She quickly structured and executed a comprehensive quality review, rapidly identifying critical issues across requirements, design, development, and testing. Her ability to focus on high-risk areas, prioritize immediate corrective actions, and deliver a thorough assessment and stabilization plan within tight deadlines was instrumental in restoring executive confidence and advancing the project toward recovery.

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

Catherine demonstrated excellent verbal and written communication skills throughout the PAVE engagement. She communicated complex technical, operational, and contractual issues clearly to executive leadership, program staff, and vendor partners. Her written assessment report was thorough, well-structured, and actionable, and it ultimately became the foundation for subsequent IV&V evaluations. The Project Manager who assumed responsibility after her departure described the document as essential for understanding the project's complexity, risks, and critical watchpoints. Catherine's communication consistently reflected clarity, precision, and strategic insight.

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

The PAVE environment was complex and, at times, challenging due to heightened scrutiny and tensions between the end customer and product vendor. Throughout the engagement, Catherine maintained a consistently professional, objective, and collaborative approach. She avoided political dynamics and remained focused on facts, quality, and solutions.

By demonstrating transparency, open-mindedness, and respect for all perspectives, she quickly established trust with program staff, executives, and vendor partners. Her ability to work constructively within a difficult environment contributed significantly to restoring productive working relationships and advancing the project toward stabilization.

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

Catherine demonstrated strong knowledge of systems integration, quality assurance, and large-scale public sector system implementation. Her understanding of the complexity involved in configuring a developing product to meet the operational needs of a statewide environment such as CA-MMIS enabled her to quickly identify high-risk areas across requirements, design, development, and testing.

She knew where to focus her analysis, how to evaluate configuration decisions against business objectives, and how to synthesize technical, contractual, and operational considerations into a clear assessment. Her expertise allowed her to connect interdependent components of the project and provide informed, actionable recommendations to stabilize and strengthen the implementation.

6. How well did the Contractor handled engagement with end users and User input.

Catherine handled end-user engagement exceptionally well. The environment included demoralized users who had been affected by project tensions and uncertainty. She approached them with professionalism, empathy, and a clear focus on outcomes, helping to reestablish confidence and redirect attention toward practical solutions.

She actively sought user input, validated concerns, and translated feedback into actionable insights for project improvement. Her positive energy and steady leadership fostered trust and resulted in

strong, lasting working relationships with end users, ultimately strengthening collaboration and solution quality.

7. Would you rehire this person?

Yes. Catherine's ability to quickly assess complex issues, stabilize a troubled project, and build trust across stakeholders makes her a highly valuable asset to any large-scale public sector initiative.

8. Optional Comments:

Catherine was a pleasure to work with and brought professionalism, positivity, and steady leadership to a difficult and high-pressure situation. Her calm, solution-oriented approach made a challenging environment more manageable and productive for all parties involved.

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.

Vicky Sady

Name of Reference (print)

Vicky Sady

Signature of Reference

DHCS, CA-MMIS Division

Name of Company Reference (print)

Feb 26, 2026

Date

KeyStaffReferenceForm_CalSAWS CKendall Project 1

Final Audit Report

2026-02-27

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