

Contact Information

For further information and discussions, please contact	
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Designation	Director, HHS
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1. Section 5 – Attachment 11 – Key Staff Reference Form

1.1 Adlin Linda Gnanaiah Jegajeevan – Reference 1

Attachment 11 – Key Staff Reference Form

Instructions:

For each Key Staff role, provide two (2) Individual References from two different Projects cited in the Attachment 10, Part 2 – Key Staff Minimum Qualification Table, unless only one (1) project is used that meet the MQs identified in this RFP. If only one (1) cited project meets the MQs, then two references from that project are required. Each Individual Reference must clearly identify the Customer/Client Reference individual and that individual's Agency, Department, Organization or Company where Key Staff performed the experience.

The Individual references must be submitted within the Business Proposal as defined within RFP Section 6 – Proposal Structure and Submission including signature of the customer/client reference.

References:

Provide two customer/client references from customers/clients who have first-hand knowledge of the job skills, experience, and abilities cited in the résumé.

The Consortium reserves the right to contact individuals, entities, or organizations who have had contracts or relationships with the Key Staff proposed for this effort, whether or not they are identified as references, to verify that the person has successfully performed their contractual obligations on other similar projects.

Table 1: Key Staff Reference Form

KEY STAFF REFERENCE FORM	
KEY STAFF NAME: ADLIN LINDA GNANAIAH JEGAJEEVAN	
PART 1 – REFERENCE'S INFORMATION	
THIS INFORMATION SHOULD MATCH THE INFORMATION PROVIDED IN ATTACHMENT 10 – KEY STAFF QUALIFICATIONS .	
Customer/Client Reference Name:	Justin Stokes
Customer/Client Reference Title:	Technical Program Manager
Agency, Department, Organization or Company where staff member performed:	District of Columbia (DC) Department of Health and Human Services (DHS)
Project Title on which staff member performed:	District of Columbia Access Systems Project, Health and Human Services project
Reference Phone Number:	202-719-6591
Reference E-mail Address:	Justin.Stokes2@dc.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.

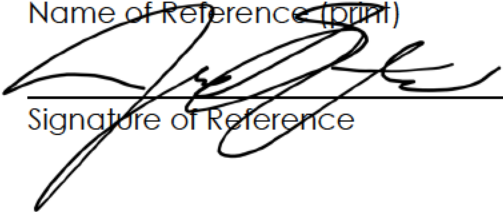
- Step 1:** Complete Columns 1-2 in Part 2 by marking “yes” or “no” and providing an explanation if needed.
- Step 2:** Complete Part 3 and provide your performance ratings.
- Step 3:** At the bottom of the page, print your name, your company's name, then sign and date.
- Step 4:** Return the completed, 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 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. Linda actively contributed to Medicaid – both active and passive renewals testing and consistently demonstrated professionalism and capability throughout the engagement. She delivered all contractually required work within the expected timelines and exhibited strong expertise in key technical areas and defect resolution. Linda consistently adhered to project requirements throughout the engagement. She maintained clear communication, collaborated effectively with internal teams, and completed tasks on schedule. Her proactive approach to issue resolution and commitment to quality had a positive impact on the overall success of the project.	

2. Describe the ability of the Contractor's staff to perform the contractually, required Work in a timely manner. Linda effectively prioritized tasks, achieved critical deadlines, and ensured all deliverables were completed in accordance with contractual requirements. Her proactive approach to mitigating potential delays helped maintain project schedules and minimize risks.
3. Describe the verbal and written communication skills of the Contractor's staff. Linda demonstrated excellent verbal communication skills when interacting with internal teams and stakeholders. She exhibited strong communication abilities in both verbal and written formats
4. Describe the ability of the Contractor's staff to engage in positive working relationships with other coworkers. Linda demonstrated a collaborative approach and maintained open communication channels with team members. She was responsive to feedback, actively participated in discussions, and worked toward shared goals. Her ability to coordinate tasks and resolve issues constructively contributed to a positive and productive work environment. Linda is flexible and capable of working independently or as part of a team, adjusting seamlessly to different work environments and schedules.
5. Describe the knowledge of the Contractor's staff in the required areas of expertise. Linda demonstrated a strong understanding of the required domains and applied her expertise effectively throughout project execution, ensuring compliance with technical standards and best practices. With over 6 years of experience in QA engineering and specialization in testing web-based enterprise applications, Linda possesses extensive domain knowledge in social services and healthcare programs, including SNAP, TANF, MAGI and Non-MAGI Medicaid, QHP, CHIP, and Child Care systems. She excels in designing and executing comprehensive test strategies, including functional, regression, and integration testing. Linda ensures high-quality deliverables through meticulous defect tracking, root cause analysis, and validation of change requests.
6. How well did the Contractor handled engagement with end users and User input.

Linda maintained clear and consistent communication with stakeholders throughout the engagement. She actively gathered input, validated requirements, and incorporated feedback into deliverables.
7. Would you rehire this person? Yes
8. Optional Comments: NA
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.

<u>Justin Stokes</u>	<u>District of Columbia Access System</u>
Name of Reference (print)	Name of Company Reference (print)
	<u>10/21/2025</u>
Signature of Reference	Date

1.2 Adlin Linda Gnanaiah Jegajeevan – Reference 2

Attachment 11 – Key Staff Reference Form

Instructions:

For each Key Staff role, provide two (2) Individual References from two different Projects cited in the Attachment 10, Part 2 – Key Staff Minimum Qualification Table, unless only one (1) project is used that meet the MQs identified in this RFP. If only one (1) cited project meets the MQs, then two references from that project are required. Each Individual Reference must clearly identify the Customer/Client Reference individual and that individual's Agency, Department, Organization or Company where Key Staff performed the experience.

The Individual references must be submitted within the Business Proposal as defined within RFP Section 6 – Proposal Structure and Submission including signature of the customer/client reference.

References:

Provide two customer/client references from customers/clients who have first-hand knowledge of the job skills, experience, and abilities cited in the résumé.

The Consortium reserves the right to contact individuals, entities, or organizations who have had contracts or relationships with the Key Staff proposed for this effort, whether or not they are identified as references, to verify that the person has successfully performed their contractual obligations on other similar projects.

Table 2: Key Staff Reference Form

KEY STAFF REFERENCE FORM	
KEY STAFF NAME: ADLIN LINDA GNANAIAH JEGAJEEVAN	
PART 1 – REFERENCE'S INFORMATION	
THIS INFORMATION SHOULD MATCH THE INFORMATION PROVIDED IN ATTACHMENT 10 – KEY STAFF QUALIFICATIONS .	
Customer/Client Reference Name:	Kripa Ananthalekshmi
Customer/Client Reference Title:	Director
Agency, Department, Organization or Company where staff member performed:	State of Connecticut Department of Social Services
Project Title on which staff member performed:	Enterprise Operating Model
Reference Phone Number:	510.926.5641
Reference E-mail Address:	Kripa.Ananthalekshmi@ct.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 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. Linda is working as a Testing Manager for the ImpaCT, ConneCT, and BIP applications, demonstrating a high level of professionalism and capability throughout the engagement. She consistently delivers contractually required work within expected timelines. She possesses strong knowledge in the required technical areas, particularly in managing change requests, defect handling, and production support. She demonstrates strong testing competence and adheres to project requirements throughout the engagement. She maintains consistent communication, collaborates effectively with internal teams, and delivers tasks within agreed timelines. Her proactive	

approach in resolving issues and commitment to quality contributed positively to the overall success of the engagement.

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

Linda demonstrates exceptional ability in planning and coordinating complex project activities. She consistently met agreed-upon timelines and exhibited strong time management skills. She prioritizes tasks effectively, meets critical deadlines, and ensures that deliverables are completed in accordance with contractual obligations. Her proactive approach to addressing potential delays helped maintain project schedules and minimize risks.

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

Linda's verbal communication is consistently recognized as clear, confident, and effective across diverse stakeholder groups. She demonstrates excellent communication skills when engaging with technical teams, stakeholders, and end users. She exhibits strong communication capabilities in both verbal and written formats. She articulates technical and testing concepts effectively during discussions and meetings, and her written documentation was well-structured, accurate, and easy to understand. Linda's responsiveness and clarity fostered smooth collaboration and minimized misunderstandings.

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

Linda demonstrates a collaborative approach and maintains open communication channels with team members. She is responsive to feedback, actively participates in discussions, and works toward shared goals. Her ability to coordinate tasks and resolve issues constructively contributes to a positive and productive work environment. Linda adapts well to challenging environments and maintains composure while delivering high-quality outputs. She demonstrates excellent relationship-building skills, enabling her to form strong connections with coworkers and customers. Linda is flexible and capable of working independently or as part of a team, adjusting seamlessly to different work environments and schedules.

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

Linda demonstrates a strong understanding of the required domains and applies her expertise effectively in project execution, ensuring compliance with testing standards and best practices. Her ability to address queries and provide solutions reflects a solid grasp of the subject matter. With over 15 years of experience in QA engineering and specialization in testing web-based enterprise applications, Linda possesses deep domain knowledge in social services and healthcare programs, including SNAP, TANF, MAGI and Non-MAGI Medicaid, QHP, CHIP, and Child Care systems. She excels in designing and executing comprehensive test strategies, including functional, regression,

and integration testing. Linda ensures high-quality deliverables through meticulous defect tracking, root cause analysis, and validation of change requests.

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

Linda maintains clear and consistent communication with end users throughout the engagement process. She actively gathers user input, validates requirements, and incorporates feedback into deliverables. Whenever issues arise, she addresses them promptly and ensures transparency to build trust. Overall, she focuses on creating a collaborative environment that prioritizes user needs and project objectives.

7. Would you rehire this person?

Yes

8. Optional Comments:

NA

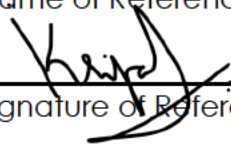
On a scale of 1-10, with 1 being the lowest and 10 being the highest, how would you rate this individual's overall performance?

10

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

Kripa Ananthalekshmi
Name of Reference (print)

Department of Administrative Services
Name of Company Reference (print)


Signature of Reference

10/24/2025
Date

1.3 Chinna Shankar Nakka – Reference 1

Attachment 11 – Key Staff Reference Form

Instructions:

For each Key Staff role, provide two (2) Individual References from two different Projects cited in the Attachment 10, Part 2 – Key Staff Minimum Qualification Table, unless only one (1) project is used that meet the MQs identified in this RFP. If only one (1) cited project meets the MQs, then two references from that project are required. Each Individual Reference must clearly identify the Customer/Client Reference individual and that individual's Agency, Department, Organization or Company where Key Staff performed the experience.

The Individual references must be submitted within the Business Proposal as defined within RFP Section 6 – Proposal Structure and Submission including signature of the customer/client reference.

References:

Provide two customer/client references from customers/clients who have first-hand knowledge of the job skills, experience, and abilities cited in the résumé.

The Consortium reserves the right to contact individuals, entities, or organizations who have had contracts or relationships with the Key Staff proposed for this effort, whether or not they are identified as references, to verify that the person has successfully performed their contractual obligations on other similar projects.

Table 3: Key Staff Reference Form

KEY STAFF REFERENCE FORM	
KEY STAFF NAME: CHINNA SHANKAR NAKKA	
PART 1 – REFERENCE'S INFORMATION	
THIS INFORMATION SHOULD MATCH THE INFORMATION PROVIDED IN ATTACHMENT 10 – KEY STAFF QUALIFICATIONS .	
Customer/Client Reference Name:	Caroline L. Bui
Customer/Client Reference Title:	Lead Business Systems Analyst, Policy/Design Team
Agency, Department, Organization or Company where staff member performed:	CalSAWS Consortium
Project Title on which staff member performed:	CalSAWS Consortium's CalWIN Project
Reference Phone Number:	+1-(916) 282-3668
Reference E-mail Address:	BuiC@CalSAWS.org

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. Shankar delivered QA services in a professional and timely manner. He was responsible for reviewing, monitoring and evaluating CalWIN-CalSAWS software development and system change requests, enhancements, QA testing, and county UAT support activities in support of various CA specific social welfare programs. He demonstrated strong technical skills, adhered to QA standards, and maintained effective communication throughout the engagement. Work quality was great, and the team was responsive to project needs. His overall performance rating was excellent, and I would recommend him for similar engagements.	

2. Describe the ability of the Contractor's staff to perform the contractually, required Work in a timely manner. Shankar and team consistently met project deadlines and fulfilled all contractually required work within the agreed timelines. He was responsible for defining, tracking, and managing QA/IV&V team scope, schedule, effort, task, estimations, and resources requirements from Quality Assurance perspective to ensure the timelines are adhered to CalWIN, CalSAWS project. He demonstrated effective planning, coordination, and responsiveness, contributing to smooth project execution. His overall timeliness rating was excellent, and I would recommend him for time-sensitive engagements.
3. Describe the verbal and written communication skills of the Contractor's staff. Shankar demonstrated clear and effective verbal and written communication throughout the engagement. He led, developed and contributed to QA/IV&V deliverables such as Monthly QA/IV&V status report, QA Work plan, Bi-Weekly Risk and Issue management report, and Weekly IV&V test status report. Instructions, reports, and updates were conveyed professionally and promptly in project meetings, contributing to smooth coordination and project progress. His overall communication rating was excellent, and I would recommend him for roles requiring strong communication skills.
4. Describe the ability of the Contractor's staff to engage in positive working relationships with other coworkers. Shankar consistently fostered positive working relationships with coworkers and stakeholders of CalWIN CalSAWS project. He was cooperative, respectful, and contributed to a collaborative work environment, enhancing overall project efficiency. His overall teamwork rating was excellent, and I would recommend him for team-oriented projects.
5. Describe the knowledge of the Contractor's staff in the required areas of expertise. Shankar demonstrated strong knowledge and proficiency in the required areas of expertise of Health and Human Services systems and programs. He has key knowledge in managing QA services and testing for various public assistance programs such as Medi-Cal (Classic, MAGI, Non-MAGI, Medically Needy/Medically Indigent), cash programs (CalWORKs/TANF, Refugee Cash Assistance, General Assistance/General Relief, Cash Assistance Program for Immigrants), Foster Care (Kinship Guardianship Assistance Payment, Adoption Assistance Program), CalFresh/SNAP (Expedited CalFresh, California Food Assistance Program), and Welfare to Work, based on Federal/State eligibility rules. His understanding of policy and business requirements, standards, and procedures contributed to the successful execution of project tasks. His overall expertise rating was excellent, and I would recommend him for projects requiring specialized knowledge.
6. How well did the Contractor handled engagement with end users and User input. Shankar effectively engaged with County end users, demonstrating professionalism, patience, and clarity in communications, especially in UAT support phases and BSM meetings. Supported the Consortium-provided UAT and County Validation Testers and assisted the Consortium in determining defect severity levels for all defects. Shankar and Team along with M&O vendor actively gathered user input, addressed concerns, and incorporated feedback into deliverables, contributing to user satisfaction and project success. His overall user engagement rating was excellent, and I would recommend for user-facing roles.

7. Would you rehire this person?

Yes, Shankar performed consistently well throughout this CalWIN-CalSAWS QA/IV&V and testing engagement, demonstrating professionalism, program policy & technical competence, and strong collaboration with team members and stakeholders. Shankar and his team met deadlines, communicated effectively, and responded well to user input and project needs. Based on this experience, we would gladly rehire this contractor for future projects and recommend them for similar roles requiring reliability, expertise, and teamwork.

8. Optional Comments:

Shankar consistently delivered high-quality work throughout this CalWIN-CalSAWS QA/IV&V and testing engagement. Their team demonstrated strong technical expertise, effective communication, and a collaborative attitude. Tasks were completed on time, user input was handled professionally, and interactions with stakeholders were positive and productive.

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 confidently rate Shankar's performance a 10 out of 10. He consistently delivered QA services with professionalism and timeliness, ensuring all contractually obligated work was completed within the agreed-upon deadlines. Shankar and his team reliably met project milestones and maintained a high standard of execution throughout the engagement. His communication, both verbal and written, was consistently clear, effective, and well-suited to a collaborative environment. Shankar fostered strong working relationships with colleagues and stakeholders across the CalWIN CalSAWS project, contributing to a positive and productive team dynamic. He demonstrated deep expertise in Health and Human Services systems and programs, applying his knowledge with precision and confidence. Shankar's interactions with County end users were marked by professionalism, patience, and clarity, particularly during UAT support and BSM meetings. Based on his consistent performance, technical competence, and collaborative approach throughout the CalWIN-CalSAWS QA/IV&V and testing engagement, I would highly recommend Shankar for future projects.

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

Caroline L. Bui

Name of Reference (print)

CalSAWS Consortium

Name of Company Reference (print)



Signature of Reference

10/23/2025

Date

1.4 Chinna Shankar Nakka – Reference 2

Attachment 11 – Key Staff Reference Form

Instructions:

For each Key Staff role, provide two (2) Individual References from two different Projects cited in the Attachment 10, Part 2 – Key Staff Minimum Qualification Table, unless only one (1) project is used that meet the MQs identified in this RFP. If only one (1) cited project meets the MQs, then two references from that project are required. Each Individual Reference must clearly identify the Customer/Client Reference individual and that individual's Agency, Department, Organization or Company where Key Staff performed the experience.

The Individual references must be submitted within the Business Proposal as defined within RFP Section 6 – Proposal Structure and Submission including signature of the customer/client reference.

References:

Provide two customer/client references from customers/clients who have first-hand knowledge of the job skills, experience, and abilities cited in the résumé.

The Consortium reserves the right to contact individuals, entities, or organizations who have had contracts or relationships with the Key Staff proposed for this effort, whether or not they are identified as references, to verify that the person has successfully performed their contractual obligations on other similar projects.

Table 4: Key Staff Reference Form

KEY STAFF REFERENCE FORM	
KEY STAFF NAME: CHINNA SHANKAR NAKKA	
PART 1 – REFERENCE'S INFORMATION	
THIS INFORMATION SHOULD MATCH THE INFORMATION PROVIDED IN ATTACHMENT 10 – KEY STAFF QUALIFICATIONS .	
Customer/Client Reference Name:	Frances I Kula
Customer/Client Reference Title:	Business System's Team – Department of Social Services
Agency, Department, Organization or Company where staff member performed:	State of Connecticut Department of Social Services
Project Title on which staff member performed:	Enterprise Operating Model
Reference Phone Number:	860-424-5062
Reference E-mail Address:	Frances.Kula@ct.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 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. Shankar delivered QA and Testing services in a professional and timely manner. He was responsible for reviewing, monitoring and evaluating ahCT systems EOM (Enterprise Operating Model) activities such as Production PT tickets E2E analysis lifecycle, software development and system change requests, enhancements, QA testing, and UAT support activities in support of various Connecticut specific social welfare programs. He demonstrated strong technical skills, adhered to QA standards, and maintained effective communication throughout the engagement. Work quality was great,	

and the team was responsive to project needs. Overall performance rating was excellent, and I recommend him for similar engagements.

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

Shankar and team consistently met project deadlines and fulfilled all contractually required work within the agreed timelines. He was responsible for defining, tracking, and managing QA/Test team scope, schedule, effort, task, estimations, and resources requirements from Quality Assurance perspective to ensure the timelines are adhered to ahCT EOM project. He demonstrated effective planning, coordination, and responsiveness, contributing to smooth project execution of change requests and defect fixes. Overall timeliness rating was excellent, and I would recommend for time-sensitive engagements.

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

Shankar demonstrated clear and effective verbal and written communication throughout the engagement. He led, developed and contributed to EOM deliverables such as Approach documents, Business and Functional Documents, PT ticket RCAs, CR test status report and in meetings (PT triage and UAT triage). Instructions, reports, and updates were conveyed professionally and promptly in project meetings, contributing to smooth coordination and project progress. Overall communication rating was excellent, and I would recommend for roles requiring strong communication skills.

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

Shankar consistently fostered positive working relationships with coworkers and stakeholders of ahCT EOM project. He was cooperative, respectful, and contributed to a collaborative work environment, enhancing overall project efficiency. Overall teamwork rating was excellent, and I would recommend him for team-oriented projects.

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

Shankar demonstrated strong knowledge and proficiency in the required areas of expertise of Health and Human Services (HHS) systems and programs. He has key knowledge in managing QA services and testing for Medicaid, ACA, MAGI Medicaid, QHPs, APTC and CSR based on Federal/State eligibility rules. His understanding of policy and business requirements, standards, and procedures contributed to the successful execution of project tasks. Overall expertise rating was excellent, and I would recommend Shankar for projects requiring specialized HHS knowledge.

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

Shankar effectively engaged with DSS and Access Health business teams, ahCT product owners, users, and QA/QM teams demonstrating professionalism, patience, and clarity in communications. Shankar and team along with M&O vendor actively gathered user input, addressed concerns, and incorporated feedback into deliverables, contributing to user satisfaction and project success. Overall user engagement rating was excellent, and I recommend for user-facing roles.

7. Would you rehire this person?

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?
10

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

Frances I Kula	State of Connecticut Department of Social Services
Name of Reference (print)	Name of Company Reference (print)
<i>Frances I. Kula</i>	10/24/2025
Signature of Reference	Date

1.5 Kelly Kennedy – Reference 1

Attachment 11 – Key Staff Reference Form

Instructions:

For each Key Staff role, provide two (2) Individual References from two different Projects cited in the Attachment 10, Part 2 – Key Staff Minimum Qualification Table, unless only one (1) project is used that meet the MQs identified in this RFP. If only one (1) cited project meets the MQs, then two references from that project are required. Each Individual Reference must clearly identify the Customer/Client Reference individual and that individual's Agency, Department, Organization or Company where Key Staff performed the experience.

The Individual references must be submitted within the Business Proposal as defined within RFP Section 6 – Proposal Structure and Submission including signature of the customer/client reference.

References:

Provide two customer/client references from customers/clients who have first-hand knowledge of the job skills, experience, and abilities cited in the résumé.

The Consortium reserves the right to contact individuals, entities, or organizations who have had contracts or relationships with the Key Staff proposed for this effort, whether or not they are identified as references, to verify that the person has successfully performed their contractual obligations on other similar projects.

Table 5: Key Staff Reference Form

KEY STAFF REFERENCE FORM	
KEY STAFF NAME: KELLY KENNEDY	
PART 1 – REFERENCE'S INFORMATION	
THIS INFORMATION SHOULD MATCH THE INFORMATION PROVIDED IN ATTACHMENT 10 – KEY STAFF QUALIFICATIONS .	
Customer/Client Reference Name:	Kripa Ananthalekshmi
Customer/Client Reference Title:	Director
Agency, Department, Organization or Company where staff member performed:	State of Connecticut Department of Social Services
Project Title on which staff member performed:	Enterprise Operating Model
Reference Phone Number:	510.926.5641
Reference E-mail Address:	Kripa.Ananthalekshmi@ct.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.

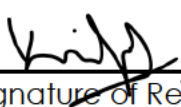
- Step 1:** Complete Columns 1-2 in Part 2 by marking "yes" or "no" and providing an explanation if needed.
- Step 2:** Complete Part 3 and provide your performance ratings.
- Step 3:** At the bottom of the page, print your name, your company's name, then sign and date.
- Step 4:** Return the completed, 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 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. The Infosys staff, particularly Kelly, consistently demonstrated professionalism and strong collaboration, partnering effectively with stakeholders and technical teams to define, refine, and deliver system enhancements. Their proactive approach to requirement gathering, incident resolution, and production support resulted in successful implementations and positive outcomes for Connecticut's social programs.	

2. Describe the ability of the Contractor's staff to perform the contractually, required Work in a timely manner. The Infosys staff, including the functional team, consistently performed all contractually required work in a timely and reliable manner, ensuring project milestones and deliverables were met as scheduled.
3. Describe the verbal and written communication skills of the Contractor's staff. Infosys staff consistently demonstrated excellent verbal and written communication skills, ensuring clear and effective exchanges with all stakeholders throughout the engagement.
4. Describe the ability of the Contractor's staff to engage in positive working relationships with other coworkers. Infosys staff have a positive working relationship with the CT Department of Social Services
5. Describe the knowledge of the Contractor's staff in the required areas of expertise. Infosys has a large pool of SMEs in social programs that worked well with our business teams.
6. How well did the Contractor handle engagements with end users and User input. The Infosys team handled engagement with end users and user input well, fostering open communication and actively incorporating feedback to deliver solutions that met user needs and expectations.
7. Would you rehire this person? Yes
8. Optional Comments: N/A

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 Kelly's performance as a 9.

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

<u>Kripa Ananthalekshmi</u> Name of Reference (print)	<u>Department of Administrative Services</u> Name of Company Reference (print)
<u></u> Signature of Reference	<u>10/24/2025</u> Date

1.6 Kelly Kennedy – Reference 2

Attachment 11 – Key Staff Reference Form

Instructions:

For each Key Staff role, provide two (2) Individual References from two different Projects cited in the Attachment 10, Part 2 – Key Staff Minimum Qualification Table, unless only one (1) project is used that meet the MQs identified in this RFP. If only one (1) cited project meets the MQs, then two references from that project are required. Each Individual Reference must clearly identify the Customer/Client Reference individual and that individual's Agency, Department, Organization or Company where Key Staff performed the experience.

The Individual references must be submitted within the Business Proposal as defined within RFP Section 6 – Proposal Structure and Submission including signature of the customer/client reference.

References:

Provide two customer/client references from customers/clients who have first-hand knowledge of the job skills, experience, and abilities cited in the résumé.

The Consortium reserves the right to contact individuals, entities, or organizations who have had contracts or relationships with the Key Staff proposed for this effort, whether or not they are identified as references, to verify that the person has successfully performed their contractual obligations on other similar projects.

Table 6: Key Staff Reference Form

KEY STAFF REFERENCE FORM	
KEY STAFF NAME: KELLY KENNEDY	
PART 1 – REFERENCE'S INFORMATION	
THIS INFORMATION SHOULD MATCH THE INFORMATION PROVIDED IN ATTACHMENT 10 – KEY STAFF QUALIFICATIONS .	
Customer/Client Reference Name:	Christiana Ward
Customer/Client Reference Title:	IT Business Systems Analyst
Agency, Department, Organization or Company where staff member performed:	NC DHHS
Project Title on which staff member performed:	NC FAST
Reference Phone Number:	919-412-5047
Reference E-mail Address:	chrisjward@me.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.

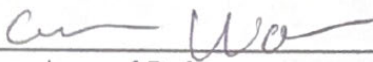
PART 2 – THE REFERENCE MUST COMPLETE THIS TABLE.	
COLUMN 1	COLUMN 2
Did the Contractor provide you with a copy of the completed Attachment 10 – Key Staff Qualifications for the Contractor's staff named at the top of this page prior to your completion of this form?	Did the Contractor's staff named at 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. Kelly showed a high level of professionalism and teamwork, engaging effectively with stakeholders and technical personnel to guide and execute system enhancements. Her proactive efforts in requirements analysis and production support were instrumental to ensuring smooth and successful deployments. These contributions had a meaningful impact, helping to strengthen and improve program outcomes.	

2. Describe the ability of the Contractor's staff to perform the contractually, required Work in a timely manner. Kelly consistently carried out all assigned responsibilities with dependable execution and promptness. Her commitment to meeting contractual obligations ensured that critical project goals and deliverables were completed on schedule.
3. Describe the verbal and written communication skills of the Contractor's staff. Kelly showed strong communication abilities, facilitating clear, prompt, and effective interactions with stakeholders throughout the duration of the project.
4. Describe the ability of the Contractor's staff to engage in positive working relationships with other coworkers. Kelly consistently fostered constructive and respectful working relationships with colleagues across teams. Her collaborative mindset and approachable demeanor contributed to a positive team dynamic, enabling effective coordination and mutual support throughout the engagement.
5. Describe the knowledge of the Contractor's staff in the required areas of expertise. Kelly demonstrated strong proficiency in the relevant social programs required for the project. Her depth of knowledge and practical experience enabled them to address complex challenges effectively and contribute valuable insights throughout the project.
6. How well did the Contractor handled engagement with end users and User input. Kelly engaged effectively, promoting open dialogue and actively integrating user feedback into the design. This approach ensured that the delivered solutions aligned closely with user expectations and functional needs.
7. Would you rehire this person? Yes
8. Optional Comments: None
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?
9

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

Christiana Ward
Name of Reference (print)

NC FAST
Name of Company Reference (print)


Signature of Reference

11/5/25
Date

1.7 Narendran Alagudesikan – Reference 1

Attachment 11 – Key Staff Reference Form

Instructions:

For each Key Staff role, provide two (2) Individual References from two different Projects cited in the Attachment 10, Part 2 – Key Staff Minimum Qualification Table, unless only one (1) project is used that meet the MQs identified in this RFP. If only one (1) cited project meets the MQs, then two references from that project are required. Each Individual Reference must clearly identify the Customer/Client Reference individual and that individual's Agency, Department, Organization or Company where Key Staff performed the experience.

The Individual references must be submitted within the Business Proposal as defined within RFP Section 6 – Proposal Structure and Submission including signature of the customer/client reference.

References:

Provide two customer/client references from customers/clients who have first-hand knowledge of the job skills, experience, and abilities cited in the résumé.

The Consortium reserves the right to contact individuals, entities, or organizations who have had contracts or relationships with the Key Staff proposed for this effort, whether or not they are identified as references, to verify that the person has successfully performed their contractual obligations on other similar projects.

Table 7: Key Staff Reference Form

KEY STAFF REFERENCE FORM	
KEY STAFF NAME: NARENDRAN ALAGUDESIKAN	
PART 1 – REFERENCE'S INFORMATION	
THIS INFORMATION SHOULD MATCH THE INFORMATION PROVIDED IN ATTACHMENT 10 – KEY STAFF QUALIFICATIONS .	
Customer/Client Reference Name:	Kripa Ananthalekshmi
Customer/Client Reference Title:	Director
Agency, Department, Organization or Company where staff member performed:	State of Connecticut Department of Social Services
Project Title on which staff member performed:	Enterprise Operating Model
Reference Phone Number:	510.926.5641
Reference E-mail Address:	Kripa.Ananthalekshmi@ct.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 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. Narendran demonstrated strong professionalism, technical competence, and effective communication throughout the engagement. He delivered high-quality work on time, collaborated well with internal teams, and adapted efficiently to changing project needs. His responsiveness and initiative contributed positively to the overall success of the project.	

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

Narendran consistently met project deadlines and delivered work in accordance with the contract schedule. He demonstrated strong time management skills, responded promptly to requests, and adapted efficiently to changes, ensuring minimal disruption to project timelines.

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

Narendran demonstrated clear and effective verbal and written communication throughout the engagement. He conveyed technical and project-related information accurately, participated actively in discussions, and produced well-structured documentation that supported project goals.

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

Narendran engaged effectively with coworkers, fostering a positive and cooperative work environment. He demonstrated strong interpersonal skills, maintained open communication, and collaborated seamlessly with team members to support shared goals.

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

Narendran demonstrated strong proficiency in the required subject areas. His depth of knowledge enabled them to perform tasks accurately and efficiently, contribute valuable insights, and support project objectives with minimal oversight.

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

Narendran engaged effectively with end users, demonstrating strong listening skills and responsiveness to feedback. He facilitated clear communication, incorporated user input into deliverables, and maintained a user-focused approach that enhanced overall satisfaction and usability.

7. Would you rehire this person?

Yes

8. Optional Comments:

NA

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.

<u>Kripa Ananthalekshmi</u>	<u>Department of Administrative Services</u>
Name of Reference (print)	Name of Company Reference (print)
	<u>10/24/2025</u>
Signature of Reference	Date

1.8 Narendran Alagudesikan – Reference 2

Attachment 11 – Key Staff Reference Form

Instructions:

For each Key Staff role, provide two (2) Individual References from two different Projects cited in the Attachment 10, Part 2 – Key Staff Minimum Qualification Table, unless only one (1) project is used that meet the MQs identified in this RFP. If only one (1) cited project meets the MQs, then two references from that project are required. Each Individual Reference must clearly identify the Customer/Client Reference individual and that individual's Agency, Department, Organization or Company where Key Staff performed the experience.

The Individual references must be submitted within the Business Proposal as defined within RFP Section 6 – Proposal Structure and Submission including signature of the customer/client reference.

References:

Provide two customer/client references from customers/clients who have first-hand knowledge of the job skills, experience, and abilities cited in the résumé.

The Consortium reserves the right to contact individuals, entities, or organizations who have had contracts or relationships with the Key Staff proposed for this effort, whether or not they are identified as references, to verify that the person has successfully performed their contractual obligations on other similar projects.

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Table 33: Key Staff Reference Form

KEY STAFF REFERENCE FORM	
KEY STAFF NAME: NARENDRA ALAGUDESIKAN	
PART 1 – REFERENCE'S INFORMATION	
THIS INFORMATION SHOULD MATCH THE INFORMATION PROVIDED IN ATTACHMENT 10 – KEY STAFF QUALIFICATIONS .	
Customer/Client Reference Name:	[REDACTED]
Customer/Client Reference Title:	[REDACTED]
Agency, Department, Organization or Company where staff member performed:	[REDACTED]
Project Title on which staff member performed:	[REDACTED]
Reference Phone Number:	[REDACTED]
Reference E-mail Address:	[REDACTED]

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.	

Quality Assurance (QA) Services
Section 5 – Att 11 Key Staff Reference Forms

Infosys Public Services

Narendran performed effectively, meeting expectations across all key areas including timeliness, communication, and teamwork. His contributions were reliable and aligned well with project goals. Naren went well beyond the specific requests to improve the overall process and exceed expectations.

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

Narendran consistently met deadlines and delivered work according to the project schedule, demonstrating strong time management and reliability. He worked closely with the broader [REDACTED] team to ensure that the work synched with cross functional activities and was often proactive in helping other teams to ensure overall timeline success.

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

Narendran's communication was concise, well-structured, and tailored to the audience, enabling effective coordination and understanding across teams. He is able to translate his technical knowledge to business language to ensure that critical executive audiences could easily understand the contents impact or opportunity.

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

Narendran worked cooperatively with team members, fostering a respectful and collaborative environment that supported project success. Naren has always been seen as part of the [REDACTED] team and continues to have deep relationships with [REDACTED] staff even after completing his work with us.

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

Narendran showed deep understanding in the relevant domains, contributing valuable insights and solutions throughout the engagement. He was proactive in extending his knowledge in emerging areas of technologies that were emerging technologies for [REDACTED]

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Infosys Public Services

6. How well did the Contractor handled engagement with end users and User input.
End user engagement was handled professionally, with the contractor's staff showing responsiveness, empathy, and a commitment to delivering user-aligned solutions. He continuously demonstrated an ability to influence others in a manner that left them eager to participate in the success that he was targeting.
7. Would you rehire this person?
We would certainly rehire Naren as he is well respected.
8. Optional Comments:
Naren took a leadership role just weeks before the beginning of COVID. He partnered with us to re-invision how we operated and was a key player in transitioning all of our operations from onsite to remote in 4 days. This was done without impacting our services which are life safety related. He was always putting in extra hours and actively monitoring operational status 7x24 throughout his time with [REDACTED] He is a great person and professional
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.

Name of Reference (print)	Name of Company Reference (print)
	10/23/2025
Signature of Reference	Date

