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November 4, 2010

Mr. Frank Whittaker, Senior Buyer
Department of Administration
Purchasing Division
Building 15
Charleston, WV 25305

Re: IT Contingency Plan Development

Dear Mr. Whittaker:

Business Development Associates, LLC (BDA Global) is pleased to submit the attached proposal in response to the Workforce West Virginia's request for proposal for Information Technology (IT) Contingency Planning services. Our team has significant experience working with complex government agencies and we have developed and implemented business continuity and IT contingency planning strategies for multiple clients. Our recent clients includes but are not limited to the State of Mississippi Department of Employment Services, Government of Alberta, US Department of Defense, the National Weather Service, the Federal Trade Commission, and the Millennium Challenge Corporation.

BDA Global proposes to perform a preparedness gap analysis, conduct a business impact analysis, and to develop an IT Contingency Plan to ensure continuity of essential technology functions. This plan will be designed to comply with all applicable rules and will consider planning assumptions set by the Workforce West Virginia. It is important to note that BDA Global also proposes to include a **three-year license for use of our web-enabled business impact analysis tool, CONTINUUM, at no additional charge, a \$45,000 value.** We propose to use the CONTINUUM application to assist in collecting data and performing analytics and reporting for IT Contingency Planning purposes. Use of this tool facilitates significant dollar and consulting-time savings for IT Contingency Plan development and maintenance.

Please note that I, Gaston Boisson, Senior Manager, am authorized to submit this proposal on behalf of BDA Global and to negotiate with Workforce West Virginia. Please also note that this proposal shall remain valid for 60 days from scheduled bid opening date. Please do not hesitate to contact me at 202-742-8972, ext. 701 or at gboisson@bdaglobal.com with any questions or concerns.

Sincerely,

BDA GLOBAL

Gaston Boisson, CBCP, MBCI

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2010 NOV -4 A 10: 03

PURCHASING DIVISION
STATE OF WV



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

Request for Quotation

RFQ NUMBER
 WWV11867

PAGE
 1

ADDRESS CORRESPONDENCE TO ATTENTION OF:
 FRANK WHITTAKER
 304-558-2316

VENDOR

RFQ COPY
 TYPE NAME/ADDRESS HERE
 Business Development Associates LLC
 (BDA Global)
 1050 Connecticut Avenue, NW
 Suite 1000
 Washington DC 20036

SHIP TO

BUREAU OF EMPLOYMENT PROGRAMS
 OFFICE OF ADMIN. SUPPORT-5302
 112 CALIFORNIA AVENUE
 CHARLESTON, WV
 25305-0112 558-2634

DATE PRINTED	TERMS OF SALE	SHIP VIA	FOB	FREIGHT TERMS
10/14/2010				

OPENING DATE: 11/04/2010 BID OPENING TIME 01:30PM

LINE	QUANTITY	UOP	CAT NO	ITEM NUMBER	UNIT PRICE	AMOUNT
01	1	LS		961-20	\$116/hour	516 hours
DEVELOP IT CONTINGENCY PLAN THE WEST VIRGINIA PURCHASING DIVISION, FOR THE AGENCY WORKFORCE WEST VIRGINIA, IS SOLICITING BIDS FOR THE DEVELOPMENT OF AN IT CONTINGENCY PLAN FOR THE UNEMPLOYEEMENT DIVISION PER THE ATTACHED SPECIFICATIONS. ALL TEHCNICAL QUESTIONS MUST BE SUBMITTED IN WRITING TO FRANK WHITTAKER IN THE WV PURCHASING DIVISION VIA EMAIL AT FRANK.M.WHITTAKER@WV.GOV OR VIA FAX AT 304-558-4115. DEADLINE FOR TECHNICAL QUESTIONS IS 10/25/10 AT 4:00 PM. ALL TECHNICAL QUESTIONS WILL BE ADDRESSED BY ADDENDUM AFTER THE DEADLINE. BANKRUPTCY: IN THE EVENT THE VENDOR/CONTRACTOR FILES FOR BANKRUPTCY PROTECTION, THE STATE MAY DEEM THE CONTRACT NULL AND VOID, AND TERMINATE SUCH CONTRACT WITHOUT FURTHER ORDER. NOTICE A SIGNED BID MUST BE SUBMITTED TO: DEPARTMENT OF ADMINISTRATION PURCHASING DIVISION BUILDING 15 2019 WASHINGTON STREET, EAST CHARLESTON, WV 25305-0130						

SEE REVERSE SIDE FOR TERMS AND CONDITIONS

SIGNED BY: <i>Robert Brown</i>		TELEPHONE: 202-742-8972 x 701	DATE: November 4, 2010
Director	FEIN: 30-0126408	ADDRESS CHANGES TO BE NOTED ABOVE	

WHEN RESPONDING TO RFQ, INSERT NAME AND ADDRESS IN SPACE ABOVE LABELED 'VENDOR'



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

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 2

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TYPE NAME/ADDRESS HERE
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 (BDA Global)
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DATE PRINTED	TERMS OF SALE	SHIP VIA	FOB	FREIGHT TERMS
10/14/2010	1% net 30			

LINE	QUANTITY	LOP	CAT. NO.	ITEM NUMBER	BID OPENING TIME	UNIT PRICE	AMOUNT
					11/04/2010	01:30PM	

THE BID SHOULD CONTAIN THIS INFORMATION ON THE FACE OF THE ENVELOPE OR THE BID MAY NOT BE CONSIDERED:

SEALED BID

BUYER: 44
 RFQ. NO.: WWV11867
 BID OPENING DATE: 11/04/10
 BID OPENING TIME: 1:30 PM

PLEASE PROVIDE A FAX NUMBER IN CASE IT IS NECESSARY TO CONTACT YOU REGARDING YOUR BID:

CONTACT PERSON (PLEASE PRINT CLEARLY):

SEE REVERSE SIDE FOR TERMS AND CONDITIONS

Director	FEIN 30-0126408	TELEPHONE 202-742-8972 x 701	DATE November 4, 2010
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PAGE
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ADDRESS CORRESPONDENCE TO ATTENTION OF
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PURCHASER

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 (BDA Global)
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DATE PRINTED	TERMS OF SALE	SHIP VIA	F.O.B.	FREIGHT TERMS
10/14/2010				

OPENING DATE: 11/04/2010 BID OPENING TIME 01:30PM

LINE	QUANTITY	UOP	CAT NO	ITEM NUMBER	UNIT PRICE	AMOUNT
***** THIS IS THE END OF RFQ WWV11867 ***** TOTAL:						\$59,856.00

SEE REVERSE SIDE FOR TERMS AND CONDITIONS

BUYER: *Anton Brown* TELEPHONE: 202-742-8972 x 701 DATE: November 4, 2010

Director FEIN: 30-0126408 ADDRESS CHANGES TO BE NOTED ABOVE

WHEN RESPONDING TO RFQ, INSERT NAME AND ADDRESS IN SPACE ABOVE LABELED 'VENDOR'

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1.0 EXECUTIVE OVERVIEW

1.1 Background

Workforce West Virginia (WWV) is a network of workforce development services designed to provide West Virginia's citizens and employers with educational and training opportunities to ensure that employers are able to find skilled employees and to help citizens and businesses to remain competitive. As such, WWV provides an array of services to job seekers, employers, veterans, as well as performs administrative services related to unemployment compensation and the tracking of labor market employment data.

WWV operates in multiple locations around the state and must develop a viable strategy to continue operating during and after a disruptive event. WWV has identified 20 key systems that are used to support its Unemployment Compensation program and has conducted a series of disaster recovery exercises to ensure that those systems can be recovered at its recovery hot site.

To move its preparedness program forward and to obtain a higher degree of confidence in its ability to recover critical IT functions timely after a disruption, WWV is seeking a qualified firm to assist its efforts to develop and deploy an actionable Information Technology Contingency Plan in compliance with the mandates and guidance of the National Institute of Standards and Technology (NIST) Special Publication (SP) 800-34. Herein lies the impetus for this engagement.

1.2 Scope

WWV is seeking a qualified contractor to perform the following 5 key steps in developing its IT Contingency Plan:

- Develop Contingency Planning Policy
- Conduct Business Impact Analysis
- Identify Preventive Controls
- Develop Recovery Strategies
- Develop Contingency Plan

1.3 Introduction to BDA Global

BDA Global is a management consulting firm that specializes in emergency preparedness, disaster recovery, and continuity planning. The firm has years of related experience and has helped public, private, and non-profit sector entities develop robust plans prepare for technology emergencies and to manage operations during and after emergency events. Our recent clients include:

Client Name	Risk Assessment	Business Impact Analysis	Continuity Planning	Disaster Recovery Planning	Plan Training & Exercises
Millennium Challenge Corporation	☑	☑	☑		☑
Federal Trade Commission (FTC)	☑	☑	☑		☑
National Weather Service (NWS)	☑	☑	☑	☑	☑
Defense Supply Center Philadelphia	☑	☑	☑	☑	☑
DC Department Health			☑		

Client Name	Risk Assessment	Business Impact Analysis	Continuity Planning	Disaster Recovery Planning	Plan Training & Exercises
DC Office of Homeland Security	<input checked="" type="checkbox"/>				
Universal Services Administration Corporation	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
Department of Veterans Affairs (VA)	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
Office of Thrift Supervision (OTS)	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			
City of Red Deer	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Police and Fire Federal Credit Union	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Mississippi Department of Employment Security		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
Florida State Board of Administration	<input checked="" type="checkbox"/>				

1.4 Why Choose the BDA Global Solutions?

BDA Global brings years of combined experience, intimate knowledge of COOP regulations and best practices, top subject matter experts, and a variety of well developed tools and techniques that would allow us to develop actionable, reliable, and compliant COOP strategies faster, better, and less expensively than our competition. Our holistic continuity planning approach shall provide Workforce West Virginia with clear and unambiguous options, as well as decision-making tools to manage its goals and objectives, regardless of the event or situation. This approach has been successfully implemented across numerous government agencies (federal, state, and local) and is proven to be successful. BDA Global will serve as "mission-partners" with Workforce West Virginia COOP coordinator(s), stakeholders, and officials in order to provide the highest level of performance at a competitive cost.

1.4.1 We Are Experienced:

Governmental COOP experience:

BDA Global has vast experience reviewing, updating, and developing IT continuity strategies for public sector clients. Our most recent clients include the State of Mississippi, the City of Red Deer (Canada), the Millennium Challenge Corporation (MCC), the Federal Trade Commission (FTC), along with a diverse range of government (federal, state, and local), non-profit, financial and commercial clients.

Leading Senior Subject Matter Experts:

Proposed consultants all have broad backgrounds in public sector preparedness and have functioned in leadership roles in developing Continuity Plans, including planning to complex IT systems. Our proposed project manager, Mr. Gaston Boisson, has reviewed, assessed, updated, and developed Contingency Plans for multiple government agencies. Senior subject matter experts, Ronald French, CBCP and Adam Boltz have also developed IT Contingency Plans for multiple public sector clients.

Dedication to the Industry:

BDA Global owns one of the fastest growing Continuity Planning software tools, CONTINUUM BCP, which we built specifically to aid our efforts with COOP consulting engagements. We are also the publisher of the state of the art contingency planning news blog, BCP News, which you can visit at www.bcpnews.com. There you will find compelling industry articles, including some with best practices in COOP written by members of our core consulting team.

DRII Certified Business Continuity Vendor:

BDA Global is one of the few vendors, globally, that is currently certified by the Disaster Recovery Institute as a Certified Business Planning Vendor (CBCV), in recognition of our corporate expertise in the areas of Continuity of Operations Planning.

Knowledge of NIST and Homeland Security Standards

BDA Global has designed and implemented multiple IT Contingency Planning strategies in compliance with NIST 800-34 and Continuity Government Circular 1.

Value Added 36 month subscription to CONTINUUM Continuity Software:

BDA Global is offering WWV a 36-month subscription to CONTINUUM BCP **at no additional cost**, a \$45,000 value. (Please see **Section 2.3.3** for more on CONTINUUM). This software would be a useful for plan development, updates, and management.

1.4.2 Our Approach Works:

The BDA Global general contingency planning approach includes the following steps:

- Understand the client environment and identify preparedness gaps.
- Use experienced subject matter experts in all phases of the project.
- Implement BDA Global's web-based Business Impact Analysis application.
- Design Contingency Planning solutions that integrate best practices for response and recovery.
- Design Contingency Planning solutions, utilizing cutting edge technologies to facilitate continuity of data, telework/distributed work, and innovative resource management solutions.
- Maintain open lines of communication in all phases of the engagement, including vetting drafts with both process owners and management.
- Utilize strict quality control standards to ensure that all deliverables are of the highest quality and are compliant with statement of work and regulatory requirements.

2.0 TECHNICAL APPROACH

2.1 Methodology

BDA Global's Contingency Planning strategy involves planning for impacts. Whether dealing with a terrorist attack, fire, earthquake, pandemic, or other natural or manmade events, an effective IT Contingency Plan will facilitate the timely response to mitigate risks to systems, and facilitate the systematic and timely resumption of critical technology dependent services.

Effective IT Contingency Planning requires the careful integration of activities such as leadership, emergency response, personnel preparedness, and strategies to facilitate systems continuity. The following table captures the key activities BDA Global believes are necessary to facilitate the WWV's objectives under this contract:

Task	Consulting Activities
<p>1. Project Initiation</p>	<p>The project initiation phase is the most critical to the long-term success of any engagement. At this point, BDA Global will meet with the WWV Contracting Office Technical Representative (COTR) and other stakeholders to discuss the administrative aspects of the engagement, including interim deliverables, preferred methods of communication, and timing, reinforcing and expanding on the requirements set forth in the solicitation.</p> <p>Outputs/Deliverables: Initial Meeting; Clearly defined operating ground-rules; Effective project management and communications system; Final Project Work Plan; Presentation to Elected Officials and Department Heads</p>
<p>2. Develop Contingency Planning Policy</p>	<p>The BDA Global team shall review background documentation, examine existing preparedness capability and talk to key Disaster Recovery Planning and Operational stakeholders to develop a Contingency Planning Policy Statement that accurately captures WWV's planning assumptions and parameters.</p> <p>The Contingency Planning policy shall be used to set the stage for successful plan development and will consider the current state of preparedness and any pre-defined parameters for plan rollout.</p> <p>BDA Global proposes to develop and submit a draft Contingency Planning policy statement for management approval.</p> <p>Outputs/Deliverables: Contingency Planning Statement</p>
<p>3. Perform Business Impact Analysis</p>	<p>Our team shall customize the CONTINUUM application to capture information on the WWV IT functions, mission, goals, and objectives; ITs structure, including business units; Staff component; IT hardware and software, and designated points-of-contact to complete the survey for each IT operational unit.</p> <p>BDA Global proposes to administer the CONTINUUM web-based questionnaire/survey and conduct follow-on interviews, as appropriate to gather key data on essential IT functions, recovery time objectives, technological and operational requirements, recovery point objectives, operational risks, and critical</p>

Task	Consulting Activities
	<p>requirements for effective IT Contingency Planning. Data gathering shall include info on:</p> <ul style="list-style-type: none"> • Planning Assumptions: Assumptions that will influence how the IT Contingency Plan strategy is evolved. Assumptions should address planning goals, limits, and constraints. • Process Recovery Windows: Identification of essential processes/functions and categorization by recovery time objective windows, given their respective importance to achieving the functional mission goals and objectives. • Interdependencies: Consideration of internal interdependencies in determining criticality and in gaining an understanding of how the recovery organization should be configured to maximize efficiency and effectiveness. • Process Relationships to IT Infrastructure: Identification of process IT architecture/system/application dependencies to insure that Recovery Time Objectives (RTO) are logical and implementable. • Vendor Relationships: Examination of the comprehensive list of existing vendors and new vendors that might be needed in the event of a disruption. • Resource Requirements: Matching operational resources with personnel and workload. Developing allocations that are reasonable given the size and structure of the organization. • Emergency Operations Personnel: Developing personnel allocations that are reasonable given recovery time objectives, defined operational requirements, and workload variables. Verifying that available technological and operational tools are being planned for innovatively to maximize efficiency and effectiveness, including teleworking. • Vital Records: Determining where and how vital records are stored and recommending strategies to store and recover paper and electronic vital records. <p>Outputs/Deliverables: Business Impact Analysis of WWV IT Functions</p>
<p>4. Identify Preventive Controls</p>	<p>BDA Global shall perform a control gap analysis to identify measures taken to reduce the effects of system disruptions, and to determine where there might be the opportunity to deploy additional controls to further mitigate the risk of disruption. Our analysis shall include a review of existing controls including, where appropriate:</p> <ul style="list-style-type: none"> • Uninterruptible power supplies (UPS) to provide short-term backup power to all system components; • Use of Gasoline- or diesel-powered generators to provide long-term backup power; • Air-conditioning systems with adequate excess capacity to prevent failure

Task	Consulting Activities
	<p>of certain components, such as a compressor</p> <ul style="list-style-type: none"> • Use of fire suppression systems; • Use of fire and smoke detectors; • Use of water sensors in the computer room ceiling and floor; • Incorporation of heat-resistant and waterproof containers for backup media and vital non electronic records; • Implementation of emergency master system shutdown switch; <p>Outputs/Deliverables: Controls Gap Analysis and Recommendations</p>
<p>4. Develop IT Contingency Planning Options and Strategies</p>	<p>After vetting the BIA and the Controls Gap Analysis with WWV management and IT stakeholders, BDA Global proposes to meet with departmental personnel to develop draft specifications for plans including:</p> <ul style="list-style-type: none"> • Process Recovery Time Objectives • IT Emergency Operations Personnel Requirements (Onsite & Offsite) • Vital Records Requirements • Resource Requirements • IT Vendor Requirements • Hardware and Software Requirements & Recovery Point Objectives • Process Interdependency Implications • Space Requirements and acceptable work strategies <p>NIST Key Elements All recommended strategies will also include all seventeen (17) of the key elements recommended by NIST, including elements that relate to format and flow and those that substantive recovery.</p> <p>Cost Benefit Analysis and Final Recommended Strategies IT Contingency Planning options shall be identified and shall be supported by a narrative description of the options, qualitative and quantitative costs and benefits analysis include budgetary analysis. BDA Global shall then develop recommended IT Contingency Planning strategies. Recommended strategies shall be fully vetted with management setting the stage for the build-out of the IT Contingency plans.</p> <p>Outputs/Deliverables: Planning Specifications</p>
<p>5. Develop Draft of Overarching IT Contingency Plan</p>	<p>BDA Global shall vet draft plans with WWV management and ensure that plans address all of the key overarching areas of concern including:</p> <ul style="list-style-type: none"> • <i>Plan escalation and Command and Control:</i> Sequence of activities that should take place before the plan is activated. May include revisions to actions to assess the impact of a disruptive event on WWV's ability to continue normal operations, the internal vetting with executive management, and the decision process to activate the IT Contingency Plan. • <i>Interoperable Communications protocol:</i> This may include changes to the process to outline the acceptable methods and points of communication during and after an emergency event, and the mechanisms in place to

Task	Consulting Activities
	<p>effectuate ongoing communications. In this area our consultants will also examine ways to continue refining the WWV's overall Communications Strategy.</p> <ul style="list-style-type: none"> • <i>Notification Systems/Call trees and communication strategy:</i> Ensuring that the notification strategy includes an effective approach to reach all emergency operations personnel and other WWV staff. • <i>Succession Planning and Delegations:</i> WWV's IT Contingency Plan must address how catastrophic events would be handled and note lines of succession, as well as required orientation and training to ensure successions are effective. Also, it must address delegations of authority that would exist when plans are activated and that clearly note how and when delegations start and end. • <i>Reconstitution and Devolution:</i> Where appropriate, developing steps to ensure a timely recovery and effective resumption of normal operations. • <i>Remote Work Strategies:</i> Making sure that all authorized personnel have the ability to work remotely in case of an emergency. • <i>Family Support Planning:</i> Where appropriate, developing overarching strategy to include actions to ensure that employees' families are taken care of during a disruptive event. • <i>Training, Exercising, and Maintenance Requirements:</i> Develop IT Contingency Plan strategies as appropriate to capture a defined strategy for plan training, testing, and maintenance, including specific strategies and a planned timeline for execution of activities being performed under this contract. It would also detail specific strategies for training both emergency management personnel and all other staff. <p>Outputs/Deliverables: Overarching IT Contingency Plan</p>
<p>6. IT Business Unit/Functional Plan(s)</p>	<p>BDA Global proposes to develop functional IT strategies to ensure that the WWV's most essential functions can be recovered within 12 hours of a disruptive event and so that all functions can be recovered within 30 days of a disruption. These plans will define strategies for the recovery of functions/processes on a scaled basis, depending on the size and magnitude of the disruption. Functional plans shall specify:</p> <ul style="list-style-type: none"> • Stated recovery point objectives (by process) • Detailed IT Contingency Plan actions and IT Contingency Plan checklists • Personnel requirements and configuration (Including key successions and delegations) • Resource requirements • Vital Record requirements and back-up mediums • Vendor requirements and contact points • Lines of communication <p>Outputs/Deliverables: Functional IT Contingency Plan(s)</p>

2.2 High Level Work Breakdown Structure and Timeline (Actual dates will depend on start date)

WBS	Project Step	Start	Finish	Project Manager (Boisson)	Subject Matter Expert (French)	Subject Matter Expert (Boltz)
1	Project Initiation/Kick-off	22-Nov-10	23-Nov-10	X	X	X
2	Develop Contingency Planning Policy Statement	23-Nov-10	1-Dec-10	X	X	X
3	Perform Impact Analysis	1-Dec-10	14-Jan-11	X	X	X
4	Identify Preventive Controls	17-Jan-11	11-Feb-11	X	X	X
5	Develop IT Contingency Planning Strategies	14-Feb-11	18-Mar-11	X	X	X
6	Overarching IT Contingency Plan	21-Mar-11	8-Apr-11	X	X	X
7	Functional IT Contingency Plan	11-Apr-11	29-Apr-11	X	X	X

2.3 General Management Plan

BDA Global’s management approach, based on DRII standards and industry best practices, ensures reliable, effective and innovative services in a timely, responsive, and cost-effective manner. Our approach to WWV’s IT Contingency Plan requirements is based on a profound commitment and desire to see WWV succeed. We realize that a successful approach for IT Contingency Plan development includes drawing upon our team members’ diverse skills and experience, meeting specific technical requirements, and assuring high quality. Our management philosophy revolves around maximizing customer satisfaction and we achieve that by offering an unparalleled focus on customer service – a key element of the BDA Global culture.

For this requirement, we are proposing a project team that has extensive expertise and several years of experience with IT Contingency Plan development and implementation. We will use visionary leadership to support WWV in the development of its IT Contingency Plan that will support its evolving mission requirements. Our project organization reflects the assignment of seasoned and qualified personnel that understand the specific needs and goals of their particular areas of support, provides clear definition of roles and responsibilities, and ensures open lines of communication.

FEATURES OF OUR PROPOSED TEAM AND APPROACH

DRP Experts- BDA Global uses Subject Matter Experts on all engagements to ensure our clients benefit from our combined experience and expertise of our most senior professionals.

Certified Professionals- BDA Global uses Certified Business Continuity Professionals (CBCPs) on engagements to make sure that industry standards are applied in plan and strategy development.

Proven Consultants- Our proposed consultants have worked on a variety of DRP engagements for varied clients.

BDA Management Style – Inclusive and team focused. All deliverables are reviewed by management to make sure clients receive the best quality possible.

2.4 Project Resource Plan - Level of BDA Global Effort (by Task)

WBS	Name	Start	Finish	Project Manager (Boisson)	Subject Matter Expert (French)	Subject Matter Expert (Boltz)	Total Hours
1	Project Initiation/Kick-off	22-Nov-10	23-Nov-10	8	8	2	18
2	Develop Contingency Planning Policy Statement	23-Nov-10	1-Dec-10	8	32	2	42
3	Perform Impact Analysis	1-Dec-10	14-Jan-11	72	8	12	92
4	Identify Preventive Controls	17-Jan-11	11-Feb-11	8	56	24	88
5	Develop IT Contingency Planning Strategies	14-Feb-11	18-Mar-11	16	80	24	120
6	Overarching IT Contingency Plan	21-Mar-11	8-Apr-11	16	48	16	80
7	Functional IT Contingency Plan	11-Apr-11	29-Apr-11	16	16	44	76
TOTAL LEVEL OF EFFORT				144	248	124	516

2.5 Level of Effort from WWV Personnel (by Task)

WBS	Name	Start	Finish	Support Requirements	Estimated Hours*
1	Project Initiation/Kick-off	22-Nov-10	23-Nov-10	Project COTR; Senior WWV IT Staff – Set project timeline and schedule; gather and provide required documents; review work plan and deliverable schedule.	4
2	Develop Contingency Planning Policy Statement	23-Nov-10	1-Dec-10	Project COTR; WWV IT Staff; Process Owners: Set up meetings; facilitate walkthrough(s) attend interviews, as appropriate.	4
3	Perform Impact Analysis	1-Dec-10	14-Jan-11	Process Owners; IT Points of Contact; Complete impact analysis survey, as appropriate; respond to follow-up questions; Review findings and recommendations and provide feedback.	4
4	Identify Preventive Controls	17-Jan-11	11-Feb-11	Project COTR; WWV IT Staff; Process Owners – Feedback on control environment; review and approve draft documented recommendations on preventive controls.	2
5	Develop IT Contingency Planning Strategies	14-Feb-11	18-Mar-11	Project COTR; WWV IT Staff; Process Owners – Feedback on options; review and approve draft documented strategies.	1
6	Overarching IT Contingency Plan	21-Mar-11	8-Apr-11	Project COTR; WWV IT Staff; IT Process Owners – Answer questions on process workarounds, technical configuration issues and operational parameter considerations; Provide feedback on strategy options; Review and approve documented strategies.	2
7	Functional IT Contingency Plan	11-Apr-11	29-Apr-11	Project COTR; WWV IT Staff ; IT Contingency Planning Teams – Review and approve documented processes.	2
TOTAL LEVEL OF EFFORT					19 hours

*Estimated Level of Effort by Task, per impacted WWV Employee

2.6 Project Management and Control Tools and Techniques

BDA Global's core team has significant experience in planning and executing IT Contingency Planning strategies for complex governmental organizations. Our team has experience in Risk Assessment and Controls Identification, Emergency Management, Disaster Recovery Planning, and Continuity Plan development, training and testing. Team members have also collectively worked with dozens of clients toward developing robust contingency plan exercise programs. To ensure success on your engagement, we recognize that strong project management and communication are equally important as an effective consulting team to a successful engagement. The following narrative is intended to illustrate the main project management tools and techniques that will be utilized in our strategy and the projected outcomes.

2.6.1 Collaboration

The BDA Global team embraces a collaborative approach in all consulting engagements. Our approach encourages broad buy-in and ownership by incorporating the input and feedback of operational personnel in developing plans. We envision working closely with WWV stakeholders to develop clear and well vetted deliverables.

2.6.2 Stakeholder Communication

It is important that all stakeholders are aware of the BDA Global team's role as an IT Contingency Planning consultant. Our team shall work with the WWV to ensure that impacted personnel are aware of the project and are available, as needed.

2.6.3 Timely Progress Reporting

Communicative and timely progress reports are central to the BDA Global approach. Our team will produce periodic status reports, as appropriate or as required by management. These reports will outline activities and outcomes, accomplishments-to-date, and discuss any needs, outcomes, and/or obstacles encountered. In the event of any slippage to the deliverable schedule, BDA would request a meeting with the COTR and City stakeholders to discuss the implications, remedies, and strategies to eliminate lost time, or agree on a new schedule without compromising quality.

2.6.4 Quality Control

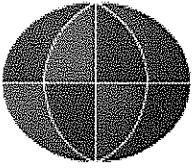
BDA Global is committed to quality. BDA Global has implemented specific procedures designed to provide reasonable assurance that in performing these analytic services, our personnel will be competent, objective, and will exercise due professional care. These quality control procedures include and focus on integrity and objectivity, personnel management, project monitoring, and quality control.

2.6.5 Project Continuity

Please note that BDA Global plans ahead for employee vacations, and has a structure in place for developing with illness, resignations, and unplanned absences. Our team is trained on all phases of the IT Contingency Plan Development cycle and on each engagement we identify alternates in advance for any unplanned event. On this engagement Ron French, CBCP will serve as the primary alternate for the project manager.

3.0 QUALIFICATIONS AND EXPERIENCE

3.1 Firm Background



BDA Global is a management consulting firm that specializes in the provision of operational resilience services including Risk Assessments, Emergency Preparedness Planning, Continuity of Operations Planning, and IT Contingency Planning. Our core team of consultants includes Certified Business Continuity Planners (CBCP) with more than 100 years of combined experience in developing, testing, implementing, and auditing overarching emergency management plans and business continuity strategies.

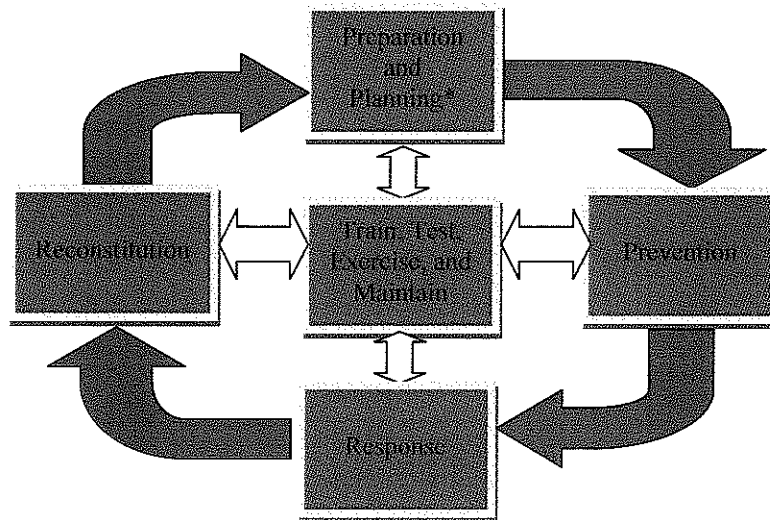
Our Operational Resilience Services Group is led by Gaston Boisson, CBCP, a well known consultant in the emergency preparedness and continuity planning fields and former two-term President of the Greater Washington Chapter of the Association of Contingency Planners, the largest and most reputable body of professional contingency planners in the United States. The following is a list of key firm data:

Firm Legal Name:	Business Development Associates, LLC
Trade Name:	BDA Global
Form of Business:	Limited Liability Corporation (LLC)
Incorporated:	District of Columbia
Employer Identification Number:	30-0126408
DUNS Number:	14 785 6269
Office Location and Corporate Office:	1050 Connecticut Avenue 10 th Floor Washington, DC 20036
Point of Contact:	Gaston Boisson, Director
Direct Line:	202-742-8972, ext 701
Business Fax:	202-772-3101

3.2 Firm Qualifications

BDA Global is a leading provider of business resilience strategy services, including Risk Assessment and Mitigation, Emergency Management, and Continuity of Operation Planning/Continuity of Government Planning. Effective IT Contingency Planning requires the careful integration of activities that include leadership and direction, emergency response, personnel preparedness, and well-developed contingency strategies to facilitate continuity. The following diagram captures the key elements of our team’s integrated IT Contingency Planning approach:

IT Contingency Planning Framework



*Preparation and Planning includes performing a Risk Assessment and Impact Analysis.

Our team provides a range of services to assist government and quasi-government entities, non-profits, and corporations. Our principle team has worked with a number of high profile public sector clients in recent years, including the Millennium Challenge Corporation, the Federal Trade Commission, the US Department of Defense, the Department of Veterans Affairs, and the National Weather Service. Our core services include:

- **Risk Assessment** - Determination of quantitative and qualitative risk using primary data and simulation and modeling techniques.
- **Business Impact Analysis (BIA)** - Implementation of BDA's copyrighted and trademarked web-based Business Impact Analysis analytic tool to identify critical functions, processes, and resources.
- **Continuity and Disaster Recovery Strategy Development** - Development of Corporate and Departmental business continuity/disaster recovery plans, including command and control infrastructure, emergency response planning, escalation procedures for activation, Information Technology Recovery, and departmental and office plans.
- **Pandemic Planning** – Development of plans and human resource strategies for continuing business operations during a pandemic.
- **Contingency Plan Training and Awareness** – Development of training and awareness programs to gain employee buy-in and to ensure that essential personnel have the knowledge and training necessary to effectively perform their roles in the event of plan activation.
- **Contingency Plan Testing** – Development and implementation of testing exercises, including tabletops, drills, and functional tests for organizations and stakeholders, including impacted communities.
- **Contingency Plan Audit** – Review of organizational IT Contingency plans to verify compliance with overarching requirements and guidance to identify opportunities for improvement, and to make recommendations to facilitate effective implementation.

3.3 The CONTINUUM Business Impact Analysis Application

BDA Global's proprietary application "CONTINUUM" is a web-based survey tool that facilitates the performance of a Business Impact Analysis and Continuity Planning. The tool assists with the assessment of operational vulnerabilities, the identification of critical processes, and the analysis of continuity priorities. Specifically the tool can assist the consultants' efforts at:

- **Data gathering:** Using an ASP application portal, the tool allows the Contingency planner to assign departmental and office personnel responsibility for completing a business impact analysis survey. The tool facilitates a quick seamless process, whereby assigned process personnel follow a wizard that guides them through the specific information required by the BCP manager.
- **Functional and Resource Data Analysis:** The tool facilitates the capture of data on Mission Essential Functions. The BIA data collected on processes, personnel, and operational resources are reflected to the Contingency Planner in a series of aggregated data reports as well as summary reports, customized to ease the process of data synthesis. The wizard also leads the Contingency planner through several steps to analyze collected data and making decisions on Contingency Planning personnel, resources, and technical requirements.
- **Reporting:** The tool facilitates the creation of a BIA report that includes the final projections necessary for effective continuity planning, including number of essential personnel by department and office, recovery time objectives for each process performed, vital records and estimated resources to be incorporated in planning. Additionally, these reports are downloadable to MSWord and Excel, in formats that are compatible with other continuity planning tools such as the Living Disaster Recovery Planning System (LDRPS).
- **IT Contingency Plan Development:** CONTINUUM includes a Script Writer that allows the DRP/BCP Planner to specify planning assumptions and assign responsibility for plan development. It also allows assigned IT Contingency Plan personnel to develop step-by-step actions that would be taken in the event of plan activation, and allows the user to attach files that include more detailed steps.

3.4 Corporate Experience – Current and Recent Project Examples

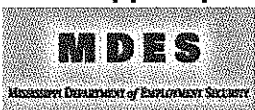
Our team's recent experience (all within the last 5 years) includes:

Millennium Challenge Corporation (MCC)



In 2008 MCC retained BDA Global to update its Continuity of Operations Plans, bringing them into compliance US Federal. BDA Global updated plans, deployed a notification system, and facilitated the MCC's participation in the 2008 NLE Eagle Horizon exercise, an inter-governmental exercise involving all the major US Government agencies. In 2009, MCC reengaged BDA Global to provide senior subject matter expertise to develop IT CONTINGENCY PLANS for its 18 international country offices, to develop a comprehensive strategy for dealing with Pandemic events, and to support its 2009 internal exercise. This project is currently in process.

Mississippi Department of Employment Security



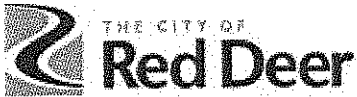
In 2010, MDES engaged BDA Global to provide a range of consulting services, including Business Continuity and Disaster Recovery Planning services. BDA Global is in the process of deploying the CONTINUUM application to complete a Business Impact Analysis for the department

Federal Trade Commission (FTC)



From 2008 to present BDA Global supported the Continuity of Operations Planning and Disaster Planning program for the FTC. BDA's role included developing a business impact analysis, determining priorities for recovery, and developing strategies to protect critical resources and resume operations timely. BDA Global also supported FTC's 2009 internal Eagle Horizon exercise.

City of Red Deer (Alberta, Canada)



In 2010, the City of Red Deer in Alberta, Canada engaged BDA Global to assist its efforts to develop a comprehensive Disaster Recovery Plan. The plan is intended to ensure that the City can resume its Information Technology functions timely, and continue supporting City services after a disruptive event.



National Weather Service – In 2007, the BDA Global Team completed the development of an IT Recovery Plan for the National Weather Service Telecommunications Gateway (NWSTG), a portal that is used to transmit time sensitive critical data from the National Oceanic and Atmospheric Administration (NOAA) to weather data customers, most notably the Federal Aviation Administration. Most NWSTG processes have a 2-hour Recovery Time Objective requiring the use of creative redundancy steps to ensure timely recovery. Our team also designed and implemented training and test exercises, in compliance with the Homeland Security Exercise and Evaluation Program.

Defense Supply Center Philadelphia (DSCP)



In 2007 BDA Global, with its strategic partner IIF Data, completed the development of a comprehensive Business Continuity and Disaster Recovery strategy for DSCP. BDA Global also developed a plan appendix specifically addressing DSCP's responses to pandemic events. With thousands of employees and a mission of supporting the logistics needs of the US military, DSCP has a complex operating environment and involved operational and IT recovery needs. The engagement involved a GAP analysis, risk assessment, business impact analysis, and the development of IT CONTINGENCY PLAN strategies. DSCP recently exercised an option to continue using our services for plan maintenance.

District of Columbia Department of Health



In 2008, BDA Global began developing a comprehensive Medical Surge Plan for the District of Columbia Department of Health. The final plan will include detailed strategies for the city to efficiently and effectively manage the medical needs of its citizens during a mass impact event, including pandemic events.

Government of Alberta, Canada



In 2008 Alberta's Solicitor General and Public Security (SGPS) Office retained BDA Global to perform a Risk Assessment for continuity planning for all of the Province's courts, prisons, and sheriffs offices. The project involved advanced analytic and sampling techniques to cluster and choose sites for analysis and incorporated the deployment of a Risk Management Database for managing future site disruptions.

Department of Veterans' Affairs (VA) – From 2005 to 2006, BDA Global developed IT BCP plans for the VA's Office of Enterprise Architecture (EA). The VA is the second largest department of the US Federal Government with close to 200,000 employees working in several agencies and offices. Our work with EA will have far-reaching impacts on how and when other offices respond to a disruption.



Universal Services Administration Company – Managed development of comprehensive business continuity strategy for USAC, a quasi-governmental organization that collects fees from the telecommunications industry on behalf of the FCC.



Arlington County Office of Emergency Management – In 2009 Arlington County, Virginia engaged BDA Global to design and implement a training program for County building managers and security personnel, training them on the facets of an effective Homeland Security Exercise and Evaluation Program. The goal of the training is to improve the level of overall County preparedness and to introduce best practices in training first responders and emergency operations personnel.



3.5 Expert Knowledge of Emergency Preparedness Standards

The BDA team is very familiar with government Emergency Operations Planning standards with direct bearing on when and how WWV should develop and implement its IT Contingency Planning strategies. These would include:

3.5.1 National Institute of Standards and Technology (NIST) Special Publication (SP) 800-34

BDA Global has experience in developing plans compliant with the requirements and guidance of NIST 800-34, including the 5 structured phases and 17 key recommended elements.

3.5.2 Continuity Government Circular 1

Our consultants have in-depth knowledge of the mandates of CGC 1, including requirements under each of the 4 pillars for effective continuity planning and program management.

3.5.3 Homeland Security Presidential Directive (HSPD) 21 - Public Health and Emergency Preparedness

HSPD-21 establishes a National Strategy for Public Health and Medical Preparedness (Strategy), which builds upon principles set forth in *Biodefense for the 21st Century* (April 2004) and will transform our national approach to protecting the health of the American people against all disasters.

3.5.4 HSPD -18 - Medical Countermeasures against Weapons of Mass Destruction

BDA Global understands the implications of HSPD-18 on the continued operations of IT in the event of a disruption. Discusses medical countermeasures against weapons of mass destruction and key components to manage the consequences of weapons of mass destruction attack.

3.5.5 The National Response Framework

This presents the guiding principles that enable all response partners to prepare for and provide a unified national response to disasters and emergencies. It establishes a comprehensive, national, all-hazards approach to domestic incident response. The National Response Plan was replaced by the National Response Framework effective March 22, 2008.

3.5.6 National Incident Management System

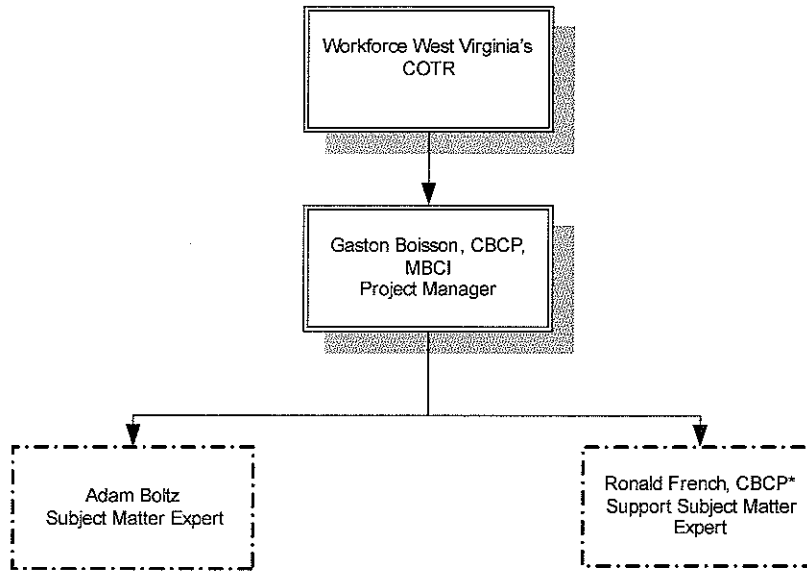
Our team incorporates the mandates of the National Incident Management System (NIMS) and the 15 standards of the Emergency Management Accreditation Program (EMAP) accreditation system into our planning logic, including:

- **Program Management** – How WVU's IT Contingency Plan is organized so that it is capable of coordinating emergency preparedness, mitigation, response, and recovery activities across multiple business units.
- **Laws and Authorities** - Analysis of the legal underpinnings necessary to authorize and conduct an emergency management program.
- **Hazard Identification, Risk Assessment & Impact Analysis** – An assessment and identification of hazards, natural and human-caused, and the potential impact of those hazards. Includes an analysis of activities, including identification of risks to critical infrastructure that inform the planning process.
- **Hazard Mitigation** – Ensuring that the program creates and implements a strategy to lessen the impacts of disasters. Takes into account results of hazard identification and risk assessments, the analysis of impacts of each hazard, and recognizes the need to prioritize mitigation projects based on loss reduction.
- **Resource Management** - Pre-disaster evaluation of resource needs and shortfalls, inventories, and structure for handling donations.
- **Mutual Aid** - Addressing the need for agreements and capabilities for sharing response and recovery assistance across jurisdictional lines.
- **Planning** - The development and general content of the program's emergency operations plan, strategic plan, mitigation plan, recovery plan, and continuity of operations plan.
- **Direction, Control and Coordination** - Presenting requirements for the ability to analyze a situation, make decisions for response, direct and coordinate response forces and resources, and coordinate with other organizations.

3.6 Project Organization Chart

The following graphic reflects our proposed team structure and subsequent narrative highlights the specific qualifications, experience, and planned functions of team members:

Project Organization Chart



*Backup Project Manager – BDA Internal Continuity

3.7 Project Team Biographies (Full Resumes of key staff in Appendix 1)

Gaston Boisson, CBCP, MBCI - Project Manager

Mr. Gaston Boisson is Director of Operations at BDA Global and the former Director of International Chapter Services at the Association of Contingency Planners (ACP). Mr. Boisson also served two terms as President of ACP's DC and Mid Atlantic Chapter, then the largest group of the Association. He is also the founder and Editor In Chief of BCP News, www.bcpnews.com, a web news portal that focuses on the continuity planning industry. At BDA Global, Mr. Boisson is responsible for managing Disaster Recovery/Business Continuity services and emergency preparedness contracts. He is a prominent figure in the Continuity Planning field and has served a number of high profile governmental clients including the Federal Deposit Insurance Corporation, the Federal Trade Commission, the National Weather Service, and the US Department of Defense. He is also a Certified Business Continuity Professional (CBCP) with the Disaster Recovery Institute International, a certified Member of the Business Continuity Institute (MBCI), and a graduate of the George Washington University.

Ronald French, CBCP – IT Contingency Planning Subject Matter Expert

Mr. French has extensive experience in the fields of Continuity Planning, and Emergency Preparedness including developing, implementing, and testing IT CONTINGENCY PLAN plans. Over the last 20 years, Mr. French has developed dozens of plans for US government agencies, corporations, and international clients, including the US Department of Defense, the White House, and clients in Canada and Trinidad and Tobago. Mr. French recently completed a comprehensive Continuity of Operations Plan for the Defense Supply Center Philadelphia and led a project team in developing a comprehensive Continuity Plan for PCS Nitrogen, a Canadian owned multinational producer of ammonia. Mr. French is a Certified Business Continuity Professional (CBCP) with Disaster Recovery Institute International and has had a successful career at bringing his clients to the point of effective preparedness. Mr. French has also trained hundreds of businesses, agencies and non-profit organizations on the fundamentals of business continuity and emergency preparedness. Ron will serve as a senior consultant on this project.

Adam Boltz - IT Contingency Planning Subject Matter Expert

Mr. Boltz has more than 7 years of experience in software development including a wide variety of work environments. He spent his first years as a software developer, working independently and on teams. Since then, he has used his technical understanding to manage software projects and serve as an IT consultant and has significant experience in IT Disaster Recovery Planning. His experience includes analyzing data and voice systems on a range of projects and devised recovery and continuity strategies, managing the development of the CONTINUUM BCP Continuity Planning Software Application, and built a web-enabled Risk Management Application for a local government. He is currently serving as a subject matter expert on a project to develop a Disaster Recovery Plan for the City of Red Deer, a Canadian city with a population around 100,000.

3.8 Availability of Key Personnel

All proposed personnel are available to support the WWV at the levels of effort outlined in **Section 3.6** above. It is BDA Global's policy to make every effort to provide the same personnel bid on projects to perform the work. We shall, hence, not make any substitutions without prior written consent from the WWV.

4.0 REFERENCES

Contract # 1:

Name of Contracting/Grant Activity	Millennium Challenge Corporation - IT CONTINGENCY PLAN Services
Contract #	S-10F-0122U
Contract Type	Fixed Price
Total Contract Value	\$50,046 (2008) \$78,584 (2009)
Brief Description	In 2008, BDA Global worked with the Millennium Challenge Corporation (MCC) to update its Continuity of Operations Plans and assist it in preparing to participate in the Eagle Horizon Exercise. BDA Global updated MCC's plans to bring them into compliance with Federal Continuity Directives 1 and 2 , and worked with departmental directors to identify mission essential functions, potential primary mission essential functions, and to update planning documents. BDA Global successfully facilitated MCC's efforts to meet all of the Homeland Security Department's IT CONTINGENCY PLAN submission requirements, and helped MCC improve its level of readiness. BDA is currently supporting MCC in developing emergency plans for 22 overseas locations.
Project Officer:	Mr. Gary Jacobs, Director of Security Telephone Number 202-521-3897 E-mail Address jacobsgm@mcc.gov

Contract # 2:

Name of Contracting/Grant Activity	Federal Trade Commission- IT CONTINGENCY PLAN Plan Development
Contract #	\$174,952.80 + Options
Contract Type	Fixed Price
Total Contract Value	FTC08G8298
Brief Description	From 2008 to 2009 BDA Global provided continuity of operations strategy development and advisory services, to develop plans for FTC, bringing it into compliance with FCD's 1 and 2 and assisting its participating in the Eagle Horizon exercise. The project entailed performing business impact analysis on current operations, develop FCD compliant IT CONTINGENCY PLAN strategies, and designing and implementing a training and testing exercise.
Project Officer:	Mr. Doug McGukin, Telephone Number 202-326-3423 E-mail Address DMCGUCKIN@ftc.gov

Contract # 3:

Name of Contracting/Grant Activity	Defense Supply Center Philadelphia (DSCP)- IT CONTINGENCY PLAN Services
Contract #	SPO4701-07-F-A008
Contract Type	Fixed Price
Total Contract Value	\$452,111.04
Brief Description	From 2006 to 2009 BDA Global worked with the US Defense Logistics Agency to develop a comprehensive Continuity of Operations Plan for the Defense Supply Center in Philadelphia. With our partner IIF Data (prime contractor), BDA Global performed an enterprise-wide risk assessment, conducted Business Impact Analysis using CONTINUUM, published the continuity plan, developed a pandemic strategy, and conducted training of personnel at the Defense Supply Center Philadelphia, a facility with over 3,000 personnel.
Project Officer:	JJ Nathan, Project Manager IIF (prime) Telephone Number 202-742-6906 E-mail Address jjnathan@a-teamsolutions.com

5.0 COST PROPOSAL

5.1 Price Assumptions

- BDA Global proposes to complete all required tasks for a fixed price of \$59,856.00, inclusive of all travel costs
- Pricing based on a blended rate of \$116.00 per hour.
- Proposed fixed price of \$59,856.00 is inclusive of all discounts other than an additional 1% quick payment discount that is offered for payments within 30 days of the invoice date.
- Pricing assumes an intermittent level of effort for 3 consultants, all subject matter experts.
- Price includes a 36 month subscription to CONTINUUM BCP, BDA Global's continuity plan management software application, a **\$45,000 value**.
- Invoices shall be sent in equal monthly installments over the period of performance.

5.2 WWV Provided Price Table

Task	Not to Exceed Hours	Rate Per Hour	Total Proposed Cost
Provide Initial Work Plan and Schedule	18	\$116.00	\$2,088.00
Prepare Weekly Status Report	16	\$116.00	\$1,856.00
Develop UI Contingency Plan (In Accordance with NIST 800-34)	156	\$116.00	\$18,096.00
Provide Business Impact Analysis	92	\$116.00	\$10,672.00
Document Preventive Controls Analysis	88	\$116.00	\$10,208.00
Develop Recovery Strategies	146	\$116.00	\$16,936.00
Grand Total	516	\$116.00	\$59,856.00

5.3 Price by Proposed Task

WBS	Name	Start	Finish	Total Hours	Rate	Price
1.	Project Initiation/Kick-off	22-Nov-10	23-Nov-10	18	\$116.00	\$ 2,088.00
2.	Develop Contingency Planning Policy Statement	23-Nov-10	1-Dec-10	42	\$116.00	\$ 4,872.00
3.	Perform Impact Analysis	1-Dec-10	14-Jan-11	92	\$116.00	\$ 10,672.00
4.	Identify Preventive Controls	17-Jan-11	11-Feb-11	88	\$116.00	\$ 10,208.00
5.	Develop IT Contingency Planning Strategies	14-Feb-11	18-Mar-11	120	\$116.00	\$ 13,920.00
6.	Overarching IT Contingency Plan	21-Mar-11	8-Apr-11	80	\$116.00	\$ 9,280.00
7.	Functional IT Contingency Plan	11-Apr-11	29-Apr-11	76	\$116.00	\$ 8,816.00
SUBTOTAL				516	\$116.00	\$ 59,856.00

5.4 Supporting Information - Estimated # of Trips (Included In Fixed Price)

WBS	Task	Trips
1.	Project Initiation/Kick-off	1 trip: 4 days; 2 consultants; 3 days 1 consultant
2.	Develop Contingency Planning Policy Statement	Same trip; 2 consultants
3.	Perform Impact Analysis	1 trip: 4 days, 1 consultant
4.	Identify Preventive Controls	1 trip: 4 days, 1 consultant
5.	Develop IT Contingency Planning Strategies	1 trip; 4 days 2 consultants
6.	Overarching IT Contingency Plan	No Trips
7.	Functional IT Contingency Plan	1 trip: 2 days; 2 consultants
TOTAL		5 trips; 18 business days onsite

APPENDIX I

PURCHASING AFFIDAVIT

APPENDIX II

RESUMES

GASTON BOISSON, CBCP, MBCI
PROJECT MANAGER**Summary:**

Mr. Gaston Boisson is the Director of Business Resilience Services at BDA Global. In this role he oversees Continuity of Operations Planning engagements and has led projects to develop plans for a number of US federal, state and local government organizations, private sector businesses and nonprofits including the Federal Trade Commission, the Department of Veterans' Affairs, the Millennium Challenge Corporation, the National Weather Service, and a number of state and local government clients. Mr. Boisson is one of the nation's prominent figures in the Continuity Planning field and has also trained hundreds of government officials and business just in the last several years. Mr. Boisson served two terms as President of the DC/Mid Atlantic Chapter of the Association of Contingency Planners, the nation's premiere organization for professionals in emergency preparedness and continuity planning. He is also a Certified Business Continuity Professional (CBCP) with the Disaster Recovery Institute International and a certified Member of the Business Continuity Institute.

Education:

- Bachelor of arts degree with a major in accounting, The George Washington University, 1996

Professional Certifications:

- Certified Business Continuity Professional (CBCP)
- Member Business Continuity Institute (MBCI)

Areas of Specialization:

- Governmental consulting with an emphasis on federal, state, and local agencies, including:
 - Risk Assessment
 - Business Impact Analysis
 - Continuity of Government/Continuity of Operations
 - Emergency Preparedness Planning
 - Crisis Management Planning
 - Business continuity planning
 - Business process review and analysis

Selected Experience:**BDA Global**
April 2004 – Present**Washington DC**

- Currently managing a project to develop a Continuity of Operations Plan for Mississippi's Department of Employment Services
- Currently managing a project to develop a Disaster Recovery Plan for the City of Red Deer, in Alberta Canada.
- Currently directing project to develop a Continuity of Operations Plan for the Federal Trade Commission

- Currently directing project to develop Continuity of Operations Plan for over 18 international field offices of the Millennium Challenge Corporation
- Served as lead subject matter expert to develop a business continuity plan for the National Weather Service's Telecommunications Gateway, a critical interface that is the primary weather data source for the FAA.
- Recently managed a project to assist PCS Nitrogen, one of North America's largest producers of ammonia, with its efforts to develop a business continuity strategy.
- Recently served as senior subject matter expert on performance review for the District of Columbia Department of Homeland Security
- Recently served as project manager on project to develop risk assessment for Alberta's Solicitor General and Public Safety operations, including over 150 facilities in several cities.
- Managed project to develop Medical Surge Plan for the District of Columbia
- Managed project to develop IT CONTINGENCY PLAN gap analysis for the Office of Thrift Supervision
- From 2006 to 2009, providing project partial oversight on a project to develop and maintain a IT CONTINGENCY PLAN for the Defense Supply Center Philadelphia, a major arm of the Defense Logistics Agency.
- From 2006 to present, managing the maintenance of business continuity plan for Police and Fire Federal Credit Union, a financial institution with close to \$3 billion in assets.
- From 2006 to present, managed efforts to provide IT CONTINGENCY PLAN training to hundreds of government agencies and companies across Latin America and the Caribbean, including entities in El Salvador, Honduras, Costa Rica, Nicaragua, Jamaica, and Trinidad and Tobago.
- In 2006, managed organizational assessment project to review the functionality and processes of FRAME, a portal used by USAID to engage the Natural Resource Management (NRM) community.
- In 2005, managed project to develop business continuity plan for Universal Service Administration Company, a quasi-governmental organization that collects billion of dollars in telecommunications fees on behalf of the Federal Communications Commission.
- In 2005, managed project to review and benchmark processes performed by the State Education Office of the District of Columbia
- From 2004 to 2005 developed and implemented comprehensive Business Impact Analysis and business continuity planning guidance for the American Psychological Association, the largest trade association in the District of Columbia
- Managed project to develop a comprehensive business continuity plan of a large credit union with over \$3 billion in assets. Activities include the performance of a risk assessment, development of an emergency response plan, performance of a business impact analysis, and development of business continuity strategies.
- Planned and managed the development of a 2004 conference on Contingency Planning Partnerships in collaboration with Arlington County and the Association of Contingency Planners. In 2003, planned and executed a conference on Best Practices in Contingency Planning in collaboration with the USDA Graduate School and the Association of Contingency Planners. A number of large government and private sector organizations participated including AT&T, Kaiser Permanente, Marriott Hotels, Department of Homeland Security, and Department of Housing and Community Development.
- Developed and implemented the Federal Deposit Insurance Corporation's (FDIC's) fiscal years 2000-2002 headquarters business continuity plan (BCP) and assisted the agency in achieving Y2K preparedness in a timely manner. The scope of work included the development of relocation plans and a broader BCP in compliance with FPC 65 guidance,

which since served as the model for the agency's regional BCPs.

Clifton Gunderson
June 1998 – April 2004**Washington DC**

- Presented to several business and community groups on the importance of risk assessment and business continuity planning
- Managed an engagement to review the field benefit infrastructure of the Pension Benefit Guaranty Corporation. The engagement included the evaluation of the organizational structure and the operational environment and resulted in a report on operational strengths, weaknesses, opportunities, and threats, with specific recommendations for structural and operation improvement. This report was well received by the Office of the Inspector General, PBGC management, and was used to brief Congress.
- In coordination with the Inter-American Development Bank and Strohl Systems planned and implemented a multi-organizational tabletop exercise to provide more than 30 public and private sector organizations in the Greater Washington area with hands on experience on how to develop and implement an effective tabletop test.
- Worked with Arlington County's Office of Economic Development, in coordination with the Association of Contingency Planners to coordinate training of close to 8,000 County-based businesses on effective emergency response and business continuity planning activities
- Worked as a technical consultant on an engagement to assess the performance of over 50 community-based organizations and to assist them in developing a strategic approach to improving their community development operational outcomes. Role included developing the project's work-plan, allocating staff budget hours, assisting in interim planning, and coordinating the drafting of the final report. This multi-year engagement involved a thorough examination of the organizations' administrative management, performance planning, and customer service infrastructures.
- Performed primary outsourcing analysis for a large project to restructure a major support function of a quasi-governmental entity. This involved interviewing senior organization officials, benchmarking against the industry, developing alternate solutions, and using business case analysis models to assess the merits of available options.
- Managed an engagement to develop operational procedures for the U.S. Department of Health and Human Services' (DHHS') Personnel and Payroll Systems Division. Activities included the development of engagement methodology, completion of extensive staff interviews, coordination of team efforts, development and technical writing of policies and procedures manual and a user handbook, and communication with DHHS management. This project was credited for providing interim stability while the agency considered system overhaul options.
- Performed business case analysis for a major Federal-government-wide engagement, sponsored by the CIO Council to review the compensation practices for information technology professionals throughout the project. Developed business case analysis models for the evaluation of multiple options developed by the analysis team, hence contributing to the recommendations and final report.

Results Obtained for Clients

- Developed actionable business continuity plans for major governmental and quasi-government organizations.
- Developed emergency response and continuity strategy for a major financial institutions.
- Developed detailed procedures manuals for numerous critical organizational processes, which facilitated broader organizational training and development.
- Proposed recommendations to add efficiencies to a city government's tax collection process. Implementation was credited for yielding upward of \$3 million in additional collections and leading to increased efficiency in the collection process.
- Developed a Y2K relocation plan for a major quasi-government agency, resulting in a smooth Year 2000 transition and management praise of our team's efforts and delivery.

Civic & Social Affiliation

- Association of Contingency Planners Corporate Board of Directors, Director of International Chapter Services
- The Greater Washington Board of Trade, Emergency Preparedness Task Force
- Congressional Hazards Alliance

Recent Publications, Presentations, and Committees

- BCP in Today's Climate - 2009 Presentation to the Dulles Area Transportation Association
- BCP for Banks Lorman Webinar - 2008
- BCP Training to over 80 businesses in Honduras and Nicaragua - 2007
- BCP Training to over 30 businesses in Haiti - 2007
- BCP Training to over 70 businesses in El Salvador and Costa Rica - 2007
- BCP Approaches and Elements - Panelist at the Caribbean Central American Union Annual Conference - 2006
- BCP Fundamentals – Presentation at the Homeland Defense Journal Conference – 2006
- Member DRII and DRJ Generally Acceptable Principles Committee – 2005
- Integrating Telework into BCP – Presentation to the Baltimore Washington Corridor Chamber of Commerce – 2004
- The ABCs of BCP – Smart CEO Magazine - Big Idea Book - 2003
- Chairperson – Association of Contingency Planners 2003 Annual Conference – “Best Practices in Contingency Planning.”
- Business Continuity Planning for Nonprofits – Fairfax CBO Conference 2002

RONALD FRENCH, CBCP
SUBJECT MATTER EXPERT

Summary:

Mr. French has extensive experience in the field of Disaster Recovery Planning/Continuity of Operations Planning and Emergency Preparedness including in developing, implementing, and testing business continuity plans/continuity of plans. Over the last 20 years, Mr. French has developed dozens of plans for US agencies, private sector, and international clients including for the US Department of Defense and for the White House. Mr. French recently completed developing a comprehensive Continuity of Operations Plan for the Defense Supply Center Philadelphia, assisted with the development of the National Weather Service's BCP, as well as managed a project to develop a comprehensive Business Continuity Plan for PCS Nitrogen. Mr. French is a Certified Business Continuity Professional (CBCP) with the Disaster Recovery Institute International (DRII) and has had a successful career at bringing his clients to the point of effective preparedness. Mr. French has also trained hundreds of businesses, agencies and non-profit organizations on the fundamentals of business continuity and emergency preparedness and has designed and implemented exercises compliant with Homeland Security Exercise and Evaluation Program guidelines and criteria.

Education:

Bachelor of Business and Administration in Personnel Management, Saint Mary's University - 1976

Professional Certifications

- Certified Business Continuity Professional (CBCP)

Years of Experience:

32 Years

Areas of Specialization:

Governmental consulting with an emphasis on federal, state, and local agencies, including:

- Business continuity planning/Continuity of Operations Planning
- Emergency Response and Preparedness
- BCP Exercise Design and Implementation
- Risk Assessment
- Personnel Investigations
- Human Resource Management and Planning

Selected Experience:

- Serving as a BCP advisor and senior subject matter expert on a range of BDA Global projects including work with the Federal Trade Commission and the Millennium Challenge Corporation.

- Developed BCP strategy for the Defense Logistics Agency and also designed and implemented annual HSEEP compliant exercises to test the BCP strategy from 2007 to 2009.
- Served as a Senior Subject Matter Expert in conducting the BCP Risk Assessment, Business Impact Analysis, and in developing the BCP for the National Weather Service's Telecommunications Gateway.
- Served as manager and senior advisor for BCP and disaster recovery program affecting worldwide Department of Defense (DoD) human resource operations, infrastructure, and associated automated data systems at multiple sites.
- Recently completed a project, serving as a Senior Risk Analyst for the Solicitor General and Public Security of Alberta. Leading project to conduct a comprehensive Risk Assessment and analysis of facilities within SGPS. Project involved conducting thirty (30) facility Risk Assessment walkthroughs, examining external risk ministry wide, analyzing internal and external risks and threats and extrapolating into a final Risk Assessment final deliverable.
- Managed project to develop comprehensive Business Continuity Plan Strategy for PCS Nitrogen. Project involved managing the Business Impact Analysis (BIA), developing overarching continuity strategy, overarching plans and business unit plans, and implementing an alternate site strategy.
- Developed DoD business continuity and disaster recovery program and policies. Oversaw planning recovery policies, procedures, and plans for all worldwide Defense Department human resource operations, staff, facilities, equipment, and associated automated data systems.
- Identified contingency management executive decision processes, currency of recall lists, detailed recovery actions, alternate processing procedures and site selection, periodic contingency management plan testing, and site restoration activities.
- Provided BCP training to dozens of large businesses across the Americas including Walmart, Merck, Nestle Foods, Avianca, and others.
- Developed Business Continuity Planning Strategy for the Police and Fire Federal Credit Union and for the Security Service Federal Credit Union, one of the nation's largest credit union with over three billion dollars in assets.
- Regularly briefed and trained DoD agency and White House security and contingency management focal points and members of the Defense Personnel Computer Security Working Group on details and objectives of prescribed Federal, DoD, and private industry contingency management practices to ensure their emergency response plans contain all procedures to successfully recover from any contingency that adversely affects their human resource infrastructure.

Results Obtained for Clients:

- Completed business continuity plans for multiple DoD organizations.
- Successfully trained key personnel on how, when, and where to perform BCP roles
- Successfully tested and refined multiple plans, giving leadership a high level of assurance that plans are effective and reliable

MR. ADAM BOLTZ
SUBJECT MATTER EXPERT

Summary:

Mr. Boltz has more than 7 years of experience in software development including a wide variety of work environments. He spent his first years as a software developer, working independently and on teams. Since then, he has used his technical understanding to manage software projects and serve as an IT consultant.

Education:

Bachelor of Science in Computer Science, Pennsylvania State University
Bachelor of Science in Psychology, Pennsylvania State University
Master of Science in Computer Science, George Mason University

Areas of Specialization:

Project Experience: Agile development lifecycle, Software Engineering Institute (SEI)
Capability Maturity Model Initiative (CMMI)
Technical Background: Java, ASP.NET, Oracle 9i/10g, MySQL, SQL Server 2005

Selected Experiences:

BDA Global
IT Consultant

Develop disaster recovery planning strategies for state and local Continuity of Operations Planning and Disaster Recovery Clients including the City of Red Deer and the Mississippi Department of Employment Services.

Supervise multiple web projects ranging from increasing BDA Global's web presence to implementing CMS and other business tools.

Implemented a capability maturity model to formalize the software development lifecycle for several clients.

Implemented version control on all software projects.

High Performance Technologies, Inc.

Technical Project Manager

Manage a team of 6 people on a mission-critical DOJ J2EE/Oracle web application.
Meet daily with government stakeholders to gather and elaborate system requirements, answer questions, and ensure production system performance.
Utilize an Agile lifecycle while maintaining CMMI Level 3 compliance.
Create the project schedule using Microsoft Project with the government client and track team progress.
Formulate general architectural plans with the senior developer.
Use Microsoft SharePoint to organize project documentation, deliverables, actions, and calendar

Video Mining Corp

Image Data Analyst

Developed an XML data migration tool using C#.NET.

Created an annotation dataset for training neural network-based object detection software.

Programming Languages and other Tools

Java 5, PHP 5, C#, C++, VB, Ruby, FORTRAN, Pascal, JavaScript/DOM

Relevant Technologies

Struts (Java MVC framework)

Hibernate (Java ORM framework)

ASP.NET 2.0

Rails (Ruby MVC/ORM framework)

Java Architecture for XML Binding (JAXB)

Jamon (Java PDF generation framework)

Oracle 9i/10g

SQL Server 2005

MySQL

Microsoft SharePoint

Microsoft Project

APPENDIX III

CONTINUUM BCP

IMPACT ANALYSIS APPLICATION

SCREENSHOTS

1. CONTINUUM DASHBOARD

2. CUSTOMIZE ASSUMPTIONS SCREEN

Order Assumption	Description	Actions
1	Process resumption will be prioritized by time sensitivity	[del] [edit]
2	Business Continuity will provide a strategy to address any disruption for up to 30 days.	[del] [edit]
3	Core network applications will be made available within the first 24 hours of a disaster declaration via the bank's disaster recovery plan	[del] [edit]
4	Lines of succession shall be defined for key functions and successors with train alternates as appropriate	[del] [edit]
5	The business continuity strategy shall include the use of an alternate site along with telework for personnel with the capacity to work remotely. Management should consider when personnel can work remotely and when they are needed onsite	[del] [edit]

Plan Assumptions

Here you should create the assumptions and parameters for continuity planning. This would include any planning documents that have been previously made or goals that have been defined. Examples: "All mission-critical functions will be up and running within 24 hours of a disruption" or "An incident that last longer than 24 hours will result in activating the BCP."

3. CONTINUUM PROCESS SURVEY

English English

Continuum BCP Home | Overview | Survey | Analyze | Report | Plan | Doc Management | Settings | Dashboard | Manage | Log Out

Current Location: Retail Banking > North American Desk > Reporting Organization: ...

add process

Process	Description	Recovery Time	Annual Revenue	
Loan Applications	Loan application process	12-24 Hrs	0	edit add details
Super Starter Package	Check writing package for new customers	12-24 Hrs	0	edit add details
E-Banking	Web based banking services including applications and preliminary processing	<12 Hrs	0	edit add details

Review and Manage Processes

Click you can enter all of your business unit's processes. Enter new process at a time and follow the 6 screens associated with collecting information on that process. Don't forget in order to properly develop a BCP strategy, it is crucial that data on your business unit's functions and requirements is captured! After each process is entered, it will be displayed on the screen.

Submit and Continue

4. CONTINUUM PERSONNEL SURVEY

English English

Continuum BCP Home | Overview | Survey | Analyze | Report | Plan | Doc Management | Settings | Dashboard | Manage | Log Out

Current Location: Retail Banking > North American Desk > Reporting Organization: ...

add process | add personnel | resources >

Personnel Survey

HR records indicate the following number of personnel in this business unit: 19

Based on your survey, how many people work in your business unit? 18

Please give a description of any variance between the HR count and the survey count. 1 employee resigned

Business Unit Personnel

This screen asks qualitative questions about personnel requirements in order for the business unit to be able to continue performing essential processes during any type of disruption.

Emergency Operations Personnel (Alternate Site and Remote Access)

(1) What is the minimum number of personnel required to show up at your alternate site in order to keep your business unit operating during a disruption? 10

(2) How many other personnel from your unit, whom you would require during an emergency, but that do not necessarily need to be at the

5. CONTINUUM RESOURCE SURVEY

Continuum HCP | Home | Dashboard | Survey | Analysis | Report | Plan | Doc Management | Settings | Questions | History | Log Out

North American Demo | Reporting Organization: ...

Resource Requirements

Resource	Dedicated	Shared	
Copier(s)	1	0	[del]
Desks & Chairs	9	0	[del]
Fax Machines	2	5	[del]
PCs - Networked	9	0	[del]
Printers - Networked, Black & White	6	2	[del]
Tables	1	0	[del]

Cell Phones: Dedicated Shared

Resources

Enter the resources that business unit will require in the event of contingency plan activation. Please make sure to enter all resources required to support mission essential processes and functions and emergency personnel at their designated recovery sites. Indicate for each resource how much of the resource can be shared with other business units and how much must be dedicated for use only by this business unit.

6. CONTINUUM DOCUMENT MANAGEMENT

Continuum HCP | Home | Dashboard | Survey | Analysis | Report | Plan | Doc Management | Settings | Questions | History | Log Out

North American Demo

Plan Storage - Here you can store developed Business Continuity Plans and supporting documents. If you make changes to a plan, make sure you uploaded the latest version so that during an emergency you are always able to refer and obtain the most recent and up-to-date plans.

Folder	Descriptions
<input type="checkbox"/> Business Unit Plans	For different business unit levels <input type="button" value="View"/>
<input type="checkbox"/> Overarching Plan	Folder for you to upload overarching plans <input type="button" value="View"/>

6. CONTINUUM STANDARD REPORT LIST

Continuum BCP	
North American Data	
Reporting Organization	
Reports	
Report	Description
BCP Steps	All of the BCP Script Steps.
Customer Relations Report	What would be the toll taken on customer relations if this process is unavailable for the specified length of time?
Emergency Ops Team	Emergency Ops Team List
Enterprise Vendor List	A list of all of the vendors across the enterprise
Internal Dependencies	Internal Dependencies, broken down by dependent office and dependent process
Operations Report	What would be the toll taken on operations if this process is unavailable for the specified length of time?
Personnel Breakdown (Analyzed)	A post-analysis breakdown of on-site, off-site and on-call personnel requirements broken down by organization
Personnel Breakdown (Surveyed)	A breakdown of personnel location requirements as per the survey results. These results are not automatically tallying, so the "Total" field may not equal the sum of the "on site", "off site" and "on call" fields. Differences between the sum of the "on site", "off site" and "on call" fields and the "Total" field, or between the "Total" field and the "HR" field, indicate inconsistencies in the survey results.
Process Critical Path Exceptions	This reports process interdependencies which conflict in terms of analyzed recovery time objectives (RTO).
Process Details	Process details, including name, repetition, description, manual review, RTO, MEMS
Process Snapshot	A list of analyzed processes with analytics including RTO available on any field
Regulatory/Legal Report	How would you qualify the regulatory or legal consequences of this process being unavailable for the specified length of time?
Resource Dependencies (Analyzed)	This indicates the resource dependencies of the indicated organization, after the survey results have been analyzed and vetted by the BCP team. This report will only display

Data and Analytical Reports

There are a variety of data driven and analysis driven reports. Click the "view" link to view the results. Once you are viewing the report, you can click the Microsoft Word icon to view the report as a Word document.

RFQ No. WV 11867

STATE OF WEST VIRGINIA
Purchasing Division

PURCHASING AFFIDAVIT

West Virginia Code §5A-3-10a states: No contract or renewal of any contract may be awarded by the state or any of its political subdivisions to any vendor or prospective vendor when the vendor or prospective vendor or a related party to the vendor or prospective vendor is a debtor and the debt owned is an amount greater than one thousand dollars in the aggregate

DEFINITIONS:

"Debt" means any assessment, premium, penalty, fine, tax or other amount of money owed to the state or any of its political subdivisions because of a judgment, fine, permit violation, license assessment, defaulted workers' compensation premium, penalty or other assessment presently delinquent or due and required to be paid to the state or any of its political subdivisions, including any interest or additional penalties accrued thereon.

"Debtor" means any individual, corporation, partnership, association, Limited Liability Company or any other form or business association owing a debt to the state or any of its political subdivisions. "Political subdivision" means any county commission; municipality; county board of education; any instrumentality established by a county or municipality; any separate corporation or instrumentality established by one or more counties or municipalities, as permitted by law; or any public body charged by law with the performance of a government function or whose jurisdiction is coextensive with one or more counties or municipalities. "Related party" means a party, whether an individual, corporation, partnership, association, limited liability company or any other form or business association or other entity whatsoever, related to any vendor by blood, marriage, ownership or contract through which the party has a relationship of ownership or other interest with the vendor so that the party will actually or by effect receive or control a portion of the benefit, profit or other consideration from performance of a vendor contract with the party receiving an amount that meets or exceed five percent of the total contract amount.

EXCEPTION: The prohibition of this section does not apply where a vendor has contested any tax administered pursuant to chapter eleven of this code, workers' compensation premium, permit fee or environmental fee or assessment and the matter has not become final or where the vendor has entered into a payment plan or agreement and the vendor is not in default of any of the provisions of such plan or agreement.

Under penalty of law for false swearing (*West Virginia Code §61-5-3*), it is hereby certified that the vendor affirms and acknowledges the information in this affidavit and is in compliance with the requirements as stated.

WITNESS THE FOLLOWING SIGNATURE

Vendor's Name: Business Development Associates LLC (BDA Global)

Authorized Signature: *Bella* Date: November 3, 2010

State of District of Columbia

County of _____ to-wit:

Taken, subscribed, and sworn to before me this 3rd day of November, 2010.

My Commission expires 9/30, 2014

AFFIX SEAL HERE

NOTARY PUBLIC *Leigh F. Anderson*
LEIGH F. ANDERSON
NOTARY PUBLIC DISTRICT OF COLUMBIA
My Commission Expires September 30, 2014