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Header 2

List View

General Information Contact Default Values Discount Document Information Clarification Request

Procurement Folder: 1886131

Procurement Type: Central Master Agreement

Vendor ID: VS0000051768

Legal Name: MORPH ENTERPRISE LLC

Alias/DBA: Morph Enterprise LLC

Total Bid: \$11,739,457.60

Response Date: 04/14/2026

Response Time: 8:56

Responded By User ID: M@rph1

First Name: Jalak

Last Name: Patel

Email: bids@morphenterprise.com

Phone: 3802040266

SO Doc Code: CRFQ

SO Dept: 0803

SO Doc ID: DOT2600000079

Published Date: 3/31/26

Close Date: 4/14/26

Close Time: 13:30

Status: Closed

Solicitation Description: WVDOT IT Temporary Staffing Services (81260081)

Total of Header Attachments: 2

Total of All Attachments: 2



Department of Administration
 Purchasing Division
 2019 Washington Street East
 Post Office Box 50130
 Charleston, WV 25305-0130

**State of West Virginia
 Solicitation Response**

Proc Folder: 1886131
Solicitation Description: WVDOT IT Temporary Staffing Services (81260081)
Proc Type: Central Master Agreement

| Solicitation Closes | Solicitation Response | Version |
|---------------------|------------------------------|---------|
| 2026-04-14 13:30 | SR 0803 ESR03302600000006549 | 1 |

VENDOR
 VS0000051768
 MORPH ENTERPRISE LLC

Solicitation Number: CRFQ 0803 DOT2600000079
Total Bid: 11739457.59999999962747097015 **Response Date:** 2026-04-14 **Response Time:** 08:56:52
Comments:

FOR INFORMATION CONTACT THE BUYER
 John W Estep
 304-558-2566
 john.w.estep@wv.gov

Vendor Signature X **FEIN#** **DATE**

All offers subject to all terms and conditions contained in this solicitation

| Line | Comm Ln Desc | Qty | Unit Issue | Unit Price | Ln Total Or Contract Amount |
|------|--------------------------------------|-----|------------|------------|-----------------------------|
| 1 | Senior Mainframe Application Analyst | | | | 802339.20 |

| Comm Code | Manufacturer | Specification | Model # |
|-----------|--------------|---------------|---------|
| 80111609 | | | |

Commodity Line Comments: The total contract bid represents the cumulative hourly rate for a four-year period, totaling an estimated 2,080 hours.

Extended Description:

Senior Mainframe Application Analyst

| Line | Comm Ln Desc | Qty | Unit Issue | Unit Price | Ln Total Or Contract Amount |
|------|-------------------------------|-----|------------|------------|-----------------------------|
| 2 | Mainframe Application Analyst | | | | 700980.80 |

| Comm Code | Manufacturer | Specification | Model # |
|-----------|--------------|---------------|---------|
| 80111609 | | | |

Commodity Line Comments: The total contract bid represents the cumulative hourly rate for a four-year period, totaling an estimated 2,080 hours.

Extended Description:

Mainframe Application Analyst

| Line | Comm Ln Desc | Qty | Unit Issue | Unit Price | Ln Total Or Contract Amount |
|------|--|-----|------------|------------|-----------------------------|
| 3 | Senior Application Oracle Database Administrator | | | | 819228.80 |

| Comm Code | Manufacturer | Specification | Model # |
|-----------|--------------|---------------|---------|
| 80111609 | | | |

Commodity Line Comments: The total contract bid represents the cumulative hourly rate for a four-year period, totaling an estimated 2,080 hours.

Extended Description:

Senior Application Oracle Database Administrator

| Line | Comm Ln Desc | Qty | Unit Issue | Unit Price | Ln Total Or Contract Amount |
|------|---|-----|------------|------------|-----------------------------|
| 4 | Application Oracle Database Administrator | | | | 717870.40 |

| Comm Code | Manufacturer | Specification | Model # |
|-----------|--------------|---------------|---------|
| 80111609 | | | |

Commodity Line Comments: The total contract bid represents the cumulative hourly rate for a four-year period, totaling an estimated 2,080 hours.

Extended Description:

Application Oracle Database Administrator

| Line | Comm Ln Desc | Qty | Unit Issue | Unit Price | Ln Total Or Contract Amount |
|------|---|-----|------------|------------|-----------------------------|
| 5 | Senior Application DB2 Database Administrator | | | | 844563.20 |

| Comm Code | Manufacturer | Specification | Model # |
|-----------|--------------|---------------|---------|
| 80111609 | | | |

Commodity Line Comments: The total contract bid represents the cumulative hourly rate for a four-year period, totaling an estimated 2,080 hours.

Extended Description:

Senior Application DB2 Database Administrator

| Line | Comm Ln Desc | Qty | Unit Issue | Unit Price | Ln Total Or Contract Amount |
|------|--|-----|------------|------------|-----------------------------|
| 6 | Application DB2 Database Administrator | | | | 743225.60 |

| Comm Code | Manufacturer | Specification | Model # |
|-----------|--------------|---------------|---------|
| 80111609 | | | |

Commodity Line Comments: The total contract bid represents the cumulative hourly rate for a four-year period, totaling an estimated 2,080 hours.

Extended Description:

Application DB2 Database Administrator

| Line | Comm Ln Desc | Qty | Unit Issue | Unit Price | Ln Total Or Contract Amount |
|------|-----------------------|-----|------------|------------|-----------------------------|
| 7 | PC Programmer Analyst | | | | 692536.00 |

| Comm Code | Manufacturer | Specification | Model # |
|-----------|--------------|---------------|---------|
| 80111609 | | | |

Commodity Line Comments: The total contract bid represents the cumulative hourly rate for a four-year period, totaling an estimated 2,080 hours.

Extended Description:

PC Programmer Analyst

| Line | Comm Ln Desc | Qty | Unit Issue | Unit Price | Ln Total Or Contract Amount |
|------|------------------------------|-----|------------|------------|-----------------------------|
| 8 | Senior PC Programmer Analyst | | | | 793894.40 |

| Comm Code | Manufacturer | Specification | Model # |
|-----------|--------------|---------------|---------|
| 80111609 | | | |

Commodity Line Comments: The total contract bid represents the cumulative hourly rate for a four-year period, totaling an estimated 2,080 hours.

Extended Description:

Senior PC Programmer Analyst

| Line | Comm Ln Desc | Qty | Unit Issue | Unit Price | Ln Total Or Contract Amount |
|------|---|-----|------------|------------|-----------------------------|
| 9 | Application SQL Server Database Administrator | | | | 743225.60 |

| Comm Code | Manufacturer | Specification | Model # |
|-----------|--------------|---------------|---------|
| 80111609 | | | |

Commodity Line Comments: The total contract bid represents the cumulative hourly rate for a four-year period, totaling an estimated 2,080 hours.

Extended Description:

Application SQL Server Database Administrator

| Line | Comm Ln Desc | Qty | Unit Issue | Unit Price | Ln Total Or Contract Amount |
|------|---|-----|------------|------------|-----------------------------|
| 10 | Senior Application Oracle Server Database Administrator | | | | 802339.20 |

| Comm Code | Manufacturer | Specification | Model # |
|-----------|--------------|---------------|---------|
| 80111609 | | | |

Commodity Line Comments: The total contract bid represents the cumulative hourly rate for a four-year period, totaling an estimated 2,080 hours.

Extended Description:

Senior Application Oracle Server Database Administrator

| Line | Comm Ln Desc | Qty | Unit Issue | Unit Price | Ln Total Or Contract Amount |
|------|----------------------------|-----|------------|------------|-----------------------------|
| 11 | GIS Database Administrator | | | | 709425.60 |

| Comm Code | Manufacturer | Specification | Model # |
|-----------|--------------|---------------|---------|
| 80111609 | | | |

Commodity Line Comments: The total contract bid represents the cumulative hourly rate for a four-year period, totaling an estimated 2,080 hours.

Extended Description:

GIS Database Administrator

| Line | Comm Ln Desc | Qty | Unit Issue | Unit Price | Ln Total Or Contract Amount |
|------|-----------------------------------|-----|------------|------------|-----------------------------|
| 12 | Senior GIS Database Administrator | | | | 810784.00 |

| Comm Code | Manufacturer | Specification | Model # |
|-----------|--------------|---------------|---------|
| 80111609 | | | |

Commodity Line Comments: The total contract bid represents the cumulative hourly rate for a four-year period, totaling an estimated 2,080 hours.

Extended Description:

Senior GIS Database Administrator

| Line | Comm Ln Desc | Qty | Unit Issue | Unit Price | Ln Total Or Contract Amount |
|------|---------------|-----|------------|------------|-----------------------------|
| 13 | GIS Architect | | | | 971256.00 |

| Comm Code | Manufacturer | Specification | Model # |
|-----------|--------------|---------------|---------|
| 80111609 | | | |

Commodity Line Comments: The total contract bid represents the cumulative hourly rate for a four-year period, totaling an estimated 2,080 hours.

Extended Description:

GIS Architect

| Line | Comm Ln Desc | Qty | Unit Issue | Unit Price | Ln Total Or Contract Amount |
|------|---------------------------|-----|------------|------------|-----------------------------|
| 14 | GIS Application Developer | | | | 743225.60 |

| Comm Code | Manufacturer | Specification | Model # |
|-----------|--------------|---------------|---------|
| 80111609 | | | |

Commodity Line Comments: The total contract bid represents the cumulative hourly rate for a four-year period, totaling an estimated 2,080 hours.

Extended Description:

GIS Application Developer

| Line | Comm Ln Desc | Qty | Unit Issue | Unit Price | Ln Total Or Contract Amount |
|------|----------------------------------|-----|------------|------------|-----------------------------|
| 15 | Senior GIS Application Developer | | | | 844563.20 |

| Comm Code | Manufacturer | Specification | Model # |
|-----------|--------------|---------------|---------|
| 80111609 | | | |

Commodity Line Comments: The total contract bid represents the cumulative hourly rate for a four-year period, totaling an estimated 2,080 hours.

Extended Description:

Senior GIS Application Developer



Sample Resumes

WVDOT IT TEMPORARY STAFFING SERVICES (81260081)

Anwar Chakra | Associate VP

MORPH ENTERPRISE LLC | 1608 DENNIS AUSTIN LANE, INDIAN TRAIL, NC 28079

MO: (380) 204 0266

EMAIL: bids@morphenterprise.com

Curtis R. Wright
Mainframe Application Analyst

Summary:

- More than 25 years of experience in analysis, designs, programming and implementation; producing business applications in both batch and online environments.
- Systems Development Life Cycle (SDLC) including production support.
- Excellent user interface abilities and strong interpersonal skills.

Education:

- BS Occupational Education; Southern Illinois University

Technical Skill:

- **Hardware:** IBM Mainframe z/Series.
- **Software:** COBOL II, z/OS, MVS/OS/JCL, DB2, IMS DB/DC, MFS, BTS, DL/1, CICS, VSAM, AIX, TSO/ISPF, BMS, XPEDITER, INTERTEST, PANVALET, ENDEVOR, SQL, NDM, QMF, OS/MVS, MICROFOCUS COBOL, MSWORD, CA7, TCP/IP, CLIST, SAR, MS EXCEL, SPUFI, EASYTRIEVE, LIBRARIAN, SYNCSORT, CA-11, VISIO, FILE-AID, WINDOWS 7 & 10.

Professional Experience:

State of New Jersey - Medicaid Management Information Systems (MMIS) Apr 2021— Jul 2022

Sr. Programmer/Analyst

- Understand and analyzed requirements for enhancements to the claims processing systems as needed for the State of New Jersey Medicaid Management Information Systems (MMIS).
- Maintained and enhanced legacy programs that included modifying, testing, and JCL changes as defined by the user. This included batch and user data entry screens, batch processing, and various reports. Created test files for batch processing for required enhancements to specific claims reporting.
- Participated in meetings with Business Analysts and State personnel to be sure that the requirements are followed as required in the development of new and existing COBOL programs. Also, reviewed the scheduling of production jobs as related to new requirements.
- Followed standards for application development policies and procedures as required by the State.
- Recompiled legacy COBOL Runtime environment for AIX, V5.1. This allows developers to continue integration of web-oriented processing the help our application run faster.

Environment: COBOL, CICS, DB2, TSO/ISPF, VSAM, OS/JCL, z/OS, AIX V5.1, Syncsort, Endeavor, Xpeditor, SAR, File Aid.

FullBeauty Brands, Indianapolis, IN

Jul 2020 – Dec 2020

Sr. Programmer/Analyst

- Provided systems documentation for the Financial Systems. A list of 38 COBOL Financial programs were provided to analyzed and documented for modification.
- These programs were restricted to the mainframe environment. All coding and JCL modification were executed on the FullBeauty Brands mainframe using TN3270 software.
- Created a design document that listed all programs and JCL/Procedures that were updated in the conversion from Vertex to Avalara software.

Environment: COBOL, IDMS, z/OS, CICS, OS/JCL, ISPF/TSO/ROSCOE.

Unilever Bestfoods, Englewood Cliffs, NJ

Oct 2018 – Dec 2019

Sr. Programmer/Analyst

- Created detailed design and programming specifications based on user requirements for the Grocery Sales Division.
- Enhanced batch and online programs according to design specification for testing and debugging of the Customer Master, Sales Orders and Trade Descriptions DB2 databases.
- Reviewed programs to insure efficient design and compliance with standards.
- Utilized QMF/SQL to produce reports as required.
- Provided production support on a rotating schedule.

Environment: COBOL, DB2, z/OS, CICS, OS/JCL, QMF, ISPF/TSO, CA7.

Florida Highway Safety and Motor Vehicles Tallahassee, FL**Dec 2017 – May 2018****Business Analyst**

- Created conversion technical documentation for the Motorist Modernization Program.
- Business rules were developed from analyzing more than 83 COBOL programs accessing VSAM files and developed technical program documentation for DB2 databases.
- Procedures (PROCS) and JCL (Job Control Language) were analyzed to ensure proper conversion when creating and documenting business rules.
- Analyzed and converted COBOL code to business rules for Oracle processing.
- Scheduled team meetings using Agile methodologies to ensure business rules followed standards.
- Creating Visio Documents for process flow of current execution of COBOL procedures.

Environment: COBOL II, z/OS, OS/JCL, Microsoft Office Word & Excel.

Merrill-Lynch/Bank of America, Charlotte, NC**Jan 2015 – Sep 2017****Sr. Programmer/Analyst**

- Provided maintenance & enhancements to the legacy Business/Trust Systems & Account Analysis/Pricing sub-system.
- Modified and enhancing the Bank Rates Matrix CICS maps which accessed DB2 data bases.
- Provided 24x7 third-level production support for production applications.
- Assisted in the creating business requirements, write functional requirements, develop detailed technical designs, and build / unit / system test application code.
- Participated in code reviews to that all solutions are aligned to pre-defined architectural specifications. Reviewed and provided feedback to the final user documentation.

Environment: COBOL, CICS, TSO/ISPF, VSAM, OS/JCL, DB2, z/OS, SyncSort, Endeavor, Xpeditor, SAR, FileAid, IBM MQ.

Molina Medicaid Solutions, Baton Rouge, LA**Mar 2014 – Dec 2016****Sr. Programmer**

- Claims Systems—ICD10 Remediation for Louisiana MMIS.
- Enhanced existing COBOL programs to accept both ICD-9 and ICD-10 diagnosis and surgical procedures codes to be carried on the claim's records and CICS online screens.
- Reports were modified to incorporate ICD-10 diagnosis and surgical procedure codes in the existing Louisiana Medicaid Management Information Systems.
- Modified Claims Activity VSAM files to accommodate the new ICD-10 diagnosis & surgical procedures codes crosswalk.
- Responsible for creating test VSAM and batch Data Warehouse files for User Acceptance Testing.

Environment: COBOL, CICS, TSO/ISPF, VSAM, Endeavor, Xpeditor, Syncsort, z/OS and OS/JCL.

General Dynamics IT, Towson, MD**Aug 2011 – Jan 2014**

Sr. Programmer

- Developed and tested software for enhancements to the Center for Medicaid and Medicare online Claims Processing System for the Federal Government.
- Utilized IBM MDM CE to assist in the IDC conversion of diagnosis and surgical codes.
- All specifications on other applications used IBM MDM changes & requirements for Medicaid & Medicare applications.
- Including conversions of IDC-10 codes and updates to IDC-9 codes.
- Implemented all change requests for each quarterly release that included updates to the claims batch processing and adjudication for Medicare Part A claims processing. All required documentation of coding and testing followed strict government standards and HIPPA rules.
- On-call for production support with remote access to the production environment via SAR to analyze jobs executed and their successful completions or abends.
- Prepared documentation that included unit test plans, Code Peer Reviews, Test Peer Reviews & supporting documents.

Environment: COBOL, CICS, TSO/ISPF, VSAM, OS/JCL, z/OS, Sync Sort, Endeavor, Xpeditor, FILEAID.

Verizon, Tampa, FL**Jun 2010 – Jun 2011****Sr. Programmer Analyst**

- Provided production support of the Express Electronic Access (XEA) system. Part of support consists of the migration of more than 1.5 million Verizon customers that were sold to Frontier Communications. Supporting this effort remotely with company supplied laptop.
- Resolved Incident Reports that were generated due production jobs abending, file transmission errors, or response to customer's inquiries. This involved running SPUFI to help resolve issues or update productions data bases.

Environment: DB2, SAR, MVS/ZOS/JCL, TSO/ISPF, QMF/SQL, FTP, NDM.

Workforce Innovation Agency, Tallahassee, FL**Mar 2008 – Mar 2010****Sr. Programmer Analyst**

- Responsible for coding Extended Benefits enhancements to the Unemployment Compensation System for the State of Florida. This included analyzing requirements that would affect the payment of Extended Benefits to the unemployed who worked in Florida and other States. The legacy programs required extensive analyst and review for charges and adjustments to various employer types.
- All coding and testing procedures required walk-through and strict standards.

Environment: COBOL, DB2, IMS DB/DC, TSO/ISPF, VSAM, SyncSort, Endeavor, and FileAid.

Blue Cross & Blue Shield of MS, Jackson, MS**Oct 2007 – Feb 2008****Sr. Programmer Analyst**

- Provides technical support and basic development for computer applications used for the State of agencies and the Department of Finance and Administration.
- Used diagnostic tools such as XPEDITER to assist in analyzing and troubleshooting complex computer applications in the State Health Plan.
- Modified the Confirmation Report, Error Report, and Hold File Report for lifetime maximum benefit amounts. This position required utilizing company supplied laptop for remote access for support and development.
- Utilized ChangeMan for code changes and program control. Code reviews and standards requirement were part of the testing process prior to moving modifications into production.
- Created test scripts, developed reports and conducted walk-throughs user group personnel.
- All coding and documentation complied with HIPAA standards.

Environment: COBOL, CICS, TSO/ISPF, VSAM, OS/JCL, Z/OS, SyncSort, ChangeMan, SAR.

Assurant Group, Cutler Ridge, FL
Sr. Programmer Analyst
Feb 2006 – Aug 2007

- Responsible for coding enhancements to the Voyager conversion of a Life Insurance software package to a Miami system. This included creating a Design Document based on user requirements. From the Design Document, new JCL, SyncSort parameters the adding of new programs that generated new or revised reports.
- Programs, JCL, PROCs, Sort Parameters, Copybooks, and documentation were loaded to staging libraries for unit test and modification. Endeavor software system was used to add, modify, and update libraries.
- Wrote detailed test scripts and created test data and files that would ensure quality test results. Generated additional reports to support the validity of testing.

Environment: COBOL, CICS, TSO/ISPF, OS/JCL, z/OS, PANVALET, SyncSort, Intertest.

JPMorgan Chase Treasury Services, Tampa, FL
Sr. Programmer
Mar 2005 – Dec 2005

- Responsible for writing the Global Liquidity Functional Requirements, Detail Design Requirements & Implementation for Share Class Realignment.
- Designed DB2 tables containing Fund numbers and Fund Names for the Share Class Realignment of Intra Day and End of Day sweep accounts.
- Generated Share Class Realignment Impact Analyst Report for quarterly budgets.
- Created interface between JPMorgan Chase and BankOne mainframe platform the access VSAM file developed accounts in other States.

Environment: COBOL, CICS, DB2, z/OS, TSO/ISPF, QMF, Stored Procedures, VSAM.

Publix Super Markets, Inc., Lakeland, FL
Sr. Programmer
Jul 2004 – Jan 2005

- Responsible for MVS support in the conversion effort of the Store Accounting system. This included changing the interface programs from NDM Repository to Adapter file transfer between the Host and POS.
- Other duties involved running parallel testing of the current SACT process with the new SACT process. Updating procedures, copy libraries, Sync sort, and execution JCL.
- Also modified the VSAM Control File program, which updated and accessed DB2 Stores Table to identify between new and existing stores.

Environment: COBOL, z/OS, DB2, IBM MQ Series, Stored Procedures, VSAM, Sync Sort, Endeavor, MVS/OS/JCL, TSO/ISPF.

Client Reference:

| Company | Contact Name | Title | Phone # | Email Address |
|-----------|----------------|----------|--------------|---------------------|
| CyGnA Inc | Sanjay Ramlall | Director | 202.760.5461 | sanjay@cygnainc.com |

Rakesh Sunka
Sr. GIS Application Developer

Summary:

- Result-driven, customer-focused, articulate, and analytical Software Engineer specialized in object-oriented programming, .Net technologies. Strong in design and integration problem solving skills. Proficient in C#, ASP.NET, .NET Core, GIS, MVC, WPF, Angular, React JS, Microsoft Azure, Cosmos DB, Oracle, PostgreSQL & SQL server with database analysis and design.
- IT Professional with 18+ years of comprehensive experience in the software development lifecycle (SDLC).
- Proven expertise in designing, developing, and deploying enterprise applications using the GIS and .NET technology stack.
- Expertise with GIS Geographic Information Systems Tech stack (ArcGIS Enterprise, ArcGIS Server, Portal for ArcGIS, ArcGIS Desktop, ArcMap, ArcSDE, ArcFM).
- Created applications using C, C++, VC++, GIS, WIN32 API, MFC, C#.NET, .NET CORE, ASP.NET, MVC, WPF, Angular, React JS, Microsoft Azure.
- Expertise in developing Windows, Web applications and AFC (Automatic Fare Collection), Telematic systems.
- Experience with data validation and quality control processes for spatial data.
- Expertise in Multithreaded applications, Point-of-Sale software development.
- Experience in working with JavaScript and JavaScript Object Notation (JSON).
- Work experience on Windows Azure, Azure PAAS Services, Azure IAAS Services, Azure Active Directory, Azure Logic apps, Service Bus Explorer, Azure Service Bus, SQL Azure, Event hubs, Azure Storage accounts, Azure monitoring, creating resource groups, subscriptions, build definitions and release definitions.
- Expertise in Azure Service Bus with message queues and publishing – subscribing topics.
- Expertise in Service Bus Explorer for connecting to namespaces messaging entities.
- Experienced In Continuous Integration and Delivery of web Apps using Azure Pipelines.
- Certified Microsoft Azure Fundamental and Certified SAFe® 5 Agilist.
- Good exposure to Windows CE operating system and socket programming.
- Expertise on Version control Systems Source Tree, GIT, TFS and ClearCase.
- Demonstrated expertise in Agile, Scrum & Kanban to ensure delivery of high-quality work.
- Good Knowledge of testing (Manual testing, Automation testing).
- Proactive and adaptable professional eager to learn new technologies and take on challenges. Design, develop, and test applications per standards, ensuring quality and performance. Lead sprint demos, code reviews, and deployments. Collaborate on requirements, documentation, and user stories. Provide technical leadership, mentoring, and support to team members while maintaining strong communication and software best practices.

Technical skills:

C, C++, C#.NET, .Net Core, WPF, WCF, MVVM, DevExpress, Entity Framework, LINQ, JSON, ADO.net, ASP.NET, ASP.NET MVC 5.x/4/3, .Net 9.0/earlier versions, Webservices, Microservices, IIS, XML, HTML5, CSS3, JavaScript, Typescript, Nodejs, WIN32 API, WEB API 2.0, Angular 12/10/7/5, Python, Microsoft Azure & GCP, Cosmos DB, Visual Studio 2003/2008/2010/2015/2017/2019, VC++, MFC, .Net Framework 1.1/3.5/4.0/4.6/4.7/4.8, .Net Core, GIT, SourceTree, TFS, Jenkins, JIRA, Bitbucket, IBM Rational ClearCase, Redis, Kafka, Fiddler, Post Man, Debug View, GIS Geographic Information Systems (ArcGIS Enterprise, ArcGIS Server, ArcGIS Portal, ArcGIS Desktop, ArcMap, Arc SDE, Arc FM, Google Maps API, Bing Maps

API, Esri SDKs) , LINQ Pad, PuTTY, N Unit, AQDev, Quality Center, eRoom, TestRail, Microsoft Project, Primavera, Visio, WinCE 6.0, Windows XP/7/10, Windows Tablet, Windows Server, SQL Server 2014/2017/2019, NoSQL, Oracle & PostgreSQL.

Education:

- **Bachelor of Engineer in Computer Science from J.N. Technological University 2005**

Experience:**Accion Labs, USA****Feb 2023 to Till Date****.Net/GIS Lead Developer****Project: Domino****Description:**

Managing global service projects with accurate location data and world maps into a GIS version focused on data maintenance, aligning perfectly with ArcGIS Pro/.NET/Azure enhancements and spatial workflows. The GIS-enabled Data Maintenance Platform modernizes geographic data capture, validation, and reporting workflows. It integrates ArcGIS Pro-based editing tools with enterprise data services using Microsoft .NET, C#, Azure, SQL Server & Oracle to enhance spatial data quality, automate maintenance tasks, and deliver real-time insights into health, education, and community development programs across regions.

Responsibilities:

- Designed and developed GIS data maintenance platform using C#, .NET Core, ASP.NET MVC, ArcGIS Maps SDK for .NET, SQL Server & Oracle to support project planning and monitoring workflows.
- Designed an ArcGIS Pro integrated editing framework in C# and ArcGIS Pro SDK to extend native editing tools with custom validation rules, versioning, and topology checks for spatial datasets.
- Implemented RESTful APIs with ASP.NET Core and Entity Framework to expose geospatial and tabular data from SQL Server and PostGIS to internal portals and reporting tools.
- Built custom ArcGIS Pro add ins in C#, leveraging ArcPy, Arcade and Model Builder to automate data editing and batch updates of feature classes and file geodatabases.
- Optimized spatial database schemas and indexes for SQL Server (geometry/geography) and PostgreSQL/PostGIS to improve query performance for high volume layers and map services.
- Deployed the GIS data maintenance platform to Azure App Service with Azure SQL Database and Azure Functions, enabling scalable, secure access for distributed stakeholders.
- Integrated ArcGIS Enterprise and ArcGIS Online services with ASP.NET applications and Azure Functions to synchronize layers, web maps and feature services across environments.
- Developed interactive web mapping components using ASP.NET Core, JavaScript, and modern libraries (React/Angular) to visualize project coverage, indicators and KPIs.
- Implemented ETL workflows in C#, SQL Server Integration Services (SSIS), and Python/ArcPy to ingest, clean, and harmonize data from CSV, Excel and third-party APIs into enterprise geodatabases.
- Led a cross functional team of .NET, SQL Server and GIS developers, providing hands on technical guidance on C#, ArcGIS Pro SDK, and Azure DevOps CI/CD practices for the platform.
- Collaborated with program owners and non-technical stakeholders to gather requirements, translate them into ArcGIS Pro tool specifications and prioritize backlog items using Azure DevOps Boards.
- Implemented advanced spatial analysis workflows in ArcGIS Pro and ArcPy (hotspot analysis, service area analysis, spatial joins) to support decision making on project siting and resource allocation.

- Designed and enforced data quality rules in SQL Server and ArcGIS Pro (attribute rules, domains, subtypes) with C# based validation services to ensure integrity of geometries and attributes.
- Built integration layers using .NET 9.0, ASP.NET Web APIs, and REST/JSON to connect the GIS platform with CRM, reporting, and external partner systems for end-to-end data sharing.
- Configured and administered ArcGIS Enterprise components used by the platform, including publishing map/feature services and managing portal items consumed by ASP.NET and ArcGIS Pro clients.
- Implemented Azure DevOps pipelines (CI/CD) for .NET, ArcGIS Pro add ins, and database projects, automating builds, unit tests, and deployments to dev/test/prod environments.
- Established Git/GitHub branching, pull request, and release management workflows for C#, JavaScript, and Python repositories backing the GIS maintenance platform.
- Created technical design documents, architecture diagrams, and coding standards for .NET/C#/ArcGIS Pro solutions, ensuring alignment with enterprise security and governance policies.
- Mentored junior GIS and .NET developers in ArcGIS Pro SDK, Entity Framework, SQL Server spatial, and Azure cloud patterns through code reviews, pair programming, and knowledge sharing sessions.
- Implemented robust logging and diagnostics using .NET Core, Application Insights, and custom telemetry dashboards to troubleshoot performance and data issues in ArcGIS integrated services.
- Automated recurring GIS maintenance tasks such as status updates, geometry validation, and data exports using Python (ArcPy), Model Builder and scheduled Azure Functions.
- Ensured compliance with security best practices by applying role-based access control in ASP.NET, Azure AD authentication and least privilege database permissions for GIS users.
- Coordinated UAT sessions with users collecting feedback on ArcGIS Pro tools and web mapping apps then iterating C#/JavaScript implementations to improve usability and performance.
- Worked with ESRI and Microsoft roadmaps, evaluating new ArcGIS Pro SDK features, .NET 9.0 enhancements and Azure services to evolve the data maintenance platform architecture.
- Produced end user training materials and conducted knowledge transfer workshops on ArcGIS Pro workflows, web apps, and Azure services to support multiple teams.

Cubic Transportation Systems

Nov 2018 to Feb 2023

.Net/GIS Lead Developer

Project: ATMS

- Worked on administration and supported Enterprise GIS systems, including ArcGIS Server, Portal, and ArcSDE components.
- Worked on managing ArcFM deployments, version management and schema synchronization for enterprise geo databases.
- Worked as L2 and L3 support for GIS applications and also infrastructure.
- Worked on the services health monitoring, log analysis, and issue resolution to ensure high system uptime.
- Worked on development and GIS applications using Python, AngularJS and ArcGIS JavaScript API.
- Worked on building REST-based web GIS applications integrated with ArcGIS services.
- Worked on design and development of GIS-driven enterprise applications integrating ArcGIS Pro, ArcMap, and ArcGIS Enterprise components.
- Worked on delivering end-to-end GIS solutions leveraging ArcGIS Maps SDK for .NET to build custom map viewers, editing tools, and spatial workflows.

- Developed and enhanced geoprocessing tools using Python, ArcPy, Arcade expressions, and Model Builder to automate spatial data operations.
- Worked on development of RESTful and SOAP-based GIS services via ArcGIS Server and ArcGIS Enterprise.
- Expertise in working with geospatial data types in SQL Server (Geometry/Geography), Oracle Spatial, and PostgreSQL/PostGIS.
- Worked on implementation of custom layers, renderers, and map interaction tools using ArcGIS SDKs and front-end technologies.
- Worked on design and optimization of spatial SQL queries for large geodatabases to support high-performance GIS applications.
- Worked on integration of enterprise applications with Esri technologies such as Portal for ArcGIS, ArcGIS Online, SDE DataStore, and ArcGIS Desktop.
- Worked on developing rich, responsive GIS UI components using React/Angular integrated with .NET Web APIs.
- Developed C#/.NET-based web services to support spatial data queries and map rendering.
- Worked on designing and developing the applications using .Net Framework 4.7/4.8, C#, .NET, ASP.NET MVC, Entity Framework, Visual Studio 2017/2019, SQL Server 2019, PostgreSQL and NoSQL (Cosmos DB).
- Designed and developed various abstract classes, interfaces, and classes to construct the business logic in the model using C#.
- Design, develop and unit test the application and assist in maintaining program libraries, user manuals and technical documentation using various programming languages as per the needs of the project which include ASP.NET, C#, jQuery, Visual Studio, MVC 5 Framework, WCF, PostgreSQL, Microsoft SQL Server 2017, Entity Framework, LINQ, Angular 12, HTML 5.0, CSS 3.0.
- Used SQL Server 2019 as database and created new tables as per the new requirements.
- Expertise in consuming the telematics GTFS static and GTFS real time data for transportation schedules and geographic information.
- Experience working with PostgreSQL, NoSQL database (Azure Cosmos DB).
- Monitored and optimized map service performance using ArcGIS Server Manager and logs.
- Published map, feature, and geoprocessing services for multiple applications.
- Worked on validated service endpoints and ensured secure access via HTTPS and enterprise authentication.
- Good understanding of coordinate systems, spatial analysis techniques.
- Expertise in data validation and processing the same for spatial data.
- Good working expertise with GIS Geographic Information Systems technologies (e.g., ArcGIS, QGIS, Mapbox, Google Maps API, Bing Maps, Esri SDKs).
- Expertise with geospatial databases such as PostGIS, SQL Server with spatial extensions.
- Worked on Google Protobuf and created test tools for the same.
- Worked on GTFS (General Transit Feed Specification) Static and Realtime data.
- Worked on GTFS to provide static and real time routes, schedules, fares and geo graphic details.
- Used GTFS Static and Realtime data with GIS software to display vehicle positions in real-time, monitor service disruptions, and track vehicle movements.
- Worked on GTFS with GIS (Geographic Information Systems) to visualize the impact of service alerts on the transit network.
- Also worked on web mapping frameworks (Leaflet & Cesium).
- Designed and developed UI, Business and Data Access Logic using ASP.NET, ADO.NET, and JavaScript in .NET 3.5/latest framework.
- Developed automation scripts and geoprocessing tools for spatial ETL and data validation.

- Migrated legacy GIS apps to the latest Esri stack and enhanced web apps for better UI/UX and performance.
- Built WPF applications using C# .NET, implemented microservices, and applied Domain-Driven and Saga patterns.
- Managed Azure deployments with Redis caching, Event Hubs, and Service Bus integrations.
- Worked on supporting for ArcGIS Desktop, ArcMap, and Portal users.
- Worked on troubleshooting service failures, configuration issues, and map rendering problems.
- Handled incident tickets, root cause analysis, and documented resolutions.
- Designed and developed Web Application using MVC 5 and ASP.NET4.0.
- Involved in Web UI Design and Development using ASP.NET, AJAX, User Controls, Custom Controls and Web Forms using C# as code behind.
- Used the Kubernetes and Docker for the runtime environment of CI/CD system to build, test and deployment in Azure and expertise in Azure DevOps.
- Developed Templates using HTML, CSS, and JavaScript.
- Developed single-page applications using Angular 12 and TypeScript.
- Designed and worked on UI using Bootstrap and ReactJS.
- Used Typescript on the client side for creating View Models.
- Created the Controllers and Controller Actions, Action Results, Views, View Models, Routing using ASP.NET MVC.
- ADO.NET was used to connect to the databases in a disconnected oriented architecture.
- Worked on application localization in WPF and worked on publishing the application in IIS Server.
- Expertise in porting the existing C# application to latest .Net Framework.
- Experienced with common tools like GitBash, Source Tree, Visual Studio, TFS, Jira, Bitbucket, LINQ Pad, Jenkins and confluence.
- Used Postman for sending a request to an endpoint, retrieving data from a data source, and used for testing the API's functionality.
- Involved in the design and development of new features and implementation of new functionality.
- Providing technical leadership to teammates and involved in peer code reviews.
- Fixing production issues and complete unit level testing.
- Support the project team in developing the test applications/tools, which can generate the mock data/any other as per requirements.
- Extensively worked on WPF UI changes as per project requirements.
- Involved in Azure Cosmos DB design and implementation.
- Involved in Database diagram design and Table design in SQL Server 2019 & PostgreSQL.
- Developed and tested software in Agile (Scrum and Kanban) environments, following a Test-Driven Development (TDD) approach.
- Collaborated with analysts to clarify requirements, resolve bugs, and ensure timely delivery of customer milestones.
- Created design documents, captured test results, and used frameworks like TestRail for unit testing.
- Actively participated in sprint retrospectives, reviews, and learning sessions.
- Worked on Bing Maps integration for location and routing features.

Cubic Transportation Systems
Senior .Net/GIS Developer
Project: NextBus

Jun 2016 to Oct 2018

- Worked on GIS applications using GIS tech stack (Python, AngularJS, and ArcGIS JavaScript API).
- Worked on GIS applications integration with ArcGIS services.
- Developed C#/.NET-based web services to support spatial data queries and map rendering.
- Designed and developed various interfaces and classes to construct the business logic using C#.Net, Visual Studio 2017, .Net Framework 4.5/3.5.
- Implemented MVC 4.5 Framework for ASP.Net application development.
- Applied ASP.NET MVC architectural pattern in developing the web application.
- Implemented MVC pattern as it is an ideal framework for delivering a structured, testable UI model.
- Created various RESTFUL services using WEB API to return serialized JSON data which are later consumed through Angular 5 services.
- Worked on Real-time and historical on-time performance reports with the geo spatial data.
- Worked on Real-Time Performance Insights and Dashboard which displays live view of data and metrics for the agency and updated each minute, allowing users to track statuses in real-time.
- Worked on customization of dashboards with different widgets to display the most important information.
- Used WCF Services for communicating with other applications and components using C# code.
- Implemented WEB API Services for CRUD operations with HTTP verbs GET, POST, PUT and DELETE.
- Worked on TCP Client connection for the external hardware communication.
- Worked on the creation/troubleshooting of the Windows 10 OS Ghost image backup.
- Worked with Symantec Ghost Suit for Windows 10 OS image backup.
- Designed and developed Windows forms using C# .NET.
- Worked on communicating with external devices Windows 10 Tablet.
- Expertise in remote debugging the WINCE devices with the help of ConmanClient2.exe, CMAccept.exe tools, PuTTY.
- Expertise in telematics to gather the information about the engine diagnostics with the help of J1708, J1939, or OBD-II, GPS and Cell.
- Worked on integration of external hardware interface libraries in project and created C# wrapper classes.
- Used C# LINQ queries to query the data from XML.
- Worked on downloading and uploading the files to the server through C# HTTP classes.
- Used Fiddler tool to capture the network traffic and to inspect the incoming and outgoing data.
- Worked on modularization of existing C# code for loosely coupled design.
- Implemented audio module in C# for playing the audio files which can be used at stop announcements.
- Implemented test tools in C# as per the project needs.
- Expertise in working on GPS, Cell modules [3G, 4G], Trimble GPS.
- Worked on TCP/IP, UDP, Windows Sockets and Serial Port programming.
- Used Figma, Zeplin tools for UI changes.
- Applied Test-Driven Development (TDD) and Agile methodologies throughout the project lifecycle.
- Managed and supported TFS for secure code collaboration and used Jenkins for continuous integration and deployment.
- Designed and developed new features and user interfaces, performed unit testing, and fixed bugs identified by QA and clients.

- Conducted sprint demos, peer code reviews, and impact analyses for critical issues.
- Provided technical leadership, guided the team in resolving field issues, and promoted knowledge sharing.

Cubic Transportation Systems**Feb 2014 to May 2016****Principal Software Engineer****Project: FastIS****Description:**

FastIS (Flexible Adaptable Secure Ticket Issuing System) is a National Rail ticket issuing system that will be installed at TOC stations, enabling TOC staff to issue and interpret magnetic-based tickets.

Responsibilities:

- Designed and developed various interfaces and classes to construct business logic using C#.Net, Visual Studio 2015, Framework Version 4.6.
- Worked on C++ code changes as part of the enhancements.
- Developed web pages and validated these pages using ASP.NET, HTML and C#.
- Used JSON as response type in REST services.
- Developed new features for the internal web application using JavaScript, HTML, CSS, Restful Services, .NET, C#, LINQ, and entity framework.
- Developed ASP.NET and MVC Applications in Test Driven Development (TDD) environment using Microsoft Unit Testing Framework.
- Designed and developed web n-tier middleware applications using .Net Framework (C#, ASP.Net) ADO.Net code with SQL Server 2014 & PostgreSQL.
- Designed and developed Windows forms using C# .NET.
- Involved in the development of ASP.Net pages for internal processing and testing.
- Develop test tools in C++, C# that will be useful in reproducing critical issues and supporting field tests. Provided application support when needed.
- Involved in the design and development of new features.
- Implementation of new functionality. Involved in peer code review.
- Supported Validator BU1 software. Fixing production issues and complete unit level testing.
- Work on critical issues identified as integration issues and resolve them on priority by communicating with the respective teams.
- Work on reproducing the critical issues with given information. If not reproduced, seek additional information from the reporter with the help of the project team.
- Involve in sprint retrospective, and discuss on achieved results, challenges faced and team suggestions (if any). Involved in review meetings with the team, on bugs tracking related to new feature implementation/enhancements.
- Encourage the team to participate in knowledge-sharing sessions.
- Involve in learning and development sessions. Inform the project team about roadblocks ahead of project implementation.

Cubic Transportation Systems**Feb 2007 to Jan 2014****Sr. Software Engineer****Project: Multi-Function Point of Sale (POS)****Description:**

Multi-Function Point of Sale (MPOS) is a sales device which is a Windows 2000/XP/Window 7 PC (Pioneer POS) with a touch screen and additional point of sale accoutrements and a CTS MiniRTD. MPOS is mainly used for issuing and selling contactless smart cards.

Responsibilities:

- Designed and developed various abstract classes, interfaces, and classes to construct the business logic using C#.Net with framework 1.1/4.0, Visual Studio 2003/2010 and XML.
- Consumed WCF Services for communicating with other applications and components using C# code.
- Used Web services -WSDL and SOAP in products module.
- Worked on HTTP GET, POST to download and upload the files to Central Server.
- Worked on developing Epson printer module in C#.Net Framework 4.0.
- Worked on applications which were developed using VC++ and MFC.
- Used WIN32 API methods in application for feature implementation.
- Worked on implementing and debugging the modules developed using C, C++.
- Worked on implementation of UI using C# Windows forms.
- Developed VC++, MFC dialog-based test applications for project demo.
- Implemented C# design patterns for fixing the memory leaks in legacy application.
- Worked on C# Multithreading and worked on synchronizing the threads for Credit/Debit modules.
- Worked on C# Serial Port programming to communicate with different hardware.
- Integrated external hardware assemblies and created C# wrapper classes to communicate with hardware.
- Used C# LINQ queries across the modules.
- Worked on porting the legacy application to .Net Framework 4.0 Visual Studio 2010.
- Developed Restful web services using WCF.
- Worked on troubleshooting the report corruptions which reads the data from .DAT files developed in C, C#. Developed prototype/mock-ups in C, C++, C#, VC++ MFC of the final product depending on the requirement. Used HTML to create pages for internal timesheet mockup.
- Created UML diagrams as Class diagrams and Sequence diagrams using Visio.
- Used Remote Debugger (32 & 64 bit) and debug view tools for application troubleshooting.
- Used AQDEV, Quality Center and eRoom tools.
- Managed full project lifecycle using Agile practices with tools like Microsoft Project, Primavera, Jenkins, and ClearCase.
- Designed, developed, and tested new features and UIs, ensuring high quality through code reviews and best practices.
- Tested web services using SoapUI, implemented unit tests with NUnit, and used XML for data handling.
- Supported deployments, prepared SRS and release documents, mentored team members, and collaborated with cross-functional and hardware teams.

Client Reference:

| Company | Contact Name | Title | Phone # | Email Address |
|---------------------------|--------------|-------|--------------|------------------------------|
| StarTech Consulting, Inc. | Kal Bakta | CEO | 623.229.3660 | kbhakta@startech-consult.com |

Subhash Chandra Bose Muppidi
DB2 Administrator

Profile Summary:

- Domain Expertise: DB2 system programmer, Database Administration with SAP, SAP HANA Admin and Mainframe Technologies Development, Testing Maintenance and Enhancements Offering nearly 18+ years of experience. Banking and Financial, Retail, Energy & Utilities domain.
- Senior DB2 System Programmer and DBA with over 13 years of experience supporting DB2 subsystems across both data sharing and non-data sharing environments. Proven expertise in version upgrades from Db2 V9 to V13, installation and maintenance of DB2-related tools, and administration within Sysplex environments. knowledge of RACF security and DASD storage management.
- Over 6 years of experience as an SAP HANA DBA, providing comprehensive support for all HANA database administration activities, including parallel execution and coordination during complex migration processes
- Experience with IBM InfoSphere Data Replication (IIDR), including Q Replication, SQL Replication, and Change Data Capture (CDC), as well as expertise in IBM Db2 Analytics Accelerator (IDAA).
- Experience in Impact & Root Cause Analysis and system performance tuning of system parameters and SQL tuning.
- Deployed and maintained IBM OMEGAMON XE for DB2 to monitor threads, SQL activity, and resource usage in real time.
- Maintenance IBM utilities and REXX scripts to support the alerts and reports. Experienced in creating and maintaining Shell, REXX scripts and CLIST procedures to automate routine tasks and enhance productivity across mainframe environments.
- Tuned buffer pools using OMEGAMON insights, boosting I/O performance and reducing CPU consumption.
- Excellent client facing skills, Problem management and Incident management.
- Strong communication skills with good interpersonal skills written and verbal.
- Provide 24/7 Oncall support after-hours for critical issues and activities, Proven ability to work in high-pressure environments
- Good knowledge on documenting project artifacts and creating technical artifacts, Business-understanding documents and Knowledge transfer documents, SOW and kick off presentations
- Installation, Maintenance and Upgrade of DB2 subsystems in Development, Quality and Production Environments (from DB2 V9 to V13)
- Applying PTF's and analysis of PE PTF's during the issue fix and strong SMP/E skills.
- Tuning of SQL queries for optimal performance to improve the application performance and DB2 subsystem parameters (ZPARMs) tuning.
- Analyzing the EDM pool and ZPARMs during the application upgrades.
- Backup and restore activities in production copy for new system build for testing.
- Plan the Critical activities RBA reset, adding active logs and work files to improve the system performance and avoid the outages.
- Data replication tool QLIK configuration in DB2 subsystem.
- Deployed and maintained IBM OMEGAMON XE for DB2 to monitor threads, SQL activity, and resource usage in real time.
- Improved query efficiency by capturing full SQL text and performance metrics for distributed workloads using OMEGAMON.
- Closely worked with RACF security team for creating ADM, DB2C ID's and HLQ access.

- Coordinating with z/OS, DASD, Application, scheduling and other team during the projects implementation and priority issues.
- Generating the SAS/MXG reports as part of performance monitoring the Database systems (Using the SMF records)
- SAP upgrade/Unicode support from Database during pre and post activities.
- Plan, install, customize, integrate, upgrade and verify DB2 system software and related products/utilities/tools.
- Installation and Maintenance of Special and Third-party vendor tools used for DB2.
- Tuned buffer pools using OMEGAMON insights, boosting I/O performance and reducing CPU consumption.
- Analytical, highly adaptable professional with extensive experience in automating solutions, database development, Business Intelligence and database administration.
- Production support for all DBA utilities like Reorg, image copy.etc.
- Disaster Recovery planning, setup and perform the periodic execution of tests to make sure readiness of DR site, including client access to DR system.
- Skilled in aligning business processes with information technology by balancing a business and technical approach to deliver solutions to complex issues.
- Accomplished communicator skilled in building and strengthening relationships across functions to drive cohesive, strategic operations.
- SAP, SAS and IBM vendor coordination for critical issues and activities.

Education:

Bachelor of Engineering, Andhra University, India

March 2003

Technical Skills

- **Hardware:** z/OS and RHEL 7.2 & 9.4
- **Programming Languages:** COBOL, PL/1 and Shell
- **Languages:** JCL, VSAM, REXX, SAS
- **Databases:** HANA 2.0 for SAP & IBM DB2 V9 to 12, 13 for z/OS
- **DB Tools:** COCKPIT, HANA Studio, SPUFI, QMF, OMEGAMON, PLATINUM, Admin tool and Buffer pool analyzer
- **Special Tools:** SMP/E, TWS/OPCA, NETVIEW and RMF, Cloning tool. File aid DB2, Change man, OMEGAMON, CA-7, Control-M.
- **Cloud:** Azure

Professional Experience:**Kimberly Clark Corporation. Neenah, USA****Sep 2011 – Oct 2025****DB2 system & Application Administration, Production support****Tools:** SPUFI, QMF, OMEGAMON, PLATINUM, Admin tool BMC tools and Buffer pool analyzer, HANA Studio, Cockpit.

About Project:

- Installation, Maintenance and Upgrade of DB2 subsystems in Development, Quality and Production Environments (from DB2 V9 to V13)
- Applying PTF's and analysis of PE PTF's during the issue fix and strong SMP/E skills.
- Tuning of SQL queries for optimal performance to improve the application performance and DB2 subsystem parameters (ZPARMs) tuning.
- Analyzing the EDM pool and ZPARMs during the application upgrades.
- Maintained DB2 subsystems on z/OS, ensuring performance, availability, and compliance.
- Resolved DB2 issues like buffer pool tuning and lock contention to reduce downtime.

- Supported upgrades and patches, coordinating with teams to ensure secure, smooth operations.
- Backup and restore activities in production copy for new system build for testing.
- Provided off-hour production support, ensuring system availability and quick issue resolution.
- Participated in weekend implementations, coordinating with teams to deploy changes with minimal impact.
- Monitored post-implementation stability, addressing any issues arising during non-business hours.
- Resolved complex DB2 issues, including performance and system failures.
- Hands-on experience with DB2 in z/OS environments, including installation, configuration, and maintenance.
- Familiar with DB2 utilities for backup, recovery, performance tuning, and data management.
- Supported DB2 operations, troubleshooting issues and assisting with upgrades and patching.
- Identified root causes using logs and diagnostics for long-term fixes.
- Knowledge on OMEGAMON to monitor DB2 and z/OS performance in real time. system bottlenecks and resource issues using performance metrics and alerts.
- Worked with IBM and internal teams to resolve critical DB2-related problems.
- backup and restore activities in production copy and new system build.
- Value addition to HANA database for automation using the scripts.
- Scheduling the backup using scripts and third-party backup tools
- Installed and configured DB2 on z/OS, ensuring system readiness and compliance, Upgraded DB2 versions and applied fix packs, minimizing impact through planning and also handled DB2 maintenance, including PTFs and system validation.
- Supported large-scale system rollouts, ensuring smooth integration across multiple platforms.
- Coordinated with cross-functional teams to align infrastructure, application, and database components.
- Ensured high availability and performance, minimizing risk during enterprise-wide deployments.
- Develop in house tools/utilities for the purpose of maintaining production DB2 System objects
- Resolve problems occurring in SAP DB2 maintenance/DB2 application batch job during production batch window
- Administered and optimized Teradata databases, ensuring high availability and performance for mission-critical applications.
- Strong oral and written communication, effectively conveying technical concepts to diverse audiences.
- Excellent interpersonal skills, fostering collaboration across teams and departments.
- Well organized and detail oriented, managing tasks and priorities in fast paced environments.
- Analyze the root cause of the production problem (ABEND) and implement permanent resolutions as applicable
- Recover an entire SAP system to current & recover an individual tablespace(s) to current or prior point in time
- Deployed and maintained IBM OMEGAMON XE for DB2 to monitor threads, SQL activity, and resource usage in real time.
- Supported mainframe CPU upgrades, ensuring DB2 compatibility and performance post-install.

- Coordinated DB2 subsystem validation, addressing potential issues during hardware transitions.
- Provided consulting expertise, aligning DB2 configurations with new CPU architecture and capacity.
- Improved query efficiency by capturing full SQL text and performance metrics for distributed workloads using OMEGAMON.
- Tuned buffer pools using OMEGAMON insights, boosting I/O performance and reducing CPU consumption.
- Open up SAP customer message in SAP Market place for SAP assistance in resolving problems
- Review performance, maintenance and utilities associated with each structure (i.e., REORGS, LOAD, UNLOADS, RUNSTATS, IMAGECOPY)
- Review and monitor system and instance resources to ensure continuous database operations (i.e., database storage, memory, CPU, network usage, and I/O contention) and ensure appropriate users/authority are in place
- Supporting application programmers in the testing of database applications.
- Implemented Teradata backup, restore, and recovery strategies using BAR (Backup, Archive, and Restore) solutions.
- Installation, Maintenance and Upgrade of DB2 in Test, System Test, Quality and Production Environments.
- Installation and Maintenance of Special and Third-party vendor tools used for DB2.
- Creation of New DB2 Regions. Using the cloning tool.
- Supported mainframe CPU upgrades, validating DB2 subsystem compatibility and optimizing performance post-installation.
- Provided consulting expertise to align DB2 configurations with new CPU architecture, ensuring seamless hardware transitions.
- Perform problem determination and provide resolution for DB2 system software and related products/utilities/tools.
- BCP and Disaster Recovery of DB2 Environment. (Recover an entire SAP system to a prior point in time using image copies; Recover an entire SAP system to a prior point in time and then performing DB2 forward recovery)
- Performance Monitoring and alert setup using SAS script

Citibank, UK.**Oct 2007 – Aug 2011****Development and Maintenance**

- Designed, developed, and maintained mainframe applications using COBOL, JCL, and IMS DB, DB2 SQL, ensuring high performance and reliability.
- Created and optimized batch processing jobs using JCL, reducing processing times by 20%.
- Enhanced and maintained PSB and PCB definitions to support evolving business logic and database access requirements.
- Developed complex SQL queries and stored procedures in DB2 to support application functionality and data analysis.
- Collaborated with cross-functional teams to integrate mainframe applications with other systems, enhancing overall system functionality.
- Conducted performance tuning and code optimization to improve application efficiency and reduce resource consumption.
- Troubleshoot and debugged mainframe applications, resolving issues and preventing downtime.
- Maintained comprehensive documentation for all applications and processes, ensuring knowledge transfer and compliance with company standards.

- Participated in code reviews and provided mentorship to junior developers, fostering a collaborative and learning-oriented environment.
- Implemented system enhancements and upgrades to improve system stability and support business growth.
- Ensured data integrity and security through meticulous data management and adherence to best practices.
- **Tools:** Apptune, Catalog Manager, Change Manager, DASD Manager, Omegomon, Log Master, Fileaid DB2, IMS DB, Deltaims, Changeman

Payment Banking Service (PBS), Denmark.

Jan 2007 – Sep 2007

Maintenance, Production support

- Production support for all DBA utilities like Reorg, image copy.etc.
- Create objects on test Environments
- Refresh data from production to test Environments
- Participate and Involve Disaster recovery
- Release DB2 utilities jobs like reorg, image copy, runstats
- Perform Disaster Recovery
- Tuning of SQL Queries for optimal performance
- Tools: DB2 Admin, SPUFI, Omegomon, DB2 File manager, Change man

Danske Bank, Denmark

Apr 2007 – Dec 2007

Mainframe COBOL and DB2 Developer

- Requirement gathering and analysis
- Coding for new requirement
- Code changes for adhoc request/issue fix
- Preparation of Test Cases and testing of the modules
- Code Review
- PDLC and quarterly project release support.
- Documentation.
- **Tools:** DB2 Admin, SPUFI, Omegomon, DB2 File manager, Change man

Client Reference:

| Company | Contact Name | Title | Phone # | Email Address |
|---------------------------|--------------|-------|--------------|------------------------------|
| StarTech Consulting, Inc. | Kal Bakta | CEO | 623.229.3660 | kbhakta@startech-consult.com |

Varalakshmi Srinivasan
GIS Application Developer

Summary:

- Senior .Net / GIS Admin and developer with 15 Years of experience in designing, coding, Testing, Configuring, deploying applications for various GIS Enterprise projects.
- Successfully implemented and supported Arc FM Desktop, ArcGIS Pro, ArcGIS Enterprise, ArcGIS Desktop based desktop and web solutions in industries like Oil and Gas, Electricity, Land management and Utilities
- Worked with varies versions of ArcGIS Desktop from 8, 9.3.1, 10.2, 10.6.1, 10.8.1 and 11 for ArcGIS Pro. Used ArcGIS online for lite weight map application for view only data clients.
- Worked with Oracle and SQL from the beginning of career and handled spatial data through all the projects. Have knowledge on PostgreSQL/PostGIS.
- Worked in Agile model for more than 10 years and always a good team player, available to help and guide team members wherever required.
- Worked closely with Business for more than 10 years, explained the functionality to non-GIS Business users and gathered requirement from Business perspective and provided effective solutions in timely manner. Lead a team of developers for a project from the scratch and delivered the application without any delay.

Education

Bachelor of Engineering, SSM College of Engineering, India

2009

Professional Summary:

ESRI Inc / CenterPoint Energy, Houston, TX

Jul 2019 – Oct 2025

Senior Software Developer Lead/Admin

- Requirement study, design, Maintenance, Monitoring and Development
- Maintain , manage and support ArcGIS and ArcFM based applications and Databases.
- Developing complex Enterprise based software and applications using .Net and JavaScript and C# Restful API. Deploying applications in all environments.
- Lead developer for customization on ArcGIS Enterprise and Desktop applications.
- Frond end Development of UIs using React and Angular.
- Used .NET technologies to produce ArcGIS Desktop and web-based apps, using this expertise to help clients finalize their ArcGIS data-integration workflows.
- Used HTML, CSS, Javascript frameworks in designing and coding ArcGIS web applications and used Angular and react for frond end development.
- Worked with TFS, GitHub for code reviews
- Used Azure DevOps to create user stories and update it for scrum process.
- Database scripting using SQL and Oracle scripts and stored procedures.
- Developed Automation using Python programming.
- Worked on Agile frameworks and cloud infrastructure using AWS and Devops.
- Developed ArcGIS Web and Desktop Applications and ArcFM Desktop Applications using JavaScript and .Net Technologies.
- Worked on release management at every scrum cycle and update the code reviews as per Business Standards.
- Used ArcGIS .Net SDK to create custom Addins in ArcGIS Desktop(ArcMap), ArcGIS Pro and enterprise applications.

- Used Restful API for data integration from GIS to SAP and other legacy applications. Used this to create a Webservice endpoints to transfer data between GIS to other downstream platforms
- Upgrading Custom Applications from ArcGIS 10.6.1 to ArcGIS Pro 3.1. Also developed Web-services and endpoints for Data transfer between SAP and other third-party data solutions.
- Developed tools like accessing the Web services and process the response data into features and table records and applications using HTML5, CSS and JavaScript.
- Unit Testing & Documentation

CenterPoint Energy, Houston, TX**May 2015 – Jul 2019****Senior Software Developer/Admin**

- Requirement study, design, Maintenance, Monitoring and Development
- Maintain , manage and support ArcGIS and ArcFM based applications and Databases.
- Developing complex Enterprise based software and applications using .Net and JavaScript and C# Restful API. Deploying applications in all environments.
- Frond end Development of UIs using React and Angular.
- Worked on Agile frameworks and cloud infrastructure using AWS and Devops.
- Migrated all Auto Updaters, Validation Rules, Context Menus, Auto Text Sources, Custom Tools, Reports from VB6 to .Net Framework
- Leveraged .NET technologies in developing ArcGIS Desktop and web applications, enabling clients to efficiently accomplish their data-integration work within ArcGIS.
- Monitor GIS tools and also Customized Productivity Tools for version creations and editing.
- Troubleshooting Production bugs and fixes.
- Developed ArcGIS Web and Desktop Applications and ArcFM applications using Javascript and .Net Technologies.
- Along with migrations, worked on the enhancement of ArcGIS tools and developed new Auto Updaters, Validation Rules and Context Menus and Addins.
- Developed many custom tools for the users to complete their Work orders while digitizing the data on GIS and tools for data Conflation.
- Unit Testing & Documentation

NIIT Technologies Ltd, Bangalore**Dec 2013 – May 2015****Software Developer/Admin**

- Requirement study, design Monitoring and Development
- Monitor GIS tools and also Customized Productivity Tools for version creations and editing.
- Troubleshooting Production bugs and fixes.
- Developing .Net custom applications using C# and .Net Framework
- Applied .NET technologies to develop both ArcGIS Desktop and web applications, aiding clients in completing their data-integration activities inside ArcGIS.
- Database Admin to maintain user access, maintain security compliance.
- Monitor ArcGIS server Webservices, apply security patches, deploying solutions on servers.
- Developed the tools to load incoming data to feature classes
- Developed Arc FM Relationship AutoUpdaters, Special AutoUpdaters and Arc FM Tool.
- Developed Web Application Functionalities using ArcGIS for Silverlight API
- Unit Testing & Documentation

Wipro Technologies Ltd, Hyderabad**Jun 2010 – Dec 2015****Software Developer/Admin**

- Support Analyst, Bug Fixing, CR Implementation, application configuration and implementation, data loading and Business Engagement in Arc FM platform

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- Requirement gathering and Application development using .Net Development.
 - Stored procedure scripting
 - Unit Testing and document preparation

Client Reference:

| Company | Contact Name | Title | Phone # | Email Address |
|----------------|---------------------|--------------|----------------|----------------------|
| CyGnA Inc | Sanjay Ramlall | Director | 202.760.5461 | sanjay@cygnainc.com |

Venkata Krishna Kiran Kumar Maddala
SQL DBA

Summary:

- Overall 12+ years of experience in IT, 10(+) years of experience as a Senior SQL database Administrator.
- Database Engineer specializing in MS SQL Server Administration, Maintenance, Design and Development.
- Working experience in Disaster recovery to support complete Data Center Migration/Failover during BCP activity.
- Hands on experience in Installing, Configuring, Managing, Monitoring, Troubleshooting SQL Server 2019,2017,2016,2014,2012,2008 on Always on, Clustered, Mirroring and Standalone environments.
- Azure: Hands on experience in setting up Azure IaaS Infra to migrate Services from on premises to Azure.
- Experience in implementing different types of HA and DR scenarios like always on clustering, Replication, log shipping and mirroring on Production and Pre-Production environments.
- Experienced in using SharePoint for maintaining migration documentation, tracking project status, and collaborating with cross-functional teams.
- Experience in Linux server administration, including database installation, patching, and script automation for database operations.
- Automated routine DBA tasks using Python and Ansible to deploy, monitor, and troubleshoot database systems efficiently.
- Extensive hands-on experience in writing SQL scripts and stored procedures for ETL, automating data extraction, transformation, and loading processes.
- Proficient in SQL tools (e.g., SQL Server Management Studio, SSIS) and PostgreSQL administration. Familiar with DBeaver and Erwin Data Modeling Tool for data management and design.
- Skilled in implementing data cleansing and validation techniques to enhance data quality, using custom SQL scripts and automation tools.
- Proficient in managing PostgreSQL on Linux and optimizing database performance in a Unix/Linux environment.
- Extensive experience in troubleshooting SQL Server performance issues and driving to closure/resolution.
- Strong Migration experience from SQL server 2000 to 2005, 2005 to 2008, 2008 to 2012,2012,2014 to 2016 by using In-Place and side-by-side upgrade process.
- Experience in client/server connectivity, query optimization and back-up/recovery
- Experience in SAN utilization, Storage Capacity usage, Analysis and Planning
- Involved in disaster recovery planning, setting up replication, and designing high-availability solutions to ensure RTO/RPO compliance.
- Performed disaster recovery drills to validate system recovery and implemented strategies to minimize downtime.
- Database Design, Performance Analysis and Production Support for Large (VLDB) and Complex Databases up to 24 Terabytes.
- Experience in implementing Database Partitioning, Change Data Capture, Online Indexing, Performance Dashboard, Database Snapshot & Common table expressions.
- Involved in the setup and maintenance of PostgreSQL databases, handling tasks such as replication setup, schema design, and query performance tuning.
- Experience in setting up Load balancer, creating VIPs, configuring NICs, running Server pre-requisites, deployments and monitoring.

- Hands-on experience with Sybase ASE installation, configuration, and maintenance in a production environment.
- Gained experience with Redis and Cassandra, including setup, monitoring, and troubleshooting in a distributed system.
- Extensive experience in writing Stored procedures and debugging existing SPs for performance tuning.
- Played a key role in business requirements analysis, architecture design, physical and logical Data modeling, application development, testing, training, production support and Project review with client.
- 24 X 7 Production Database on Call Support besides strong Management skills, ability to adapt quickly and excellent team player capabilities.
- Outstanding team Player with the ability to handle multiple tasks or projects working independently or in a team.

Education:

- **Masters in Information Technology, Missouri State University**
- **Bachelor of Technology in Electronics and Communication, JNTU University Kakinada**

Certification:

- AZ900 (Microsoft Certified Technology Specialist)

Experience**Anthem- Elevance Health Inc, Edison, NJ****Aug 2023 – Current****Sr SQL DBA**

- Focused on modernizing and securing the healthcare data infrastructure to support mission-critical applications, improve system resilience, and enhance patient data accessibility across the enterprise.
- Played a key role in designing and implementing a robust database ecosystem supporting scalable, high-performing healthcare services, including member portals, claims processing, and provider systems.
- Played a key role in achieving High availability for MS Services by following the best practices of High Availability and Disaster Recovery Plan (HADR) techniques.
- Performing daily health checks for SQL Server related services and databases.
- Driven Hardware Upgrade's for Market place service onboarding using new SQL services (SQL 2019/16/14) features and Auto Pilot tools to meet Microsoft Security and Compliance needs.
- Extensive experience with Linux server administration, including database installation, patching, and automation using Shell scripting for database operations such as backups, monitoring, and performance tuning.
- Experienced in Migration from SQL Server to AWS and upgrading the platform to AWS.
- Much involved in Capacity and Storage Planning to meet the upcoming business needs by closely working with the feature teams.
- Created, Managed and supporting the Azure IAAS nodes in UCDB webstore environment as part of Modernization of services.
- Performed Sybase ASE installation, configuration, and maintenance in production environments, ensuring database availability and performance optimization.
- Implemented Redis and Cassandra databases for distributed systems, focusing on scalability and monitoring, and performed troubleshooting for database issues.
- Handled 300(+) critical production servers and 13 (+) tb size databases and prepared instructions and scripts for the team to follow without depending on others.

- Administered PostgreSQL databases on Linux, performing replication setup, schema design, and query optimization to enhance performance across production environments.
- Designed and implemented disaster recovery strategies for NoSQL databases.
- Recurring Ops maintenance activities such as Service account password rotation, certificate renewals using various techniques such as Azure Key vault manage scripts and SRE tools.
- Led disaster recovery drills to validate system recovery processes, ensuring compliance with RTO/RPO requirements. Documented disaster recovery procedures and implemented replication strategies for seamless failovers.
- Designed and optimized MongoDB schemas for high-performance applications.
- Implemented replication and sharding strategies to ensure high availability and scalability.
- Monitored database performance using MongoDB Atlas, Ops Manager, and custom scripts.
- Set up Automate database alerts & performance tracking using T-SQL, PowerShell scripts and Xpert monitoring.
- Automated routine DBA tasks using Ansible and Python to deploy, monitor, and troubleshoot database systems efficiently, reducing manual intervention and increasing operational efficiency.
- Implemented data modeling strategies tailored for wide-column storage and high throughput.
- Tuned Cassandra performance by configuring replication factors, compaction strategies, and read/write optimizations.
- Migrated SQL databases to amazon-RDS and azure environments.

Motorola, Chicago, IL
Senior SQL DBA

May 2018 – Aug 2022

- led the offshore SQL DBA team that supported their billing and payment systems—pretty mission-critical stuff. The project was all about keeping things running smoothly, improving performance, and modernizing older SQL environments. I worked on setting up and managing Always on Availability Groups, helped run datacenter failover tests without disrupting services, and made sure everything stayed up during big releases. I also got involved with MongoDB for some NoSQL work and helped move databases over to AWS and Azure. A lot of my day-to-day was automating tasks, working with infra and dev teams, and making sure the database side of things was rock solid.
- Lead DBA for Offshore SQL Operations Team
- Configured and managed Modern environment AGs for Commerce Billing and Payments Services.
- Continuous support to improve and rewrite the old execution techniques within the team managing SQL Server 2016/2012 Database Administration.
- Key Member to make decisions and execute Datacenter failovers by supporting Tests in Production (TIP) runs without impacting the actual services.
- Deployed and support team and provided high availability to Services during critical releases and maintenance meeting the SLAs.
- Involved in Live site and Incident management and worked with various teams by using tools such as Xpert monitoring, MS ticketing, Product Studio, VSO and TFS.
- Designed polyglot persistence architectures, integrating SQL and NoSQL databases for hybrid workloads.
- Managed backups and restoration using MongoDB's native tools and automated backup solutions.
- Hands on experience in interacting with Infra and Network Engineers, Feature teams to understand the requirements that helped in creating automation tools to manage the services efficiently.

- Setting alerts for all the performance counters such as managed user authentication and role-based access control (RBAC) using MongoDB security best practices.
- Migrated SQL databases to amazon-RDS and azure environments.
- CPU Usage, Disk space, Mission critical event ids, IIS Reset, Recycle application pool and database size.

**Scotia Bank
SQL DBA****Apr 2015 – Apr 2018**

- Supported key banking apps like Downloads, Profile, BI, and SharePoint.
- Focused on keeping databases stable, secure, and high-performing—especially during live site issues.
- Worked on automating daily maintenance tasks like backups, index tuning, and health checks using Python and SQL scripts, which saved the team a ton of manual effort.
- Handled deployments and patching across staging, pre-prod, and production environments, while coordinating closely with an offshore vendor team and a big part of the work involved setting up monitoring, generating health reports, and writing scripts to detect performance issues like long-running queries or high CPU usage before they turned into bigger problems.
- Helped implement OS upgrades and deployments using Microsoft tools like Octopus and Autopilot, and was responsible for Tier 3 SQL support 24/7. I also created documentation and troubleshooting guides to help junior team members resolve issues quickly and reduce escalations.
- Key member in troubleshooting and resolving complex database issues related to performance during live sites.
- Achieved OS upgrades by setting up prerequisites and deployments using Microsoft internal tools such as Octopus and Autopilot services.
- Handled Downloads, Profile, BI applications and SharePoint properties including SQL Server 2012/2008 Database Administration.
- Responsible for deployment and releases on pre-production, staging and production environments and managed offshore vendor team.
- Automating routine database maintenance tasks like backups, index optimization, and consistency checks. Python scripts help schedule and execute these tasks across multiple databases, saving time and reducing human error.
- Writing scripts to collect performance metrics from SQL Server and other databases (like PostgreSQL or Redis) and generate alerts for issues such as high CPU usage, long-running queries, or disk space thresholds.
- Tier 3 SQL support of Downloads, Profile, BI applications, and SharePoint properties on 24x7 basis.
- Database monitoring and Creation of TSGs to lower-level tiers in helping resolving issues quickly before needing to escalate.
- Responsible of owning Ops recurring tasks such as deployments and security patching on SQL Database servers.
- Creating scripts that generate daily/weekly health reports. These reports often summarize metrics like query performance, index usage, and recent backup status, providing a quick health snapshot for DBA teams or stakeholders.
- Writing scripts to analyze slow-running queries, check execution plans, and suggest possible optimizations based on historical data. Python can automate the capture and comparison of execution plans over time.
- SQL Database administration along with determining the conflicts and setting up the deployment process and guidelines to the team while rolling out new changes.

Microsoft/Tech Mahindra, Hyderabad, India
Nov 2011 – Apr 2015
SQL DBA

- Supported critical OLTP platforms that powered high-volume online transactions.
- Main focus was on ensuring stability and high availability for SQL Server environments, especially during live site incidents.
- Provided 24/7 support to quickly troubleshoot and resolve issues with minimal business impact.
- Played a key role in executing datacenter failovers for disaster recovery scenarios, documenting end-to-end processes and workflows to support business continuity.
- Worked closely with senior engineers to fine-tune performance and improve the end-user experience.
- Alongside database work.
- Collaborated with network engineers to troubleshoot hardware and connectivity issues, handled planning and maintenance for leased lines, and managed networking gear like Cisco routers, switches, and firewalls.
- Involved in Critical Datacenter failovers to support Business Continuity Plan by preparing TSGs and workflow for end-to-end DR failover steps.
- 24/7 Support during various live sites to troubleshoot the issues and mitigate and resolve them with a minimum impact to business.
- Provided critical Ops support to manage the SQL Servers to give best experience to end users in the Online Transaction Platform (OLTP) platform.
- Worked with Senior engineers to troubleshoot various performance issues to improve the end user experience.
- Worked efficiently under strict deadlines to make sure new feature available for scheduled public releases.
- Collaborated with Network engineers to resolve product development and maintenance issues. Planning, Designing and Maintenance of the Leased lines and its hardware requirement.
- Configuring and maintenance of Cisco Routers, Cisco Switches and Modems. Maintained Pix firewall, documented key information regarding the operation, issue resolution and monitoring of Network Systems.

Client Reference:

| Company | Contact Name | Title | Phone # | Email Address |
|-------------------------------|--------------|----------------|--------------|-------------------|
| Network Specialty Group, Inc. | Keyur Patel | Vice President | 301.208.9388 | keyur@nsgi-hq.com |

Bertrand Chia Boma

Application Oracle Database Administrator

Summary:

- Senior Oracle Database Administrator & Cloud Database Architect with 15+ years of experience designing, securing, and optimizing large-scale database environments across on-prem, OCI, and AWS.
- Oracle Certified Professional (OCP) with deep expertise in RAC, Data Guard, performance tuning, backup/recovery, and database security, supporting federal agencies and enterprise customers.
- Adept at building highly available, compliant, and cost-optimized architectures, collaborating with DevOps and infrastructure teams to drive cloud modernization, automation, and resilient HA/DR strategies.
- Known for stabilizing mission-critical systems, reducing performance bottlenecks, and standardizing database operations across complex, multi-environment landscapes.

Education:

Masters, Information Systems, University of Phoenix
Bachelors, Private Law, University of Yaoundé , Africa

Certification:

Oracle Certified Professional (OCP)
Oracle Certified Associate (OCA)
AWS Certified Solutions Architect – Associate
AWS Certified Cloud Practitioner

Employment History:

DMI – Contractor to U.S. Environmental Protection Agency (EPA) Jun 2023 – Present **Senior Oracle Database/Apps Administrator**

- Administer and optimize mission-critical Oracle databases running on Solaris and Red Hat Enterprise Linux, supporting production and SDLC environments with strict uptime, security, and regulatory requirements in a federal context.
- Worked on RMCS to automate contract identification, allocation, and revenue recognition per ASC 606/IFRS 15.
- Troubleshoot various Loan processing errors in Fusion RMCS, such as Data integration failure between Receivables and RMCS, and Revenue contracts missing satisfaction events (ORA-01400).
- Reconciled AR and RMCS data, reviewed revenue recognition schedules and exceptions, and generated compliance and audit reports for management review.
- Used Fusion RMCS 21c for Insurance Premium Revenue for multi-year contracts, ensuring compliance and improving reporting accuracy.
- Monitored RMCS job status and logs in the Scheduled Processes UI; corrected data/configuration issues and re-run the report.
- Validate FBDI file formats and correct mapping errors before re-uploading.
- manage high-volume, subscription-based, and transaction-based revenue streams, leveraging RMCS for automated recognition and compliance.
- Analysed AWR reports, tuned SQL queries, and allocated additional resources as needed.

- Manage the full database lifecycle, including installation, configuration, patching (RU/RUR), cloning, data refreshes, and schema management, ensuring consistent standards and reducing configuration drift across environments.
- Design and support Oracle Cloud Infrastructure (OCI) solutions, including compute instances, block/object storage, VCNs, and Oracle database services, aligning architecture with high availability, security, and cost optimization goals.
- Use AWR, ASH, SQL Monitor, and OEM/Grid Control to diagnose performance issues, tune SQL and PL/SQL code, refine indexes, and stabilize critical workloads, significantly improving throughput and response times for EPA applications.
- Configure, maintain, and monitor Oracle Data Guard environments, managing switchover/failover, redo transport, and standby synchronization while implementing robust RMAN backup and restore strategies to protect against data loss.
- Implement and maintain database security controls, including TDE, principle of least privilege, secure password policies, database links, auditing, and encryption to align with NIST, FISMA, and internal security baselines.
- Leverage Ansible Tower, GitLab, Bash, and Python to automate recurring operational tasks such as patch deployment, environment provisioning, monitoring scripts, and reporting, reducing manual effort and standardizing operations.
- Collaborate with application, infrastructure, and DevOps teams to support schema changes, performance testing, release activities, and incident resolution, providing database expertise during root cause analysis and architecture reviews.
- Utilize AWS services such as EC2, S3, RDS, IAM, and VPC to support hybrid architectures and data workflows, designing secure and scalable patterns for integrating on-prem Oracle databases with cloud-based analytics and services.
- Provide support for NoSQL stacks, including MongoDB, Cassandra, Oracle NoSQL, Amazon DynamoDB, and content management systems like Documentum, aligning data models and configurations with application availability and resilience needs.
- Review of daily revenue postings and failed transaction queues.

Netgear

March 2021 – June 2023

Senior Infra Ops DBA Lead

- Led the design, administration, and optimization of **enterprise Oracle database platforms** supporting global Netgear applications, ensuring 24/7 availability, stable performance, and consistent SLAs across production and lower environments.
- Worked on **RMCS 21C integrated** with Oracle Fusion Cloud to ensure compliance with local GAAP and international standards across multiple jurisdictions, requiring multi-currency and multi-entity support.
- Resolved data transfer errors between Oracle EBS and **RMCS**.
- Applied Oracle-recommended patches.
- Supported integration between **RMCS** and legacy core banking and third-party systems to centralize revenue data and automate compliance.
- Resolved REST API connection failures.
- Verified API credentials, network connectivity, and endpoint configurations.
- Automated data imports and validate successful completion.
- Supported period-end AR closing activities and other **RMCS** year-end and month-end activities, as well as BAU activities
- Implemented and maintained **Oracle RAC with GRID Infrastructure and ASM**, designing cluster configurations, storage layouts, and failover strategies to support highly available, horizontally scalable database services.

- Drove **performance tuning efforts** using AWR/ASH reports, SQL trace, and execution plan analysis to identify slow queries, optimize indexing strategies, and refine schema designs, resulting in more predictable and efficient workloads.
- Played a key role in **cloud migration and modernization initiatives**, planning and executing the movement of workloads from legacy on-prem deployments to **OCI and AWS**, while minimizing downtime and performance risk.
- Automated operational routines such as health checks, capacity and growth reporting, log analysis, and backup verification using **Shell scripts, Python, and Ansible**, improving consistency and reducing manual intervention.
- Strengthened **security posture** by enforcing encryption, hardening database configurations, implementing database auditing, managing service accounts, and coordinating with security teams on patching and vulnerability remediation.
- Partnered with development teams to design and optimize **PL/SQL packages, stored procedures, and triggers**, ensuring that database logic was efficient, maintainable, and aligned with application performance requirements.
- Supported cross-functional initiatives such as release planning, change management, incident response, and DR testing, providing authoritative Oracle expertise and clear recommendations to leadership and project stakeholders.
- Monitored and tuned **OCI services** related to database workloads, including compute sizing, storage performance, and network configurations, making recommendations that improved stability and reduced infrastructure costs.

Kforce Inc, New Jersey

May 2011 – March 2021

Oracle Database Consultant

- Managed a portfolio of Oracle 11g/12c/18c/19c databases across production, test, and development environments for core insurance applications, ensuring data consistency, reliability, and adherence to organizational standards.
- Installed, configured, and supported Oracle RAC, ASM, and GRID Infrastructure, enabling clustered, highly available database configurations with appropriate storage redundancy and failover behaviour.
- Designed and developed PL/SQL procedures, functions, and packages to support application functionality, data transformation, batch processing, and reporting requirements, improving maintainability and execution efficiency.
- Planned and executed database upgrades, migrations, and platform refreshes using Datapump, RMAN, and transportable tablespaces, coordinating with application owners to minimize business disruption and validate post-migration performance.
- Performed routine and advanced performance tuning, leveraging AWR/ASH, SQL tuning advisor, and statistics management to optimize execution plans, reduce resource consumption, and stabilize long-running jobs.
- Built and maintained comprehensive backup and recovery strategies using RMAN, including full/incremental backups, archived log management, retention policies, and recovery procedures to meet RPO/RTO requirements.
- Implemented and enforced database security practices including user and role management, password policies, auditing, data encryption, and structured access review processes in coordination with InfoSec and audit teams.
- Supported development and QA teams by provisioning refreshed environments, assisting with performance testing, analysing defects related to database behaviour, and providing recommendations for schema and index improvements.
- Produced and maintained documentation, including runbooks, standard operating procedures (SOPs), environment diagrams, and configuration baselines to support consistent operations and knowledge transfer across the DBA team.

Skills:

- **Cloud Platforms:** Oracle Cloud Infrastructure (OCI), AWS (EC2, RDS, S3, IAM, VPC, KMS, CloudWatch, CloudTrail); Hybrid Cloud Architecture; On-Prem to Cloud Migrations; OCI Networking (VCN, Security Lists, Subnets); AWS Security & Cost Optimization
- **Performance Tuning:** AWR, ASH, ADDM, SQL Tuning Advisor, SQL Monitor, Execution Plans, Index Optimization, Statistics Management, Query Profiling, RAC Performance Diagnostics, OS-Level Performance Analysis (CPU, I/O, Memory)
- **High Availability & DR:** Clustering (RAC), ASM, Data Guard (Physical/Logical Standby), Data Guard Broker, Switchover/Failover, Redo Transport Tuning, Backup/Recovery Strategy (RMAN), DR Runbooks, DR Testing & Validation, Standby Lag Resolution
- **Automation & DevOps:** Ansible, Ansible Tower, GitLab CI/CD, Shell Scripting, Python, Bash, Automated Patching & Provisioning, Monitoring Script Development, Infrastructure as Code (IaC) Concepts, Version Control (Git), Log Automation
- **Security & Compliance:** TDE (Tablespace & Column Encryption), Wallet Management, Unified Auditing, Fine-Grained Auditing (FGA), Access Control, Oracle Security Hardening, Encryption Standards, NIST/FISMA/FedRAMP Compliance, Vulnerability Remediation, Secure Password Policies, Privileged Access Management
- **Data Lifecycle:** Installation, Configuration, Patch Management (RU/RUR), Upgrades, Migrations (RMAN, Datapump, TTS), Cloning, Environment Refresh, Schema Management, Capacity Planning, Backup Validation, Release Support & Deployment
- **NoSQL & Document Stores:** MongoDB, Cassandra, Oracle NoSQL, Amazon DynamoDB, Documentum Administration, Data Modelling for NoSQL, Cluster Maintenance, Performance Tuning for Document Stores
- **Application Support:** Prism, Oracle Forms and Reports, Oracle RMCS, OSB, OEM, PeopleSoft, Oracle EBS

Client Reference:

| Company | Contact Name | Title | Phone # | Email Address |
|-------------------------------|--------------|----------------|--------------|-------------------|
| Network Specialty Group, Inc. | Keyur Patel | Vice President | 301.208.9388 | keyur@nsgi-hq.com |

RFQ WVDOT

IT - TEMPORARY STAFFING SERVICES

APRIL, 14TH 2026



Proposed By

Morph Enterprise LLC

Anwar Chakra - Associate VP
bids@morphenterprise.com

Mo: 380-204-0266



Submitted TO

BID CLERK
DEPARTMENT OF ADMINISTRATION
PURCHASING DIVISION
2019 WASHINGTON ST E
CHARLESTON WV 25305

Call us

380-204-0266

Morph Enterprise LLC

www.morphenterprise.com

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COVER LETTER

3/30/2026

BID CLERK
 DEPARTMENT OF ADMINISTRATION
 PURCHASING DIVISION
 2019 WASHINGTON ST E
 CHARLESTON WV 25305

Re: CRFQ 0803 DOT2600000079– WVDOT IT Temporary Staffing Services (81260081)

Dear Evaluation Committee,

On behalf of **Morph Enterprise**, we are pleased to submit our proposal in response to **CRFQ 0803 DOT2600000079– WVDOT IT Temporary Staffing Services (81260081)**. Morph Enterprise appreciates the opportunity to support WVDOT with reliable, compliant, and responsive Recruitment & staffing services. Our approach is built on targeted outreach, objective evaluation, documented screening standards, and measurable performance metrics to ensure leadership continuity and long-term placement success.

Morph offers a transparent percentage-markup based fee structure, clearly defined timelines, and a 180-day placement guarantee. We are confident in our ability to deliver qualified candidates efficiently while maintaining the professionalism, discretion, and compliance expected by the County.

| | |
|------------------------|--|
| Legal Company Name | Morph Enterprise LLC |
| Year of Incorporation | 2019 |
| Place of Incorporation | 1608 Dennis Austin Lane, Indian Trail, NC 28079 |
| Years of Experience | 6+ years |
| Number of Employees | 50+ |
| Certification | WBE, WOSB, PA-SBE, PA-SDB |

We have carefully reviewed the RFP requirements and confirm our ability to meet all stated scope, service expectations, screening requirements, and reporting obligations. We certify that all information contained in this submission is accurate and that we are authorized to submit this proposal on behalf of our organization.

Thank you for your time and consideration. We look forward to the opportunity to discuss our proposal and demonstrate how Morph Enterprise can support Department’s staffing needs.

Sincerely,



Anwar Chakra
 Associate VP – Delivery
 bids@morphenterprise.com
 Mo: (380) 204-0266
 Indian Trail, North Carolina - 28079



pennsylvania
 DEPARTMENT OF GENERAL SERVICES
 CERTIFIED SMALL DIVERSE BUSINESS



EXECUTIVE SUMMARY

Morph Enterprise LLC, a federally certified WOSB, PA-SBE, and PA-SDB firm founded in 2019, submits this proposal to deliver reliable, FTA-compliant temporary staffing for WVDOT's transit operations. With 350+ successful SLED placements across 37 states (90% retention rate), and direct transit experience, including Sacramento Regional Transit MSA and DOT projects in PA/MI/OH. We guarantee leadership continuity through targeted recruitment, rigorous screening, and a 180-day replacement protocol.



Why Morph Exceeds RFP Requirements:

- **Proven Transit Expertise:** Delivered operational/admin/IT staffing for public transit (e.g., Sacramento: FTA safety-sensitive & IT roles; PennDOT: enterprise architecture modernization).
- **Responsive Methodology:** 24–72-hour candidate submissions, diverse pool with timely fills by role complexity, full EOR/onboarding, and compliance reporting, no disruptions.
- **Competitive Value:** Transparent markup pricing (detailed in attached Excel), plus no-cost value-adds like retention support and workforce planning.
- **Strong Commitment:** Rapid response; key personnel (e.g., Anwar Chakra, Associate VP-Delivery) lead with 18+ years in staffing.

| RFP Criterion | Morph Advantage | Performance Metric |
|---------------|-----------------------|-------------------------------|
| Experience | Transit/DOT contracts | 90% retention; 350 placements |
| Compliance | FTA screening/EOR | 180-day guarantee |
| Speed | Time-to-fill | 48-72hr submissions |
| Cost | Markup + value-adds | no extras |

We align fully with WVDOT's scope for safety-sensitive, professional roles while mitigating risks through metrics-driven delivery. Morph Enterprise commits to WVDOT's mission of efficient public transit, so let's partner for success.

1. COMPANY BACKGROUND & EXPERIENCE

Morph Enterprise LLC is a triple-certified, government-focused recruitment firm:

- **Federal WOSB by U.S. SBA**
- **Pennsylvania Small Business Enterprise (SBE)**
- **Pennsylvania Small Diverse Business (SDB)**



Established in 2019, we specialize in placing specialized professionals for State, Local, and Education (SLED) government clients across 37 states, with direct experience supporting transportation authorities and public transit agencies. Our track record includes 350+ successful placements, 90% retention rate, and proven expertise recruiting for FTA-regulated, safety-sensitive positions, positioning Morph Enterprise to deliver qualified candidates who understand transit operations, regulatory compliance, and public service leadership. Recently, Morph Enterprise Named **Inc. 5000** fast growing companies in USA securing #439 rank.

1.1 COMPANY STRUCTURE

Morph Enterprise LLC is a privately held limited liability company (LLC), operates independently, and is not a subsidiary of or affiliated with any parent company.

Morph Enterprise employs more than **50+** professionals supporting recruitment, delivery, payroll, compliance, and client management functions. This structure allows the firm to scale staffing support across multiple departments simultaneously while maintaining consistent service levels.

1.2 OFFICE LOCATIONS

| Office Type | Address |
|--------------------|---|
| Headquarter | 1608 Dennis Austin Lane, Indian Trail, NC - 28079 |
| Office | 122 W Pine St, Orlando, FL - 32801 |
| Office | 330 W Fay Ave, Addison, IL - 60101 |
| Office | 12 East 49th Street, New York, NY - 10017 |
| Office | 1420 West Mockingbird Lane, Dallas, TX - 75247 |
| Office | 1100 Ludlow St, Philadelphia, PA – 19107 |
| Office | N14 W24200 Tower, Waukesha, Wisconsin - 53188 |
| Office | 704 Richfield Rd, Placentia, CA – 92870 |
| Office | 901 North Glebe Road, Arlington, VA - 22203 |
| Office | 1701 Rhode Island Ave NW, Washington, DC 20036 |

1.3 OUR SERVICES

What sets Morph apart is how we work. We stay hands-on, communicate consistently, and treat every engagement as a partnership. Our recruiters and delivery leaders are experienced in public-sector environments and understand the importance of reliability, compliance, and continuity. Clients trust Morph because we do what we commit to, deliver quality talent, on time, with no disruption.

| Category | Services Offered |
|--|--|
| <ul style="list-style-type: none"> Contingent Workforce Solutions Executive & Professional Search (local, regional, national) | <ul style="list-style-type: none"> Stakeholder intake & candidate profile development Targeted advertising & outreach Interview coordination, candidate preparation, Offer negotiation support |
| Unique Service Offerings | |
| <ul style="list-style-type: none"> Comprehensive screening: background/Drugs, education verification, references Workforce Planning Support Retention Engagement Conversion Support Payrolling / Invoice/ Record services | |

1.4 MORPH’S EXPERIENCE & CONTRACTS

Morph Enterprise delivers specialized staffing solutions to government agencies nationwide, with demonstrated success placing qualified professionals across municipal, state, and federal organizations. Our experience includes direct support to the **Sacramento Regional Transit, Regional Transportation Authority (RTA) in Chicago, Capital Metropolitan Transportation Authority, Department of Transportation in Ohio, Pennsylvania, Michigan and New York**, where we recruited operational, analytical, and technical professionals for transit agency functions.

We have also supported the WV Authorities and other public-sector clients, delivering candidates across IT & Development, business analysis, Finance, and data management roles, positions requiring public-sector acumen and mission-focused service delivery.

This transportation sector experience, combined with our proven government staffing expertise, positions Morph Enterprise to effectively identify and deliver transit professionals who understand the operational complexities and compliance requirements of agencies like WVDOT.

1.5 OUR AWARDED CONTRACTS (PRIME & SUBCONTRACTOR)

| Entity (Name & Location) | Contract ID | Contract start date |
|--|-------------|---------------------|
| Sacramento Regional Transit, CA | N/A | 9/19/2024 - Ongoing |

| | | |
|--|---|--------------------------|
| Baltimore County Public Schools (Towson, MD) | CWA-122-23-040 – IT Staffing Services | August 2023 - Ongoing |
| Franklin County of Commissioners, OH | ITB#: 2023-02-04 – Temp. Staffing Services | September 2023 - Ongoing |
| Maryland Judiciary, Administrative Office of the Courts, MD | K23-0094-25L - MJUD Master Contract – Staff Augmentation | March 2024 - Ongoing |
| Louisiana Division of Administration, Office of Technology Services (OTS) | DOA-OTS Master Contract - IT staffing Support - Doc684319541/ Doc705919728/ Doc706044637 | July 2024 – July 2029 |
| State of Utah, Division of Purchasing and General Services | LD25-12-Temporary Employment Services | September 2025 - 2030 |
| State of Florida, Department of Management Services (DMS) | 23-80101507-ITB-Supplemental25 | January 2026 - Ongoing |
| As a Subcontractor or Partnering with MSPs | | |
| State of Utah | IT Consulting and Medical Staff Augmentation | 10/7/2020 - Ongoing |
| The Michigan MSP Program | IT Staff Augmentation | 10/7/2020 - Ongoing |
| The Delaware MSP Program | General Staff Augmentation | 10/7/2020 - Ongoing |
| State of Arkansas | IT Staff Augmentation Contract | 3/11/2021 - Ongoing |
| State of Idaho | IT Vendor Managed Services Contract | 3/11/2021 - Ongoing |
| Commonwealth of Virginia | IT Contingent Labor Contract | 3/11/2021 - Ongoing |
| Commonwealth of Pennsylvania | IT Staff Augmentation | |
| State of Iowa | IT Managed Services Contract | 3/11/2021 - Ongoing |
| State of Ohio | IT Staff Augmentation Contract | 11/16/2022 - Ongoing |
| District of Columbia | STaR2 Contract MSP | 11/5/2020 – Ongoing |

Relevant Government Contract Experience (Active Awards)

| Client | Contract Status & Year | Contract Type | Relevance to WVDOT |
|--|------------------------|--------------------------------------|---|
| Sacramento Regional Transit, CA | MSA 2024 | Transit Operations Staffing Services | Demonstrates direct experience recruiting for a public transit authority with operational, administrative, and technical staffing needs across multiple service lines including bus, light rail, and paratransit operations. This engagement provides firsthand knowledge of transit agency workforce requirements, FTA compliance protocols, and the |

| | | | |
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| | | | specialized skill sets required for public transportation environments. |
| Scope Alignment | Contract scope includes sourcing and placing qualified IT candidates for transit operations roles, conducting FTA-compliant background checks and drug screening for safety-sensitive positions, validating transit industry experience, and ensuring compliance with federal transit regulations, directly mirroring WVDOT's recruitment requirements. | | |
| Franklin Authority Board of Commissioners, OH | Contract awarded (2024) | Temporary Employment Staffing Services | Successfully delivered qualified candidates for government agencies requiring specialized professional talent, public-sector acumen, and mission-focused service delivery. |
| Scope Alignment | Contract scope includes recruitment, screening, onboarding, employer-of-record responsibilities, payroll administration, and ongoing workforce support for Authority departments. | | |
| State of Utah – Division of Purchasing and General Services | Contract awarded (2025) | Statewide Temporary Staffing Services | Successfully recruited for government agencies requiring specialized talent with regulatory compliance knowledge, public-sector experience, and mission-driven leadership capabilities, demonstrating our ability to identify qualified candidates for niche professional roles within tight timelines. |
| Scope Alignment | Contract scope includes comprehensive candidate sourcing, credential validation, multi-stage screening processes, background verification, drug testing, and full compliance with state employment regulations and federal grant requirements, directly applicable to WVDOT's FTA-funded recruitment program. | | |

1.7 EXPERIENCE WORKING ON RELEVANT POSITIONS

B. Relevant Information & Technology Positions (Sample Resumes are attached in another file)

| Client | Department | Corrected Domain | Position Title |
|---------|------------|--------------------------------|---|
| DE Gov | DeDTI | State IT Services | Network Administrator 1 |
| DC Gov | OCTO | State IT Services | Technician Support |
| DE Gov | DTI | State IT Services | Database Architect 2 |
| MI Gov | EPMO | Program Management | Project Manager 3 |
| DC Gov | OCTO | State IT Services | Artificial Intelligence Engineer |
| NSG | — | Federal Subcontracting | Java Developer |
| NSG | — | Federal Subcontracting | Application Oracle Database Administrator |
| UT Gov | USBE | Education & Workforce | Software Developer |
| Canon | — | Private Sector / Manufacturing | Senior Software QA Engineer |
| UT Gov | BOE | Education & Workforce | Senior Software Developer |
| NYSERDA | NYSERDA | Energy & Environment | Business Analyst |
| DC Gov | DOES | Unemployment & Labor Services | Data Analyst |
| CyGnA | DOT | Dept IT Services | GIS Application Developer |

| | | | |
|---------|------------------|---------------------------------|---|
| UT Gov | DHHS | Health & Human Services | Full Stack Developer |
| UT Gov | UDC | Corrections & Justice | Web Developer |
| UT Gov | UT Courts | Judicial & Courts | Java Developer |
| OH Gov | JFS | Health & Human Services | Technical Specialist 4 / TS4 |
| DC Gov | CFSA | Child & Family Services | Analyst Developer BSA Senior |
| UT Gov | Salt Lake County | County & Local Government | DevSecOps Engineer |
| PA Gov | DOH | Public Health | Enterprise Data Manager |
| DC Gov | DHS | Health & Human Services | Business Systems Analyst Senior |
| DC DHCF | — | Public Health | Grant Management Specialist, Health Reform |
| DC Gov | DCRA | Consumer & Regulatory Affairs | Applications Developer Lead |
| NC Gov | NCDOT | Transportation | Technical Specialist Expert High |
| NSG | — | Federal Subcontracting | Senior Database Developer (SQL Server) |
| NSG | — | Federal Subcontracting | Help Desk Analyst |
| DC Gov | DOES | Unemployment & Labor Services | Data Architect Master |
| DC Gov | DOES | Unemployment & Labor Services | DataWorks Applications Developer Senior |
| DC Gov | DOEE | Energy & Environment | Administrative Support Senior |
| DC Gov | CFSA | Child & Family Services | BI Developer Senior |
| DC Gov | DOES | Unemployment & Labor Services | App. Technical Specialist Master |
| MN Gov | Hennepin County | County & Local Government | Mobile Application Developer |
| OH Gov | TAX | Taxation & Revenue | Senior Architect 1 / SAR1 |
| DC Gov | CFSA | Child & Family Services | Program Manager Senior |
| UT Gov | DWS | Employment & Workforce Services | Application Developer - AWS |
| UT Gov | DTS | State IT Services | Linux Administrator |
| NSG | — | Federal Subcontracting | .NET Developer - MS Dynamics 365 Commerce Migration |

(Sample resumes are attached in another file)

B. Relevant Transit Management Positions

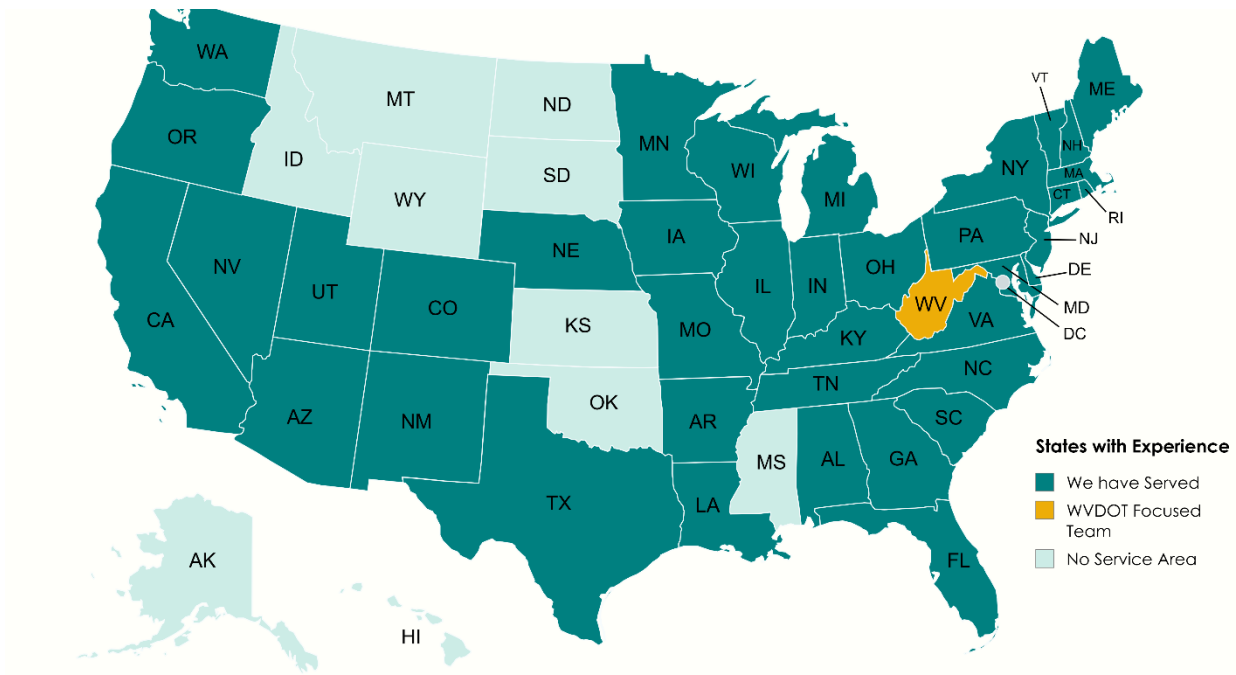
| | | |
|-------------------------------|---|--|
| Client & Relevance | Sacramento Regional Transit District (SacRT) | <i>Active Contract (2024-Present) – Direct transit authority staffing experience with FTA-regulated positions and transit operations roles</i> |
|-------------------------------|---|--|

| | | | |
|-------------------------------|---|--|---|
| Position Filled - 1 | Transit Service Planner | Industry Sector | Public Transportation / Transit Operations |
| Department/ Function | Service Planning & Scheduling | Key Responsibilities | Route optimization, ridership analysis, schedule development, service performance monitoring, GIS mapping, community stakeholder engagement |
| Relevance to WVDOT | Direct alignment with Planning Manager role - demonstrates transit planning expertise, ridership forecasting, and service optimization experience | | |
| Position Filled - 2 | Safety & Training Coordinator | Industry Sector | Public Transportation / Transit Safety |
| Department/ Function | Safety & Compliance | Key Responsibilities | Safety program administration, incident investigation, FTA compliance monitoring, safety training delivery, accident/injury reporting, PTASP implementation support |
| Relevance to WVDOT | Direct alignment with Safety Manager role - FTA regulatory compliance, safety management systems, incident investigation protocols | | |
| Position Filled - 3 | Transportation Analyst | Industry Sector | Public Transportation / Transit Planning |
| Department/ Function | Planning & Performance Analysis | Key Responsibilities | Data analysis, ridership trends, performance metrics reporting, service evaluation, funding analysis, capital planning support |
| Relevance to WVDOT | Demonstrates analytical capabilities required for transit service planning and performance optimization roles | | |
| Client & Relevance | Regional Transportation Authority (RTA), Chicago | <i>Task Order Engagement (2023-2024) – Multi-modal transportation authority supporting Chicago's transit network</i> | |
| Position Filled - 1 | Project Coordinator | Industry Sector | Public Transportation / Transit Planning |
| Department/ Function | Planning & Development | Key Responsibilities | Project tracking, stakeholder coordination, documentation management, schedule monitoring, cross-departmental communication |
| Relevance to WVDOT | Demonstrates ability to coordinate complex transit projects with multiple stakeholders - essential for service planning initiatives | | |
| Position Filled - 2 | Business Systems Analyst | Industry Sector | Public Transportation / Transit Technology |
| Department/ Function | IT & Enterprise Systems | Key Responsibilities | Requirements gathering, system integration, data reporting, stakeholder coordination, business process analysis, technology project support |
| Relevance to WVDOT | Transit technology infrastructure experience - relevant for modern transit planning tools, data systems, and ridership tracking platforms | | |
| Client & Relevance | San Ysidro Health, CA | <i>(2024-Present) – Direct transit authority staffing experience and transit operations role.</i> | |
| Position Filled - 1 | Safety Specialist | Industry Sector | Health & Safety |

| | | | |
|---------------------------------|--|-----------------------------|--|
| Department/ Function | Hospital | Key Responsibilities | Conducts hazard assessments, regulatory audits, safety training, accident investigations, maintains incident metrics/OSHA logs, and supports workers' compensation case management to minimize workplace injuries and ensure compliance. |
| Relevance to WVDOT | Direct alignment with Safety Manager role - safety management systems, accidents investigation protocols, minimize workplace injuries and ensure compliance. | | |

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1.8 MORPH'S NATIONAL REACH



Morph Enterprise has a national service footprint and has supported government and public-sector clients across more than 37 states, including West Virginia.

Industry Served

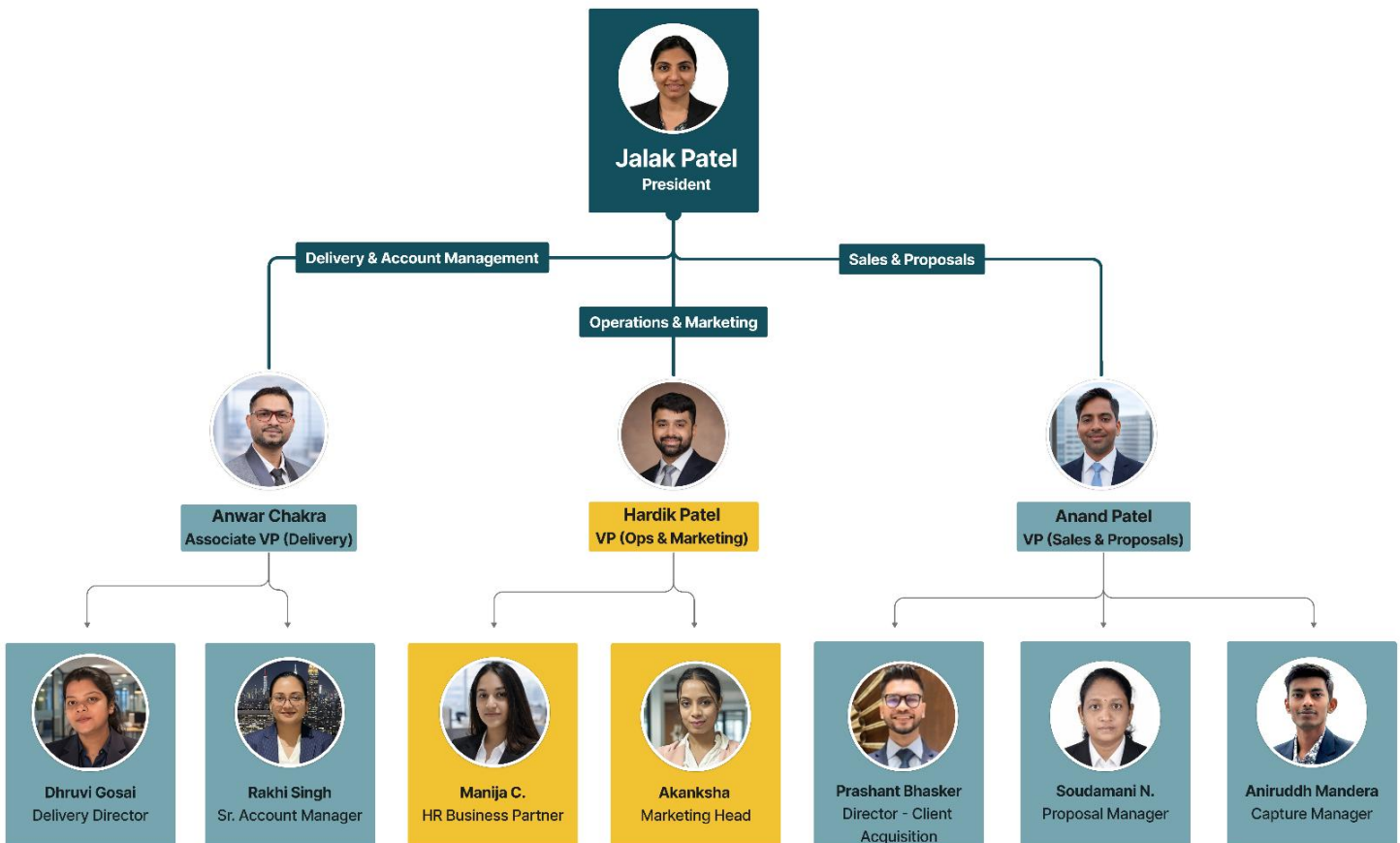
| Public & Government | Infrastructure & Operations | Commercial & Services |
|------------------------------|-------------------------------|-----------------------------------|
| State & Local Government | Transportation & Public Works | Corporate & Professional Services |
| Municipal Agencies | Utilities & Energy | Financial Services |
| Public Safety | Construction & Engineering | Information Technology |
| Education & School Districts | Environmental Services | Healthcare Administration |

Morph Enterprise has successfully provided qualified candidates to various government departments and local agencies across the U.S., but our expertise is not limited to these entities alone.

| | Department | State | Domain |
|--------------|---|-------|----------------|
| SLEDs | Department of Transportation | PA | Transportation |
| | Department of Transportation | MD | Transportation |
| | Department of Health | PA | Health |
| | Department of Environmental Protection | PA | Environment |
| | Department of Transportation | OH | Transportation |
| | Metropolitan Police Department | DC | Police Dept |
| | Department of Human Services | DC | Human Services |
| | Office of the Chief Information Officer | DC | IT Technology |
| | Office of Unified Communications | DC | Public Safety |

| | | |
|---|----|-------------------------------|
| Department of Health Care Finance | DC | Human Services |
| Department of Consumer and Regulatory Affairs | DC | Consumer Regulatory |
| Office of the Chief Technology Officer | DC | IT Technology |
| Department of Employment Services | DC | Gov Unemployment Services |
| Department of Energy & Environment | DC | Energy |
| Public Schools | DC | Education |
| Office of the State Superintendent of Education | DC | Education |
| Child and Family Services Agency | DC | Human Services |
| Salt CCH | UT | Authority/Local Gov |
| Utah State Authority of Education. | UT | Education |
| Department of Military and Veterans Affairs | MI | Military and Veterans Affairs |
| Department of Transportation | MI | Transportation |
| Department of Technology, Management & Budget | MI | IT Technology |
| NY State Energy Research and Development Authority. | NY | Energy |
| Department of Transportation | NY | Transportation |
| Office of Information Technology Services | ID | IT Technology |
| Department of Services | DE | State governance |

1.9 GOVERNANCE, ORGANIZATIONAL STRUCTURE, AND KEY PERSONNEL



Morph Enterprise maintains a clear governance and management structure to ensure accountability, continuity of service, and effective decision-making for public-sector engagements. The information provided in this section identifies the firm’s decision-making body, summarizes the organizational structure supporting WVDOT, and presents the qualifications of key personnel who will be directly responsible for delivering services under this contract.

LEADERSHIP



Jalak Patel, President, provides strategic leadership and operational oversight across large-scale staffing and workforce initiatives. With more than **8 years of experience managing complex, multi-stakeholder projects**, she brings disciplined execution, financial accountability, and long-term program stability to client engagements.



Anand Patel, VP, oversees delivery execution and client engagement across technology-focused staffing and services programs. With more than **10 years of experience** in software development, application development, and large-scale IT project delivery.



Anwar Chakra, VP, brings more than **18 years of experience in staffing operations and service delivery**, supporting large-scale workforce programs across multiple industries. His background in managing end-to-end delivery, client expectations, and operational performance ensures consistent execution and workforce continuity.



Hardik Patel, VP, brings more than **15 years of experience in operations, staffing, and recruitment**, supporting high-volume and multi-discipline workforce programs. His background in delivery execution, recruiter management, and process optimization ensures reliable and scalable staffing support.

1.10 KEY PERSONNEL & RESUME

#1 – Associate VP - Delivery

| | |
|-----------------------------|--|
| Name | Anwar Chakra |
| Proposed Role | Associate VP-Delivery - WVDOT Project Lead |
| Professional Summary | Strategic recruitment leader with 18 years of experience delivering specialized staffing solutions for government agencies, including transportation authorities and public transit organizations. Proven expertise in sourcing mission-critical talent for IT operations, safety management, service planning, and regulatory compliance roles. Experienced in managing large-scale public-sector staffing programs with emphasis on FTA-regulated positions, operational continuity, and performance accountability. Adept at aligning recruitment strategies with agency mission, workforce planning objectives, and stakeholder expectations. |
| Core Competencies | <ul style="list-style-type: none"> • Transit & Transportation Sector Recruitment • FTA Safety-Sensitive Position Compliance • Public Sector Client Management & Delivery • Recruitment Operations & Process Optimization • Workforce Planning & Performance Metrics (KPI, ROI) • Team Leadership, Mentoring & Onboarding • Compliance, Reporting & Quality Assurance |

| Education | Bachelor of Computer Applications (BCA) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|--|--|------------------------|--|--------------|--|--|------|------------------|------------------|--------------------------|---------------------|--------------------|-------------------|----------------|-----------------------|-----------------------|---------------|------------------------|-------------------|---------------|-----------------|------------------|---------------------|-------------------|-------------------|---------------------|----------------|-------------------|------------------|------------------|
| Professional Experience | <p>Associate VP – Strategic Operations & Delivery, Morph Enterprise LLC (Sept 2019 – Present)</p> <ul style="list-style-type: none"> • Oversee end-to-end recruitment delivery for government agencies including transportation authorities, state DOTs, and municipal transit organizations (SacRT, CapMetro, PA-DOT, MI-DOT, OH-DOT, RTA-Chicago, NY-DOT, D.C. etc.) • Led successful recruitment campaigns for the Regional Transportation Authority (RTA) and Department of Transportation (DOT) clients, placing operational, analytical, and technical professionals in transit-critical roles • Developed specialized sourcing strategies for transit operations management, service planning, safety compliance, and FTA-regulated positions requiring transportation sector expertise • Built and maintained candidate pipelines for safety-sensitive roles compliant with FTA regulations (49 CFR Part 40), including DOT drug/alcohol testing protocols • Manage client coordination, performance reporting, and business development for public-sector contracts with 90%+ retention rate • Lead recruitment teams supporting transit agencies, monitor KPI/KRA metrics for efficiency, compliance, and quality assurance • Achieved 65% proposal award rate on government RFPs through strategic positioning and client relationship management <p>Senior Manager – US IT Recruitment & Delivery, vTech Solution Inc (Jun 2012 – Sept 2019)</p> <ul style="list-style-type: none"> • Led account management and staffing delivery for government and private-sector clients • Collaborated on RFP/RFQ/RFR responses and pricing models for IT staffing and project-based SOWs • Conducted client performance analysis, ensuring high satisfaction and retention across multi-year contracts • Mentored recruitment teams on candidate assessment, stakeholder engagement, and quality control processes | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Additional Experience | <ul style="list-style-type: none"> • Assistant EDP – IT Department, County Centre, Erbil (Jul 2009 – Aug 2010) • Senior Product Support, American Computer Connections / Simple Networks, NJ (Oct 2006 – Sept 2008) • Senior Representative, Futura Convergence Centre (Aug 2004 – Nov 2005) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Client Portfolio Accounts Handled | <table border="1"> <thead> <tr> <th colspan="3" data-bbox="360 1491 1503 1526">STATE</th> </tr> </thead> <tbody> <tr> <td data-bbox="360 1526 727 1562">D.C.</td> <td data-bbox="727 1526 1138 1562">STATE OF FLORIDA</td> <td data-bbox="1138 1526 1503 1562">STATE OF GEORGIA</td> </tr> <tr> <td data-bbox="360 1562 727 1631">COMMONWEALTH OF VIRGINIA</td> <td data-bbox="727 1562 1138 1631">STATE OF WASHINGTON</td> <td data-bbox="1138 1562 1503 1631">STATE OF MINNESOTA</td> </tr> <tr> <td data-bbox="360 1631 727 1701">STATE OF ILLINOIS</td> <td data-bbox="727 1631 1138 1701">STATE OF TEXAS</td> <td data-bbox="1138 1631 1503 1701">STATE OF PENNSYLVANIA</td> </tr> <tr> <td data-bbox="360 1701 727 1770">STATE OF SOUTH DAKOTA</td> <td data-bbox="727 1701 1138 1770">STATE OF OHIO</td> <td data-bbox="1138 1701 1503 1770">STATE OF MASSACHUSETTS</td> </tr> <tr> <td data-bbox="360 1770 727 1806">STATE OF DELAWARE</td> <td data-bbox="727 1770 1138 1806">STATE OF UTAH</td> <td data-bbox="1138 1770 1503 1806">STATE OF OREGON</td> </tr> <tr> <td data-bbox="360 1806 727 1841">STATE OF MONTANA</td> <td data-bbox="727 1806 1138 1841">STATE OF CALIFORNIA</td> <td data-bbox="1138 1806 1503 1841">STATE OF ARKANSAS</td> </tr> <tr> <td data-bbox="360 1841 727 1877">STATE OF MARYLAND</td> <td data-bbox="727 1841 1138 1877">STATE OF NEW JERSEY</td> <td data-bbox="1138 1841 1503 1877">STATE OF MAINE</td> </tr> <tr> <td data-bbox="360 1877 727 1921">STATE OF NEY YORK</td> <td data-bbox="727 1877 1138 1921">STATE OF ARIZONA</td> <td data-bbox="1138 1877 1503 1921">STATE OF ALABAMA</td> </tr> </tbody> </table> | | | STATE | | | D.C. | STATE OF FLORIDA | STATE OF GEORGIA | COMMONWEALTH OF VIRGINIA | STATE OF WASHINGTON | STATE OF MINNESOTA | STATE OF ILLINOIS | STATE OF TEXAS | STATE OF PENNSYLVANIA | STATE OF SOUTH DAKOTA | STATE OF OHIO | STATE OF MASSACHUSETTS | STATE OF DELAWARE | STATE OF UTAH | STATE OF OREGON | STATE OF MONTANA | STATE OF CALIFORNIA | STATE OF ARKANSAS | STATE OF MARYLAND | STATE OF NEW JERSEY | STATE OF MAINE | STATE OF NEY YORK | STATE OF ARIZONA | STATE OF ALABAMA |
| STATE | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| D.C. | STATE OF FLORIDA | STATE OF GEORGIA | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| COMMONWEALTH OF VIRGINIA | STATE OF WASHINGTON | STATE OF MINNESOTA | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| STATE OF ILLINOIS | STATE OF TEXAS | STATE OF PENNSYLVANIA | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| STATE OF SOUTH DAKOTA | STATE OF OHIO | STATE OF MASSACHUSETTS | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| STATE OF DELAWARE | STATE OF UTAH | STATE OF OREGON | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| STATE OF MONTANA | STATE OF CALIFORNIA | STATE OF ARKANSAS | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| STATE OF MARYLAND | STATE OF NEW JERSEY | STATE OF MAINE | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| STATE OF NEY YORK | STATE OF ARIZONA | STATE OF ALABAMA | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

| | | |
|---|--|--|
| STATE OF SOUTH CAROLINA | STATE OF IOWA | STATE OF NORTH CAROLINA |
| SATATE OF NEVADA | STATE OF ALABAMA | STATE OF MICHIGAN |
| STATE OF MISSISSIPPI | CANADA | |
| DEPARTMENTS & LOCAL AGENCIES | | |
| County of West Palm Beach | Baltimore Authority Public Schools | Department of Youth Rehabilitation Services |
| MWAA-Metropolitan Washington Airports Authority | MTS Systems Corporation | Department of General Services – Municipal & Government Operations |
| Baker Ripley | Orlando Utilities Commission (OUC) | Department of Employment Services |
| County of Cincinnati | Chicago Public Schools | Department of Behavioural Health |
| Utah Transit Authority | Department of Social Services | Department of Health |
| Department of General Services | County of Newark | DC Water & Sewer Authority |
| Portland Development Commission | Gwinnett Authority | Office of Risk Management |
| Government of Alberta - Canada | MN State Court Administrator's Office | Office of the Chief Financial Officer |
| Province of British Columbia - Canada | Hennepin Authority Office | Department of Health Care Finance |
| Province of Nova Scotia - Canada | University of Massachusetts | Office of the State Superintendent of Education |
| University of Maine | Regional Transportation Authority | George Washington University Hospital |
| Cap Metro Transportation Authority | Washington Metropolitan Area Transit Authority | Events DC (WCSA) - DC |
| Department of Human Services | Authority of Miami-Dade | County of Phoenix |
| Virginia Housing Development Authority | Maryland Health Benefit Exchange | Clark Authority |
| Hennepin Authority | County of Hampton | |
| PRIVATE CLIENTS | | |
| Infosys | Credence Management | Pay Commerce |
| Verizon Wireless | Johnson Controls | AmeriHealth |
| Teradata | Broward Health | Vallen Distribution |
| ExxonMobil | Orbital ATK | Raytheon |
| CVS Pharmacy | XCorp Solutions | AARP |
| PepsiCo | Rockwell Collins | (SAIC) |
| Voya | State Street | Citi Group |
| EMC Corporation | Magellan health | USC (Various counties) |
| Joseph Greenwald & Laake | Guggenheim Partners | Fidelity Investments |
| Communications Test Design Inc | Purdue Pharma | BlueCross BlueShield |

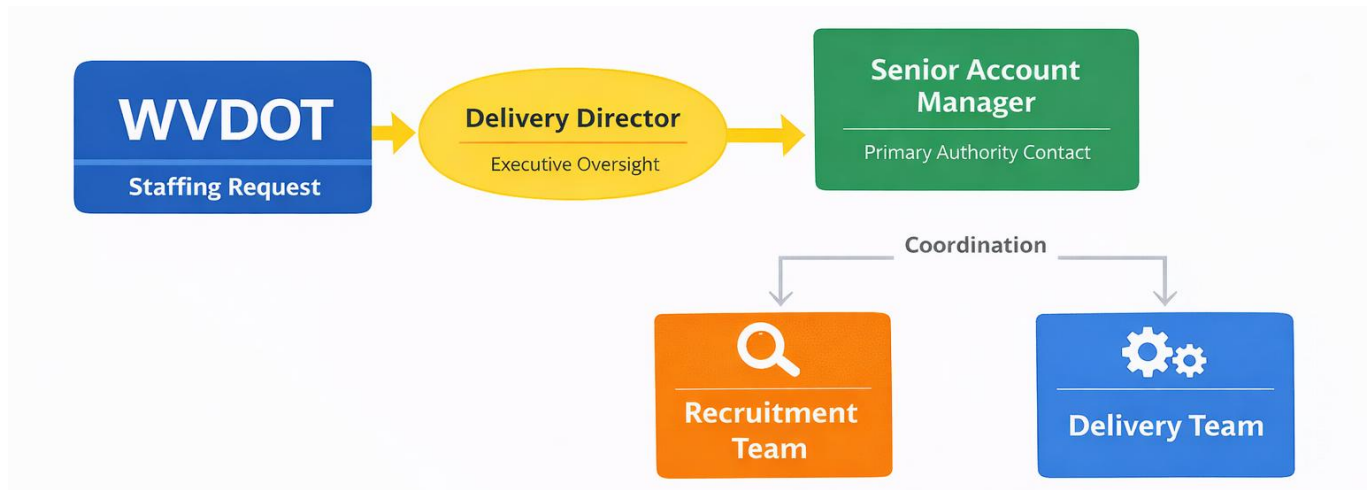
| | | | |
|--------------------------------|---|--|--|
| | Fujitsu America | | |
| Certifications / Skills | <ul style="list-style-type: none"> • Recruitment Strategy • Business Operations • ERP Workforce Alignment • Process Improvement • Reporting & Analytics • Client Retention Strategies | | |

#2 – Sr. Account Manager

| | |
|--------------------------------|--|
| Name | Rakhi Singh |
| Proposed Role | Senior Account Manager |
| Professional Summary | Results-oriented Senior Account Manager with 8+ years of experience delivering specialized staffing solutions for government and public-sector clients, including transportation authorities and municipal agencies. Proven expertise in managing complex recruitment programs for transit operations, safety management, and mission-critical public service roles. Skilled in stakeholder engagement, candidate pipeline management, and ensuring alignment between agency workforce needs and placement outcomes. Recognized for exceptional communication, problem-solving, and client relationship management that drive high retention rates and operational continuity. |
| Core Competencies | <ul style="list-style-type: none"> • Public Sector & Transit Agency Account Management • Recruitment Program Oversight & Service Delivery • Stakeholder Engagement & Client Relations • Offer Negotiation & Onboarding Coordination • Team Leadership & Recruiter Mentorship • Performance Tracking & Reporting (Advanced Excel, ATS systems) |
| Education / Training | Bachelor’s Degree (Business / Management focus) Professional training in Recruitment Strategy & Client Account Management |
| Professional Experience | <p>Senior Client Partner / Account Manager, Morph Enterprise (Jun 2024 – Present)</p> <ul style="list-style-type: none"> • Manage key government client accounts, including transportation authorities and Department of Transportation (DOT) agencies, overseeing end-to-end recruitment and onboarding for operational, technical, and leadership roles • Serve as primary liaison for transit agency clients, coordinating recruitment timelines, stakeholder communications, and candidate presentations for specialized positions including transit planning, safety management, and FTA-regulated roles • Review recruiter data, analyse client requirements, and ensure high submission-to-placement conversion rates through strategic candidate matching and qualification verification • Conduct candidate follow-ups and client feedback sessions to ensure performance alignment, satisfaction, and long-term retention • Drive account growth through proactive client engagement, identifying additional staffing needs and service expansion opportunities • Maintain compliance with FTA safety-sensitive hiring protocols and public-sector employment regulations <p>Senior Manager – US IT Recruitment & Delivery, Rang Healthcare (Feb 2023 – May 2024)</p> |

| | |
|--------------------------------|--|
| Certifications / Skills | <ul style="list-style-type: none"> • Led recruitment team of four, achieving 3–5 placements weekly with strong offer-to-acceptance ratios • Built Excel-based performance tracking tools to improve reporting accuracy and client visibility • Partnered with executive stakeholders to expand recruitment delivery and streamline placement processes <p>Client Partner, ALOIS Healthcare (Dec 2022 – Jan 2023) Client Partner, APIDEL Technologies (Oct 2018 – Jul 2022)</p> |
| | <p>Recruitment Operations • Strategic Account Management • Performance Analytics • Offer Negotiation • Client Retention • MS Excel (Advanced) • Communication & Team Leadership</p> |

DELIVERY TEAM



Morph will assign a Point of Contact with over 18 years of experience in recruiting, managing, and leading a dynamic team of VP, Managers, Leads, and technical recruiters. The Team will be responsible for:

- Building talent pipeline through alternate sources / innovative methods.
- Building a strong, dynamic, and competent recruitment team by foreseeing demand pipelines.
- Imparting hands-on training for recruitment team members.
- Do search and recruit for senior positions.
- Maintain an up-to-date Data Bank of candidates for various job profiles

Delivery Director

Role Overview: The Delivery Director has overall responsibility for contract execution, service quality, and compliance with WVDOT requirements. This role provides executive oversight and serves as the escalation point for any service, compliance, or performance-related matters.

Key Responsibilities

- Oversight of staffing delivery across all Authority departments

- Enforcement of service-level commitments and response timelines
- Coordination with WVDOT leadership on performance reviews and issue resolution
- Approval of corrective actions and replacement decisions when required
- Ensuring compliance with applicable federal, state, and local employment regulations

Senior Account Manager

Role Overview: The Senior Account Manager serves as the primary day-to-day point of contact for WVDOT and manages all incoming staffing requests. This role ensures communication clarity, timely coordination, and alignment with departmental needs.

Key Responsibilities

- Receipt and coordination of staffing requests from Authority
- Communication with Authority stakeholders regarding candidate status and timelines
- Scheduling interviews and facilitating candidate selection
- Managing assignment changes, extensions, and terminations
- Monitoring attendance, performance feedback, and no-show resolution

Senior Recruitment Lead

Role Overview: The Senior Recruitment Lead directs all recruiting activity for WVDOT assignments and ensures candidates meet position-specific qualifications prior to submission.

Key Responsibilities

- Development of role-specific recruitment strategies by job category
- Supervision of recruitment pipelines for administrative, professional, and technical roles
- Validation of candidate qualifications, availability, and pay alignment
- Coordination of background checks, drug screening, and credential verification
- Ensuring timely candidate submission in accordance with Authority timelines

RECRUITMENT TEAM

Role Overview: The Recruitment Team executes sourcing, screening, and candidate engagement activities under the direction of the Senior Recruitment Lead. The team supports rapid placement while maintaining candidate quality and readiness.

Key Responsibilities

- Active sourcing through local, regional, and role-specific channels
- Initial candidate screening and interview coordination
- Maintaining candidate pipelines to support urgent or same-day needs
- Supporting replacement staffing in the event of no-shows or early assignment endings

Team Continuity and Backup Coverage

To ensure uninterrupted service, Morph Enterprise assigns backup personnel to each key role. This structure ensures that staffing requests, issue resolution, and candidate placements continue without delay during absences, peak demand, or emergency situations.

| Step | Responsible Role | Target Timeline |
|--|---|--|
| Receipt of staffing request from WVDOT | Senior Account Manager | Within 2 business hours |
| Clarification of role requirements and start date | Senior Account Manager | Same business day |
| Assignment of recruiting resources | Delivery Director / Senior Recruitment Lead | Same business day |
| Candidate sourcing and initial screening | Recruitment Team | Day 1–2 |
| Qualification validation and availability confirmation | Senior Recruitment Lead | Day 2–3 |
| Submission of qualified candidates to WVDOT | Senior Account Manager | Within 3 business days (admin/entry roles) |
| Authority review and interview coordination (if requested) | Senior Account Manager | As scheduled by Authority |
| Conditional selection and background screening initiation | Recruitment Team | Same day as selection |
| Background checks, drug screening, and credential verification | Recruitment Team | 4-7 business days |
| Final placement confirmation and start date coordination | Senior Account Manager | Within 1 week of Authority approval |
| Ongoing assignment monitoring and issue resolution | Delivery Director / Senior Account Manager | Ongoing throughout assignment |

1.11 DIVERSE CANDIDATE POOL AND TIMELY PLACEMENT

Morph Enterprise maintains a robust, continuously refreshed candidate network spanning **37+ states, including West Virginia**, with access to over 3 million pre-vetted professionals across public sector, transportation, and specialized operational roles. Our multi-channel sourcing approach enables us to rapidly identify qualified candidates for WVDOT's public transportation operations, maintenance, information technology, planning, and paratransit positions through:

- **Transit-specific networks:** APTA, CTAA, state transportation associations, and peer transit agency contacts
- **Geographic targeting:** West Virginia and regional transit markets, including candidates with municipal and public transportation experience
- **Specialized platforms:** Transit-focused job boards, FTA-certified professional communities, and public sector leadership networks

- **National reach:** Nationwide outreach to expand the candidate pool beyond West Virginia when needed

For WVDOT's specialized transit leadership roles, we conduct **targeted recruitment campaigns** focused on professionals with demonstrated transit operations, route planning, FTA safety compliance, and public transportation management experience. All candidates undergo reconfirmation of availability, interest, and qualification alignment prior to submission to ensure readiness and eliminate placement delays.

Our sourcing strategy prioritizes **quality over volume**, delivering a vetted shortlist of 3–5 highly qualified candidates per position rather than mass submissions. Each candidate will be evaluated against WVDOT's specific requirements, including transit sector experience, regulatory knowledge, and cultural fit within a mission-driven public transportation environment.

The table below represents an aggregated snapshot of Morph Enterprise’s active and pre-vetted candidate pool and demonstrates role-specific availability within West Virginia and nationally. Candidate availability is reconfirmed prior to submission.

| Role Category | WV Sp. Candidate Pool | Approx. Active Candidate Pool (US) | Difficulty to Fill | Typical Availability |
|--|-----------------------|------------------------------------|--------------------|----------------------|
| Administrative & Clerical | 2200+ | 180,000+ | Low | 2–3 days |
| Finance/Accounting/Procurement | 520+ | 120,000+ | Low | 2-3 days |
| Information Technology including WVDOT IT Staffing Positions | 890+ | 200,000+ | Moderate | 2-3 days |
| Transit and Community Planning | 186+ | 10,000+ | Moderate to High | 4-6 days |
| Transit Operations Management/Supervision | 110+ | 10,000+ | Moderate to High | 4-6 days |

(Pool size indicators (Very Large, Large, Moderate, Targeted) reflect relative availability based on role specialization, geographic demand, and prior placement activity)

Candidate pipelines are continuously refreshed, with inactive or unavailable candidates deprioritized to maintain an active and deployable pool. Positions are filled through a structured recruitment and delivery model that emphasizes rapid candidate identification, pre-submission availability confirmation, and employer-of-record readiness, allowing WVDOT to receive qualified candidates within defined and predictable timeframes.

AVERAGE POSITION FILL TIMELINES

| Position Type | Resume Submission | Interview Scheduling | Start Readiness |
|------------------------------|---------------------------|----------------------|-----------------|
| Administrative / Entry-Level | 2–3 business days | 1–2 business days | 2-3 week |
| Professional / Technical | 3–5 business days | 2–3 business days | 2–3 weeks |
| Urgent / Backfill Requests | Same or next business day | As requested | As approved |

1.12 DIVERSITY, EQUITY, AND INCLUSION

Morph Enterprise is committed to equitable access to employment opportunities through inclusive recruitment practices embedded throughout our candidate sourcing, screening, and placement processes. As a **Pennsylvania certified SBE & SDB & WBE/WOSB-certified firm**, we understand the importance of building diverse candidate pools that reflect the communities WVDOT serves while maintaining rigorous qualification standards and merit-based selection.



Our DEI Approach is Operational, Not Symbolic

All candidates are evaluated fairly based on qualifications, experience, and role requirements, without regard to race, gender, age, disability, veteran status, or other protected characteristics, in full compliance with FTA EEO requirements, Title VI, ADA, and applicable federal, state, and local employment laws.

Diverse Candidate Sourcing Strategies

Morph Enterprise leverages targeted, multi-channel sourcing strategies to reach qualified candidates from underrepresented communities across WV and nationwide:

| | |
|---|---|
| Diversity & Workforce Outreach | HBCU partner pipelines outside the state where needed; disability employment networks; women-in-tech groups; coding bootcamp alumni networks; re-entry workforce programs |
| Community Partners | Urban League of Greater Charleston; Urban League of West Virginia; Hispanic Chamber of Commerce of West Virginia; West Virginia Statewide Hispanic Chamber network; West Virginia Department of Veterans Assistance; WorkForce West Virginia regional offices |
| Inclusive Job Boards | DiversityJobs.com; IMDiversity.com; VetJobs.com; Hire Heroes USA; RecruitDisability.org; Professional Diversity Network; West Virginia Jobs and Hope portal |
| Educational Institutions | West Virginia University (WVU); Marshall University; West Virginia State University; Fairmont State University; Bluefield State University; Mountwest Community and Technical College; BridgeValley Community and Technical College |

2. SCOPE OF SERVICES & OUR METHODOLOGY

Morph Enterprise will provide comprehensive recruitment services to the WVDOT for the IT operations, maintenance, planning, and management functions, with potential support for additional administrative, technical, and operational roles as needed throughout the 1-year contract period. Our service delivery model prioritizes transit sector expertise, rapid candidate identification, rigorous screening, and 180-day performance accountability.

2.1 STAFFING REQUEST INTAKE AND COORDINATION

Upon receipt of each staffing request from WVDOT's authorized representatives, Morph Enterprise will:

- Acknowledge requests within 4 business hours via dedicated account management team.
- Conduct intake consultation to confirm role requirements, FTA compliance needs, desired qualifications, salary range, timeline expectations, and organizational fit criteria.
- Develop a customized recruitment strategy tailored to the position's specialization (transit planning, safety management, FTA regulatory expertise)
- Assign a designated recruitment team with transit sector sourcing expertise.
- Provide weekly progress updates throughout the search process.

2.2 CANDIDATE RECRUITMENT AND SUBMISSION

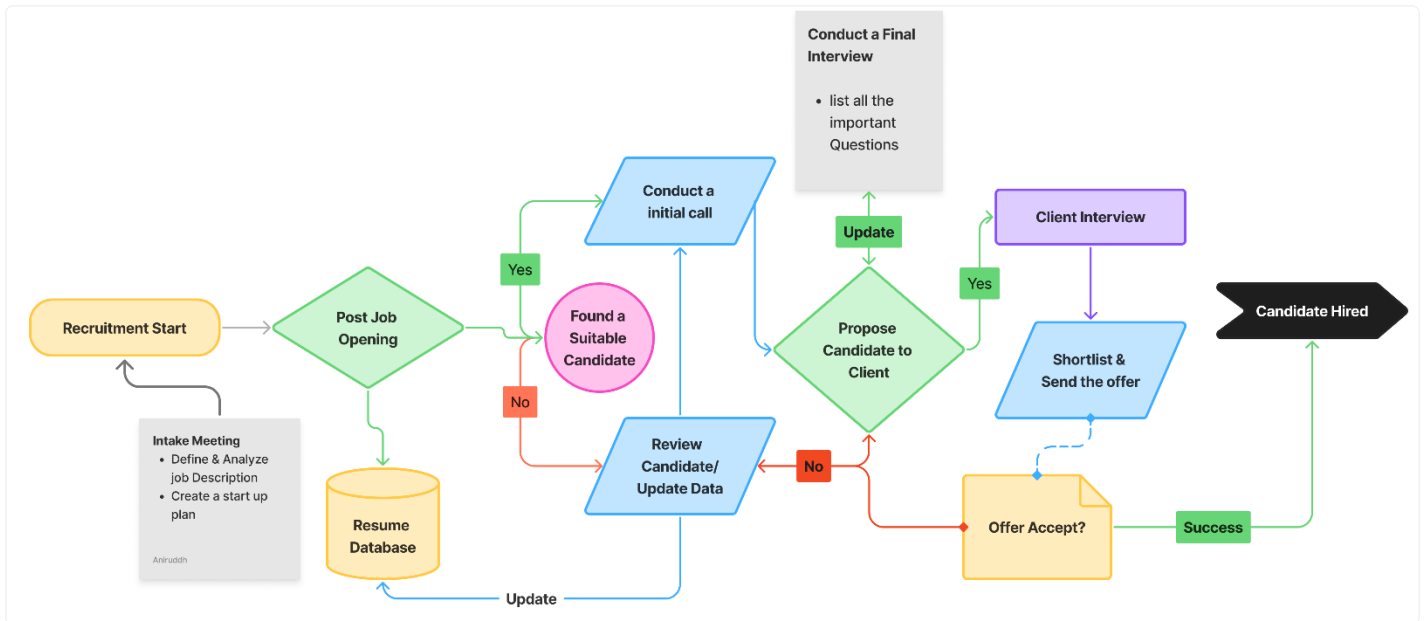
Morph Enterprise executes **targeted recruitment campaigns** leveraging transit-specific networks, public sector talent pools, and national professional associations:

Multi-Channel Recruitment:

Proprietary database of 3M+ pre-vetted candidates including WVDOT IT staffing Positions.

| Category | Primary Sourcing Channels | Secondary Sourcing Channels |
|---|---|---|
| Information Technology – Applications, Database, GIS & Mainframe | LinkedIn Recruiter, Dice, Stack Overflow, Indeed, CareerBuilder, GitHub, Oracle community networks, IBM / Mainframe professional forums, Microsoft Tech Community, Esri Community, CompTIA certification networks | University computer science and information systems programs; local and regional tech meetups; WV and national government IT contractor networks; GIS professional associations; database administrator communities; developer communities; veteran IT transition programs; referral networks; IT certification holders (Oracle, DB2, SQL Server, ESRI, COBOL, mainframe) |

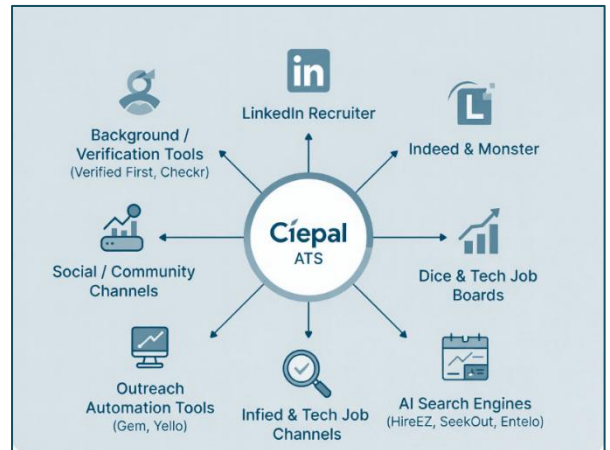
2.3 MORPH'S RECRUITMENT PATHWAY



Our sourcing approach emphasizes:

- Active and passive candidate pipelines maintained within our ATS
- Role-specific search strategies based on job discipline and experience level
- candidate sourcing in compliance with WVDOT's requirements
- Ongoing pipeline refresh to support recurring and high-volume needs

This structured approach allows us to scale sourcing efforts quickly when broadcast requisitions are issued, while maintaining consistent candidate quality across administrative, finance, IT, engineering, and professional roles.



| Category | Tools / Platforms | Purpose / Strength |
|---|--------------------------------------|--|
| Candidate Relationship & ATS | Ciepal ATS | Central candidate database, workflow, and tracking |
| Professional Network Search | LinkedIn Recruiter | Passive and active candidate sourcing; specialized filters |
| Job Boards – Broad Reach | Indeed, Monster, Dice, Careerbuilder | Large exposure, volume for administrative/clerk roles |
| Tech & Niche Boards | StackOverflow Jobs, GitHub Jobs | Targeted tech and engineering sourcing |

| | | |
|--|---|--|
| AI-Driven Search & Matching | HireEZ, SeekOut, Entelo | Semantic resume parsing, AI matching, diversity/skill patterns |
| Social & Community Channels | Reddit, Slack communities, GitHub communities | Passive talent discovery; role-specific groups |

Morph recruiters follow a comprehensive Four-Step screening process to ensure personnel meet state staffing requirements & specific vetting criteria. Our extensive interview process evaluates candidates across multiple areas including language proficiency, technical skills, aptitude, communication abilities, & any additional parameters required by the state.

• Primary Screening

Primarily, our domain-specific Recruiters thoroughly go through the candidates' resumes & shortlist the best-fitted candidates as per our Qualification Matrix submitted by our Account Manager on our Tracking System for the specific job requirement.

• Technical Screening

Each candidate goes through a thorough three (3) rounds of interviews:

- | | |
|--|--|
| <ul style="list-style-type: none"> • Aptitude and Behaviours Assessment • Resume Screening • Review of the candidate’s work history • Aptitude Assessment • Behavioural Skills Assessment | <ul style="list-style-type: none"> • Knowledge Base Assessment - With Subject Matter experts • Domain Knowledge Assessment • Experience Verification • IT Tools Application Assessment (Knowledge-based) |
|--|--|

• HR Round of Screening

We conduct this round of screening to understand whether the resource is committed to accepting the opportunity with the client. We ensure that the following expectations are communicated:

1. Compensation Offered
2. Duration of the project
3. Location and travel requirements
4. Work hours and any weekend or off-hours requirement
5. Onsite/offsite
6. Dress code (if any)

• Pre Screening / Background Checks

We run other checks as required by the state, which include, but are not limited to, drug screening, education verification, professional reference checks, and certification verification. As a part of the hiring process, Morph verifies the information on relevant employment, education, and criminal history information. Morph usually verifies the information for all the below-listed parameters as part of Background Checks:

- Social Security Number Trace
- Sex Offender List Search
- International Checks
- Education and Employment Verification
- Professional License Verification

- National and Federal Criminal Databases Searches
- Domestic & Global Terrorist Watch List Searches
- Motor Vehicle Records Check
- 4-panel, 5-panel, and 10-panel Drug Screening

WVDOT’s broadcast requisition model requires staffing partners that can respond quickly without compromising quality. **Morph Enterprise** has established internal response timelines designed to support this model.

| Metric | Standard |
|-------------------------|---------------------------|
| Candidate Submission | Within 48–72 hours |
| Interview Coordination | Within 24 hours |
| Onboarding Completion | Within 7-10 business days |
| Replacement Guarantee | Within 10 business days |
| Retention Rate Target | 90%+ |
| SLA Reporting Frequency | Monthly or upon request |

2.4 180-DAY PERFORMANCE GUARANTEE & REPLACEMENT PROTOCOL

Morph Enterprise provides a **180-day replacement guarantee** aligned with WVDOT's probationary period:

- If a placed candidate is released for **performance or organizational fit reasons within 180 days**, Morph will **initiate a replacement search at no additional cost**
- Replacement candidates will be submitted within **3–7 business days** of notification
- Monthly check-ins during the first 90 days to ensure candidate integration and performance satisfaction
- Continuous monitoring and performance reporting as requested by WVDOT

Our Commitment: Candidate success is measured by long-term retention. Our **90%+ retention rate** reflects rigorous pre-screening and alignment with client organizational culture.

2.5 EMPLOYER OF RECORD RESPONSIBILITIES, ONBOARDING, AND ONGOING SUPPORT

Morph Enterprise serves as the **employer of record** for all temporary employees assigned to WVDOT and assumes full responsibility for employment administration, onboarding, compliance, and ongoing workforce management throughout each assignment.

Employer of Record and Compliance

Morph Enterprise is responsible for all employer-related obligations, including:

- Payroll processing and timely wage payment
- Administration of applicable federal, state, and local taxes
- Workers' compensation and unemployment insurance coverage
- Compliance with wage and hour laws
- Maintenance of employee records and required documentation



All services are performed in accordance with Authority policies and applicable employment regulations.

2.6 READINESS AND TRANSITION ASSURANCE

Morph Enterprise's staffing model does not require a transition period, data migration, or system integration. Existing recruiting pipelines, pre-vetted candidate pools, and delivery resources are immediately available to support WVDOT needs upon go-live.

This approach ensures WVDOT can begin receiving qualified candidates without delay or administrative complexity.

Risk Mitigation

Morph ensures zero downtime with dedicated contingency protocols:

- **After-hours/Emergency Callouts:** <24-hour response via 24/7 recruiter on-call
- **Placement Gaps:** Immediate 180-day replacement or surge sourcing
- **Transition:** Shadowing for seamless handoffs

2.7 COMPLIANCE & REPORTING

Morph Enterprise maintains full compliance with all applicable federal, state, and local employment regulations, including FTA Equal Employment Opportunity (EEO) requirements, Title VI non-discrimination provisions, Americans with Disabilities Act (ADA) accessibility standards, Disadvantaged Business Enterprise (DBE) regulations (49 CFR Part 26), and West Virginia employment laws. We are prepared to provide WVDOT with candidate pipeline reports, recruitment metrics, diversity and EEO sourcing documentation, background check and compliance verification records, and monthly or quarterly performance summaries upon request to support Authority reporting obligations and workforce development initiatives.

3. TIME – TO – HIRE & PERFORMANCE METRICS

Morph Enterprise's recruitment performance is measured through consistent delivery, quality placements, and long-term candidate retention. The metrics below reflect our track record across government sector staffing engagements over the past three years.

3.1 CANDIDATES PLACED & RETENTION PERFORMANCE

| Metric | Performance |
|-------------------------------------|--|
| Total Placements (2023-2025) | 350+ candidates placed across government and public-sector clients |
| Retention Rate (12-month) | 90% – candidates remain employed beyond 1 year |
| Retention Rate (24-month) | 84% – candidates remain employed beyond 2 years |
| Turnover Within 180 Days | <16% – exceeds industry benchmark of 18-22% |
| Client Satisfaction Rate | 95% based on post-placement surveys and contract renewals |

3.2 TIME-TO-FILL BY POSITION COMPLEXITY

For WVDOT's Current Vacancies:

| Position Type | Average Time to Submission | Example Roles |
|--------------------------------------|----------------------------|--|
| Administrative/Clerical | 1-3 business days | Administrative Assistants, Data Entry, Office Coordinators |
| Professional/Technical | 1-3 business days | Financial Analysts, HR Specialists, IT Support, Planners, Network Technician I, Network Analyst, Systems Analyst, Database Analyst, Database Administrator, Business Analyst I, Business Analyst II (Advanced) |
| Specialized/Managerial | 2-5 business days | Service Planning Managers, Program Managers, Senior Analysts, Project Manager I, Project Manager II (Advanced) |
| Highly Specialized/Regulatory | 3-7 business days | Safety Managers (FTA-certified), Transit Operations Directors |

3.3 CANDIDATE SUBMISSION & CONVERSION RATES

Morph Enterprise prioritizes quality over volume, submitting only rigorously vetted candidates who meet or exceed position requirements. (Average **1.2 candidates** interviewed per successful placement (high conversion efficiency))

| Stage | Volume | Conversion Rate |
|---------------------------------------|--|--------------------------------|
| Candidates Sourced | 50–75 initial prospects identified | — |
| Pre-Screened Candidates | 10–15 candidates (resume + phone screen) | 20% advance from sourcing |
| Candidates Submitted to Client | 3–5 highly qualified finalists | 30–40% advance from pre-screen |

| | | |
|---|-------------------------------------|----------------------------------|
| Candidates Interviewed by Client | 2–3 candidates proceed to interview | 60–75% of submitted candidates |
| Offer Extended | 1–2 candidates receive offers | 50–75% of interviewed candidates |
| Offer Accepted & Placement | 1 candidate placed | 85–90% offer acceptance rate |

3.4 CONTRACT DURATION & EMPLOYMENT OUTCOMES

For **direct hire/permanent placements** (applicable to WVDOT's recruitment need):

| Employment Outcome | Percentage | Typical Timeline |
|--|------------|---|
| Successful Long-Term Employment | 90% | Candidates remain employed 12+ months |
| Separation Within 180 Days | 12% | Performance, organizational fit, or personal reasons |
| Separation Within 12 Months | 15% | Career advancement, relocation, or organizational changes |

3.5 REPLACEMENT GUARANTEE PERFORMANCE:

- **8% of placements** required replacement within 180-day guarantee period
- **Average replacement turnaround:** 7-10 business days from notification
- **Replacement success rate:** 95% (replacement candidates successfully complete probation)

For **temporary/contract placements** (if applicable to future WVDOT needs):

| Contract Outcome | Percentage |
|---|------------------------|
| Completed contract term successfully | 88% |
| Converted to permanent employment | 22% of temp placements |
| Average contract duration | 6–9 months |
| Early termination (performance) | <5% |

Morph Enterprise's track record demonstrates our ability to deliver quality over speed, ensuring WVDOT receives candidates who are not only qualified on paper but also prepared to succeed in transit operations and public service environments.

4. CLIENT REFERENCES

Our mission is to equip businesses with innovative workforce solutions and strategic consulting services that promote sustainable growth. We are committed to encouraging innovation & achieving a balance between professional success and personal fulfilment, enhancing the quality of life for the talent & organizations we support. To be the go-to partner for talent solutions & business consulting, fostering transformative growth & innovation while enriching the lives of both professionals and organizations. Below are our current and past partners, and client references.

| Company | Contact Name | Title | Phone # | Email Address |
|---|---|---|-----------------------|--|
| Network Specialty Group, Inc. | Keyur Patel | Vice President | 301.208.9388 | keyur@nsgi-hq.com |
| Description of Services | Prime Vendor supporting NSG's IT Staffing projects for their Federal Customers | | | |
| CyGnA Inc | Sanjay Ramlall | Director | 202.760.5461 | sanjay@cygnainc.com |
| Description of Services | Supplier/Contractor for CyGnA Inc. and supporting the Government of the District of Columbia Staff Augmentation Program through CAI MSP | | | |
| StarTech Consulting, Inc. | Kal Bakta | CEO | 623.229.3660 | kbhakta@startech-consult.com |
| Description of Services | Supplier/Contractor for StarTech Consulting Inc. and supporting the State of Ohio IT Augmentation Program through OST Global Inc. MSP | | | |
| New York State Energy Research and Development Authority (NYSERDA) | Edward Tin Yau Lau | Project Manager - Energy Program | (347) 988-0189 | eddielau.nyc@gmail.com |
| Description of Services | Supplier/Contractor for StarTech Consulting Inc. and supporting the State of Ohio IT Augmentation Program through OST Global Inc. MSP | | | |
| New York County Department of Transportation | Robert Smith | Sr IT Architect | (917) 301-6322 | rob.smith@sleepingkingstudios.com |
| Description of Services | Provided senior IT architecture and technical leadership services for the County of New York – Department of Transportation (DOT). | | | |
| Utah Department of Correction | Srinivas Chittapu | Sr. Developer | 602.799.0928 | chsrj21@gmail.com |
| Description of Services | Provided contract web application development services for the State of Utah, supporting mission-critical, enterprise-scale Java web applications used by multiple state agencies and large public-sector organizations (1,000+ users). | | | |

5. PRICE PROPOSAL / VALUE ADDED SERVICES

Morph Enterprise proposes a **contingency-based, fixed-percentage fee structure** for recruitment services provided to the Department. This pricing model aligns with WVDOT's stated preference for a percentage-based fee of the hourly salary for each successfully placed candidate.



Proposed Fee Structure

Morph Enterprise applies a transparent markup-based pricing model for all staffing categories under this RFP. Bill rates are calculated as follows:

$$\text{Bill Rate} = \text{Pay Rate} \times (1 + \text{Markup } \%)$$

The proposed pricing fully considers all costs associated with providing temporary employment staffing services, including but not limited to:

- Labor and wages
- Payroll administration
- Employer-of-record responsibilities
- Overhead and administrative costs
- Compliance, insurance, and statutory requirements
- Profit and operational support

No additional fees, surcharges, or pass-through costs will be applied beyond the approved markup rates.

5.1 FIXED FEE AND COST STRUCTURE

- Fee is calculated as a fixed Mark-Up percentage of the candidate's **Hourly base salary**
- Salary calculation based on the actual of fer accepted by the candidate
- Fee invoiced within 5 business days of candidate's official start date
- Payment due within 30 days of invoice receipt (Net 30 terms)

5.2 PRICING COMPLETENESS AND VALIDITY

- If any placed candidate is released for performance or organizational fit reasons within WVDOT's 180-day probationary period, Morph Enterprise will repeat the search and provide replacement candidates at **no additional charge**
- Replacement candidates submitted within 5-7 business days of notification
- Guarantee includes all recruitment services (sourcing, screening, background checks, interviews)
- No limit on number of replacement attempts during guarantee period

Our Confidence: With an 85%+ retention rate and <16% turnover within 180 days, our rigorous screening process minimizes replacement needs, but we stand behind every placement.

Volume Discount

- 0-15 placements – Same rate
- 16-25 placements – 2% discount on BR
- 25+ placements - 3% discount on BR

5.3 VALUE-ADDED SERVICES (NO ADDITIONAL COST)

Morph Enterprise goes beyond placement to deliver strategic workforce value: \$15,000+ annually in complimentary services that enhance WVDOT's recruitment ROI

| Service | Benefit to WVDOT |
|------------------------------------|---|
| Transit Market Intelligence | Quarterly compensation benchmarking vs. peer agencies + labour trends |
| 180-Day Retention Support | 30/60/90-day check-ins + early performance intervention |
| Diversity Analytics | EEO/DBE reporting + inclusive sourcing documentation |
| Rapid Response | 24-48hr candidate identification for urgent vacancies |
| FTA Compliance Package | Pre-employment DOT drug testing + safety-sensitive screening |
| Onboarding Acceleration | New hire integration support + relocation coordination |
| Talent Pipeline Building | Passive candidate cultivation for future needs |

APPENDIX

PA SDE Certificate

NOTICE OF SMALL DIVERSE BUSINESS VERIFICATION



The Department is pleased to announce that
MORPH ENTERPRISE LLC

has successfully completed the Pennsylvania Department of General Services' process for self-certification as a Small, Micro, or Midsize Business under the Commonwealth's Small Business Contracting Program, and is verified as a Small Diverse Business with the following designation(s):

BUSINESS TYPE(s):

Information Technology Goods & Services

CERTIFICATION NUMBER: 552454-2025-07-SDB-W

CERTIFICATION TYPE: **SMALL DIVERSE BUSINESS**

ISSUE DATE: 07/10/2025

EXPIRATION DATE: 07/09/2027

RECERTIFIED DATE:



Dr. Erica Patterson, Deputy Secretary
Bureau of Diversity, Inclusion & Small Business Opportunities

PA SBE Certificate

NOTICE OF SMALL BUSINESS SELF-CERTIFICATION



The Department is pleased to announce that
MORPH ENTERPRISE LLC

has successfully completed the Pennsylvania Department of General Services' process for self-certification as a Small, Micro, or MidSize Business under the Commonwealth's Small Business Contracting Program, with the following designation:

BUSINESS TYPE(s):

Information Technology Goods & Services

CERTIFICATION NUMBER: 552454-2025-07-SB

CERTIFICATION TYPE: **SMALL BUSINESS**

ISSUE DATE: 07/09/2025

EXPIRATION DATE: 07/09/2027

RECERTIFIED DATE:

A handwritten signature in black ink, appearing to read "Dr. Erica Patterson".

Dr. Erica Patterson, Deputy Secretary
Bureau of Diversity, Inclusion & Small Business Opportunities

WBE Certificate



JOIN FORCES. SUCCEED TOGETHER.

hereby grants

National Women's Business Enterprise Certification

to

MORPH ENTERPRISE LLC

who has successfully met WBENC's standards as a Women's Business Enterprise (WBE).
This certification affirms the business is woman-owned, operated and controlled and is valid through the date herein.

Certification Granted: May 30, 2023
Expiration Date: May 30, 2026
WBENC National Certification Number: WBE2301450

WBENC National WBE Certification was processed and validated by Greater Women's Business Council, a WBENC Regional Partner Organization.




Authorized by Roz Lewis, President & CEO
Women's Business Center

NAICS: 561311, 541612, 561320
UNSPSC: 80111700



WOSB Certificate



**HEREBY GRANTS
WOMAN OWNED SMALL BUSINESS (WOSB) CERTIFICATION TO**

MORPH ENTERPRISE LLC

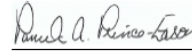
The identified small business is an eligible WOSB for the WOSB Program, as set forth in 13 C.F.R. part 127 and has been certified as such by an SBA approved Third Party Certifier pursuant to the Third Party Agreement, dated June 30, 2011, and available at www.sba.gov/wosb.

The WOSB Certification expires on the date herein unless there is a change to the SBA's regulation that makes the WOSB ineligible or there is a change in the WOSB that makes the WOSB ineligible. If either occurs, this WOSB Certification is immediately invalid. The WOSB must not misrepresent its certification status to any other party, including any local or State government or contracting official or the Federal government or any of its contracting officials.

| |
|---|
| Majority Female Owner: Jalak Patel |
| NAICS: 561311, 541612, 561320 UNSPSC: 80111700 |
| Certification Number: WOSB230942 |
| Renewal Date: May 30, 2025 |
| WOSB Regulation Expiration Date: 5/30/2026 |




Roz Lewis, Women's Business Center President & CEO



Pamela Prince-Easton, WBENC President & CEO



LaKesha White, Sr. Vice President, Certification

WEST VIRGINIA BUSINESS LICENSE

State of West Virginia



Certificate

*I, Kris Warner, Secretary of State,
of the State of West Virginia, hereby certify that*

MORPH ENTERPRISE LLC

has filed the appropriate registration documents in my office according to the provisions of the West Virginia Code and hereby declare the organization listed above as duly registered with the Secretary of State's Office.

*Given under my hand and
the Great Seal of West Virginia
on this day of
March 26, 2026*



Secretary of State