



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
 DNR211046

PAGE
 1

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

RFQ COPY
 TYPE NAME/ADDRESS HERE

Paul Griffin
 CSC
 15245 Shady Grove Rd., Suite 200
 Rockville, MD 20850

DIVISION OF NATURAL RESOURCES
 WILDLIFE RESOURCES SECTION
 324 4TH AVENUE

SOUTH CHARLESTON, WV
 25303 304-558-3397

DATE PRINTED	TERMS OF SALE	SHIP VIA	FOB	FREIGHT TERMS
05/27/2011				

BID OPENING DATE: 07/14/2011 BID OPENING TIME 01:30PM

LINE	QUANTITY	UOP	CAT NO	ITEM NUMBER	UNIT PRICE	AMOUNT
0001	1	LS		961-20		
<p>CONSULTING SERVICES</p> <p>REQUEST FOR PROPOSAL (RFP)</p> <p>THE WEST VIRGINIA PURCHASING DIVISION, FOR TE AGENCY, THE WEST VIRGINIA DIVISION OF NATURAL RESOURCES IS SOLICITING PROPOSALS FOR THE WRITING OF A REQUEST FOR PROPOSAL (RFP) FOR AN ELECTRONIC HUNTING, TRAPPING, AND FISHING LICENSE SALES, GAME CHECKING, HUNTER EDUCATION CERTIFICATION, AND LICENSE REVOCATION SYSTEM PER THE ATTACHED SPECIFICATIONS.</p> <p>MANDATORY PRE-BID</p> <p>A MANDATORY PRE-BID WILL BE HELD ON 06/14/11 AT 1:30 P AT 324 FOURTH AVE, SOUTH CHARLESTON, WV 25303. ALL INTERESTED PARTIES ARE REQUIRED TO ATTEND THIS MEETING. FAILURE TO ATTEND THE MANDATORY PRE-BID SHALL RESULT I DISQUALIFICATION OF THE BID. NO ONE PERSON MAY REPRESENT MORE THAN ONE BIDDER.</p> <p>THE FOLLOWING IS PROVIDED FOR TELEPHONE PARTICIPATION: TELEPHONE NUMBER 1-877-607-6338 MEETING ID: 7478 MEETING PASSWORD: 782542</p> <p>AN ATTENDANCE SHEET WILL BE MADE AVAILABLE FOR ALL POTENTIAL BIDDERS TO COMPLETE. THIS WILL SERVE AS THE OFFICIAL DOCUMENT VERIFYING ATTENDANCE AT THE MANDATORY PRE-BID. FAILURE TO PROVIDE YOUR COMPANY AND</p>						

RECEIVED
 2011 JUL 21 AM 11:53
 WV PURCHASING DIVISION

SEE REVERSE SIDE FOR TERMS AND CONDITIONS			
SIGNATURE <i>Paul Griffin</i>	TELEPHONE 304-921-3499	DATE 7-19-11	
TITLE Senior Principal Contract Admin	FEIN 99-2043126	ADDRESS CHANGES TO BE NOTED ABOVE	

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

Computer Sciences Corporation
www.csc.com

July 21, 2011

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



Attention: Frank Whittaker
Subject: RFQ DNR211046

Dear Mr. Whittaker:

In accordance with the instructions in your Request for Quotation DNR211046, CSC is pleased to submit the attached proposal in the required format. This proposal is valid for 120 days.

If you have any questions please contact me directly. I am the person authorized to contractually obligate CSC, negotiate the contract on behalf of CSC, and responsible for clarifying any questions you may have regarding this proposal. I can be reached via email at pgriffin3@csc.com, by phone at (301) 921-3499, or by fax at (301) 921-9870. Thank you for your cooperation.

Sincerely,

A handwritten signature in cursive script that reads "Paul G. Griffin".

Paul G. Griffin
Senior Principal Contracts Administrator

North American Public Sector (NPS)
State and Local Division
15245 Shady Grove Road
Rockville, MD 20850
301•921•3000 Fax 301•921•9870



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 SOUTH CHARLESTON, WV
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<p>REPRESENTATIVE NAME ON THE ATTENDANCE SHEET WILL RESULT IN DISQUALIFICATION OF THE BID. THE STATE WILL NOT ACCEPT ANY OTHER DOCUMENTATION TO VERIFY ATTENDANCE. THE BIDDER IS RESPONSIBLE FOR ENSURING THEY HAVE COMPLETED THE INFORMATION REQUIRED ON THE ATTENDANCE SHEET. THE PURCHASING DIVISION AND THE STATE AGENCY WILL NOT ASSUME ANY RESPONSIBILITY FOR A BIDDER-S FAILURE TO COMPLETE THE PRE-BID ATTENDANCE SHEET. IN ADDITION, WE REQUEST THAT ALL POTENTIAL BIDDERS INCLUDE THEIR E-MAIL ADDRESS AND FAX NUMBER.</p> <p>ALL POTENTIAL BIDDERS ARE REQUESTED TO ARRIVE PRIOR TO THE STARTING TIME FOR THE PRE-BID. BIDDERS WHO ARRIVE LATE, BUT PRIOR TO THE DISMISSAL OF THE TECHNICAL PORTION OF THE PRE-BID WILL BE PERMITTED TO SIGN IN. BIDDERS WHO ARRIVE AFTER CONCLUSION OF THE TECHNICAL PORTION OF THE PRE-BID, BUT DURING ANY SUBSEQUENT PART OF THE PRE-BID WILL NOT BE PERMITTED TO SIGN THE ATTENDANCE SHEET.</p> <p>ALL TECHNICAL 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 ALL TECHNICAL QUESTIONS IS 06/22/2011 AT 4:00 PM. ALL TECHNICAL QUESTIONS WILL BE ADDRESSED BY ADDENDUM AFTER THE DEADLINE.</p> <p>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.</p> <p>NOTICE</p> <p>A SIGNED BID MUST BE SUBMITTED TO:</p>						

SEE REVERSE SIDE FOR TERMS AND CONDITIONS

SIGNATURE <i>Paul Griffin</i>	TELEPHONE 301-921-3499	DATE 7-14-11
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TITLE: Senior Principal Contract Admin FEIN: 95-2043126 ADDRESS CHANGES TO BE NOTED ABOVE

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 Rockville, MD 20850

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LINE	QUANTITY	UOP	CAT NO	ITEM NUMBER	UNIT PRICE	AMOUNT
DEPARTMENT OF ADMINISTRATION PURCHASING DIVISION BUILDING 15 2019 WASHINGTON STREET, EAST CHARLESTON, WV 25305-0130						
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.:				DNR211046		
BID OPENING DATE:				07/14/2011		
BID OPENING TIME:				1:30 PM		
PLEASE PROVIDE A FAX NUMBER IN CASE IT IS NECESSARY TO CONTACT YOU REGARDING YOUR BID:						
301 921 9870						
CONTACT PERSON (PLEASE PRINT CLEARLY):						
Paul G. Griffin						

SEE REVERSE SIDE FOR TERMS AND CONDITIONS

SIGNATURE *Paul Griffin* TELEPHONE 301.921.3499 DATE 7-19-11

TITLE Senior Principal Contracts Admin FEIN 95-2043126 ADDRESS CHANGES TO BE NOTED ABOVE

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05/27/2011				

BID OPENING DATE: 07/14/2011 BID OPENING TIME 01-30PM

LINE	QUANTITY	UOP	CAT NO	ITEM NUMBER	UNIT PRICE	AMOUNT
***** THIS IS THE END OF RFQ DNR211046 ***** TOTAL:						

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SIGNATURE: *Frank Whittaker* TELEPHONE: 304.921.3499 DATE: 7-19-11
 TITLE: Senior Principal Contracts FEIN: 95-2043126 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
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 Post Office Box 50130
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1

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

V
E
N
D
O
R

CSC
 Attn: Andrew Rieser
 100 Gallitter Drive, Suite 242
 Fairmont, WV 26554

S
H
I
P
T
O

**DIVISION OF NATURAL RESOURCES
 WILDLIFE RESOURCES SECTION
 324 4TH AVENUE
 SOUTH CHARLESTON, WV
 25303 304-558-3397**

DATE PRINTED	TERMS OF SALE	SHIP VIA	FOB	FREIGHT TERMS
07/07/2011				

BID OPENING DATE: **07/21/2011** BID OPENING TIME: **01:30PM**

LINE	QUANTITY	UOP	CAT NO	ITEM NUMBER	UNIT PRICE	AMOUNT
***** ADDENDUM NO. 1 *****						
THIS ADDENDUM IS ISSUED TO:						
1) PROVIDE THE ATTACHED MANDATORY PRE-BID SIGN IN SHEET						
2) PROVIDE THE ATTACHED TECHNICAL QUESTIONS AND ANSWERS.						
3) EXTEND THE BID OPENING DATE AND TIME TO: 07/21/11 AT 1:30 PM.						
***** END ADDENDUM NO. 1 *****						
0001	1	LS		961-20		
CONSULTING SERVICES						
***** THIS IS THE END OF RFQ DNR211046 ***** TOTAL:						

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SIGNATURE: *Paul M. ...* TELEPHONE: **304-921-3499** DATE: **7-19-11**

TITLE: *Senior. Principal Consultant* FEIN: **45-2043126** ADDRESS CHANGES TO BE NOTED ABOVE

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BUSINESS SOLUTIONS
TECHNOLOGY
OUTSOURCING

West Virginia
Division of
Natural Resources
Wildlife Resources Section
DNR211046

**Electronic Licensing, Game Checking, Hunter Education and
License Revocation System**

PREPARED FOR:

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

SUBMITTED BY:

CSC
1000 Galliher Drive
Suite 242
Fairmont, WV 26554
P: (304) 333-7525
F: (304) 333-7561



Submission Date: July 21, 2011

CSC PROPRIETARY

This proposal includes data that shall not be disclosed outside the Government and shall not be duplicated, used or disclosed — in whole or in part — for any purpose other than to evaluate this proposal. If, however, a contract is awarded to this offeror as a result of — or in connection with — the submission of this data, the Government shall have the right to duplicate, use, or disclose the data to the extent provided in the resulting contract. This restriction does not limit the Government's right to use information contained in this data if it is obtained from another source without restriction. The data subject to the restriction is contained in sheets of this entire proposal.



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Executive Summary

Technology is a powerful enabler that, when properly conceived and implemented, can dramatically impact business practices by bringing efficiencies and expanded capabilities to the enterprise. The West Virginia Department of Natural Resources (DNR) is tackling the ever increasing challenges in its ability to effectively operate and manage its Hunting, Trapping, and Fishing License Sales, Game Checking, Hunter Education Certification, and License Revocation System. Not only is the DNR adapting to execute legislative mandates with its current manual and nonintegrated management systems, field agents are severely hampered in executing their responsibilities, and management of revenues is labor intensive and vulnerable to inaccuracies. Furthermore, the DNR cannot effectively engage in market research, gather and analyze data, and accurately monitor hunting results due to technical constraints and limitations imposed by paper-based processes.

DNR officials have the insight essential to envisioning a technological solution to the current challenges. However, it is also apparent that DNR recognizes that the best solution is one that is clearly thought out and adaptable to future improvements. Success begins with a clear, dedicated, and unbiased approach – widely recognized CSC strengths that also set our approach apart from other integrators and information technology providers. Projects of the size, scope, and complexity envisioned by the DNR must be led by an organization seasoned in fielding technological solutions from inception to operation. With over 50 years of experience, CSC can provide experience and lessons learned on fielding such solutions.

Leading up the effort to assist the State of West Virginia in the modernization of its Fish and Game technology is CSC's RFP Developer, Virgil Brown. Mr. Brown brings the depth of experience needed to properly consider the technological challenges, and more importantly the human and organizational factors, that must be taken into account to roll out a new system for DNR today and in the future.

With foresight that can only be gained from years of experience, Mr. Brown will first seek to understand the current "As-Is" environment and document in detail the desired "To-Be" end solution. He will identify the essential elements for a complete and comprehensive RFP that the State of West Virginia can release with confidence of a successful outcome and opportunities for future cost savings. Augmented by support from CSC's Project Management Professional (PMP) certified Project Manager, Andrew Rieser, the DNR will be kept apprised of our progress in identifying the essential considerations and requirements for the RFP. Additional subject matter expertise will be provided by CSC's deep bench of personnel having the depth of relevant experience and expertise to ensure a quality, detailed RFP is produced to determine a qualified vendor for the subsequent RFP award.

CSC's local presence in Fairmont, WV will enable greater responsiveness to the DNR in addition to a shared interest in providing the highest quality product for the State of West Virginia. We look forward to leveraging our resources to assist the DNR to overcome key challenges in the development of a comprehensive RFP that will generate competitive bids to vie for the opportunity to develop the new integrated electronic licensing, game checking, and hunter education and license revocation system.



Compliance Matrix

Requirement	CSC Response
Qualifications and Experience	Section 1.1
Detailed list of vendor's key personnel	Section 1.1
Vendor must have Project Manager experienced in RFPs, SLAs, monitoring work performance, and developing appropriate training modules	Section 1.1 bullet 3 Project Manager
Vendor must have demonstrated abilities to bring together multiple organizations in a cohesive fashion...	Section 1.1, bullet 3 Project Manager, Para 2
At a minimum key personnel should include the following qualifications...	Section 1.1, bullets 1, 2, 3, 4
Vendors should supply written documentation that they have successfully (bid won and awarded) completed the writing of an RFP for a state agency	Page 8 Firm and staff qualifications on similar projects Page 9
Vendor must supply name, address, telephone and email of a reference from the agency that can verify this information	Section 1.1 References
Goal/Objective 1: Development of a comprehensive RFP	Section 1.2.1
Goal/Objective 2: Provide a timeline of proposed work	Section 1.2.2
Mandatory Requirement 1: Onsite Consultation	Section 1.3.1
Mandatory Requirement 2: Preparation of SLA's	Section 1.3.2
Agency requires vendor to have experience in developing RFPs and SLAs for turn-key point-of-sale business processes...	Section 1.1 bullet 4
Vendor must certify they have a contract attorney	Section 1.1 bullet 4 Section 1.3.2
Mandatory Requirement 3: Security Requirements Definition	Section 1.3.3
Mandatory Requirement 4: RFP Evaluation Assistance	Section 1.3.4

Attachment A: Vendor Response Sheet

1.1 Qualifications and Experience:

Provide a response regarding the following: firm and staff qualifications and experience in completing similar projects; references; copies of any staff certifications or degrees applicable to this project; proposed staffing plan; descriptions of past projects completed entailing the location of the project, project manager name and contact information, type of project, and what the project goals and objectives were and how they were met.

Vendor should be able to provide a detailed list of a vendor's key personnel, their earned degrees and specific experiences related to the development and evaluation of RFPs for

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electronic hunting, trapping and fishing license sales and/or game checking systems in use by other state or provincial fish and wildlife agencies. Vendor should have staff personnel experienced and educated in business and/or computer systems. The vendor must have a project manager experienced in writing RFPs, developing Service Legal Agreements (SLA's), monitoring work performance, and developing appropriate training modules. The vendor must have demonstrated abilities to bring together multiple organizations in a cohesive fashion while working as a team to successfully complete projects.

Vendors providing written documentation that they have successfully (bid won and awarded) completed the writing of a RFP or Request for Quotations (RFQ) for a state or provincial fish and wildlife agency within the last 10 years must supply name, address, telephone, and e-mail address of a reference from the agency that can verify this information.

Experience and Education of key personnel to be assigned to the project:

1. **RFP Developer**

Name: Virgil Brown (25+ years experience / five directly relevant to this RFP)

Education: Focus on Computer Science at Grantham College, Florida State, Central Texas, and Panama Canal

Certification: N/A

Summary: As a West Virginia native, Mr. Brown has a versatile Information Technology (IT) career coupled with rich program/project management and technical experience across diverse technical fields and disciplines. Mr. Brown possesses an extensive background in IT to include:

- Systems Programming and Administration
- Storage Administration and Management
- Security
- Service Level Agreements
- Disaster Recovery
- Life Cycle Management
- Monitoring Work Performance
- Developing User Guides / Training Modules
- Network and Telecommunication

Mr. Brown's most recent experience was with the Federal Bureau of Investigation (FBI) Criminal Justice Information Services Division (CJIS) where he spent eight years managing the 7/24/365 Operations and Maintenance of critical systems supporting Law Enforcement and Federal Agencies supporting the United States Homeland. These systems included the National Criminal Information Center (NCIC), The Interstate Identification Index (III), The National Criminal Instant Background Check System

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(NICS), and the System of Services Interactive Tape Backup System (SITS). This responsibility included the management of an annual budget in excess of five million dollars.

Key to Mr. Brown's job duties included frequent contract management tasks, including; government contracting, RFP and RFI development, negotiations, and source selection committee. Additionally, Mr. Brown was also a technical representative for large scale IT system contracts. These duties involved requirements identification, performance reviews, technical direction agent for vendors, and SLA negotiations.

CSC's approach under Mr. Brown will enable the DNR to have a well qualified individual with demonstrated abilities to bring together multiple organizations in a cohesive fashion while working as a team to successfully complete this project. Mr. Brown's FBI experience will also be invaluable as a Subject Matter Expert (SME) for knowing and understanding how the FBI performs their NICS background checks providing keen insight into the business processes and policy constraints for issuance of firearms and other related items. This knowledge will provide insight into processes and procedures the DNR can look to implement in the new Electronic Hunting and Fishing License Sales and License Revocation system.

2. **Contract Specialist**

Name: Preston Miller (37+ years experience / 20+ directly relevant to this RFP)

Education: BS Defense Systems Management – Colorado Technical University
MBA – Indiana Wesleyan University

Certification: N/A

Summary: Mr. Miller brings extensive experience in all aspects of contracts management, including:

- contract drafting;
- contract negotiations and modifications;
- cost and price analysis;
- documentation of pre-award activities;
- market research;
- organizational compliance oversight;
- pre-award audits;
- procurement policies development;
- subcontract Statement of Work (SOW) and RFP preparation;
- technical evaluation;

- and terms and conditions reviews.

His experience includes managing all forms of contracts - firm-fixed price, cost reimbursement, time and materials, and cooperative agreements – with Federal, State, and local government agencies, as well as, commercial and private entities. Contracts under his direction included:

- commercialization
- construction;
- engineering;
- licensing;
- manufacturing;
- research and development;
- software development;
- testing;
- and technology transfer.

During his 20 year career with the United States Air Force (USAF) he served on the Inspector General’s staff assessing contractor performance on complex radar/computer/communication systems operations and maintenance contracts. He also served on multiple occasions as a contract quality assurance manager where he prepared technical and quality requirements for the RFPs and ensured contractor’s compliance with the contract requirements.

3. **Project Manager**

Name: Andrew Rieser (8 years experience / 2.5 directly relevant to this RFP)
Education: BS Integrated Science and Technology - Marshall University
MS Software Engineering - WVU
Certification: Project Management Professional (PMP)
Shipley Managing Federal Proposals

Summary: As a WV native, Mr. Rieser has led a career specializing in program and project management of software engineering and database / data warehouse projects. He has worked on projects of all sizes including multi-million dollar large scale Department of Defense (DoD) software development projects as well as his most recent project supporting the WV Department of Military Affairs and Public Safety (DMAPS) as the Lead Project Planner and Technical Consultant.

Under the DMAPS project, Mr. Rieser worked throughout the entire acquisition process beginning with the elicitation of requirements from stakeholders to award. Key challenges to this project involved an extremely complicated and diverse grant management approach. Mr. Rieser was responsible for navigating the political



environment of Federal Emergency Management Agency (FEMA) Region III grant process, identifying appropriate stakeholders to meet with, gathering mandatory and desired requirements, drafting the RFP, working with the State Agencies and Purchasing Division, and developing a comprehensive RFP with enough details and requirements to minimize the risks to.

In addition to the creation of the DMAPS RFP, Mr. Rieser participated in all aspects of the subsequent proposal evaluation. This support significantly improved the turn-around time by helping WV DMAPS successfully comply with State purchasing guidelines and ensure a thorough evaluation and justification was prepared and conducted – ultimately saving the State \$300K from its original budget.

As outlined in the Addendum 1, question 14, Mr. Rieser's added value to the DNR is his experience with developing Computer Based Training (CBT) modules for the USAF. Mr. Rieser's understanding and experience of Sharable Content Object Reference Model (SCORM), a collection of standards and specifications for web-based e-learning, and experience in web design and development, proved successful in the on-time delivery of three CBT modules that required hosting and specific design requirements out on the AF Knowledge Now (AFKN) portal. This experience will benefit the DNR in the specific area of online hunter education certification and training support.

4. Subject Matter Experts

As an added value to the DNR, CSC has various SME available for advice and guidance relevant to this opportunity that can be garnered when necessary or as determined by the Project Manager.

Point-of-Sale SME: Ms. Shelley Ware will be available via reachback support the development and review of the subsequent RFP and elicitation of key requirements. Ms. Ware, our Lead Operations Analyst, has over 30 years of experience in operations, finance, and contracts in a variety of fields including the US Air Force, US Army, and 13 years with Pima County Solid Waste Management in Tucson, Arizona.

During Ms. Ware's tenure with Pima County, she gained expertise in managing the revenue collection aspect of the point-of-sale operations at landfills and transfer stations. She was primarily responsible for leading the conversion of a combination paper and rudimentary computer-based revenue collection system to a single computerized, easily audited system processing point-of-sale cash and charge account payments. The system selected and managed by Ms. Ware allowed the main office to manage and flag delinquent customer accounts to deny access and enabled a myriad of reports to be

prepared for distinct fields including facilities, waste streams, and class of customer. The reports were used to illustrate to Pima County management what changes should be made such as having a given facility's hours reduced, its equipment upgraded or increased, or perhaps even having a facility shut down. The data was easily used for research, marketing, facility- and equipment-life forecasting, and budgeting. Because of the in-depth process experience Ms. Ware and her staff maintained, she was able to quickly develop the RFP requirements and specifications to help Pima County find the best technology solution provider. She evaluated the bids, reviewed the demonstrations, selected a contractor, and established warranties and contractual terms and conditions which were renewed annually for over 15 years. Due to Ms. Ware's expertise, she was also asked by the City of Tucson to review and comment on their RFP for a similar system.

Ms. Ware's specific experience with this implementation in Pima County, AZ will enable to CSC and the DNR to have reach-back support to a SME with point-of-sale experience in taking a large scale paper-based operation to a modernized computer-based system.

State and Local Enterprise Solutions (SLES) Contract Team will be available for reachback support to assist with questions and review of the subsequent RFP. CSC's SLES Senior Manager of Contracts and Subcontract, **Mr. Michael Schneider** is the binding legal signature authority for State and Local opportunities within CSC. Under Mr. Schneider's leadership is a staff of SLES Contracts administrators to support the project. In addition CSC also has a **dedicated legal department** that reviews all proposals and contracts before submission and will be available for questions and review of the subsequent RFP. This breadth and depth of contracts and legal experience will provide the DNR with a thorough review of the subsequent draft RFP and will also be available for questions throughout the contract period of performance.

CSC Response:

Firm and staff qualifications and experience in completing similar projects:

CSC has been the Lead Project Planner for the WV DMAPS for the past two and a half years. This project was focused on the Regional Catastrophic Preparedness Grant Program whereby CSC supported the WV DMAPS in the developing of requirements in coordination with various State and Federal Agencies under the FEMA Region III umbrella. CSC successfully delivered a \$1.8M RFP for a web-based Modeling and Simulation (M&S) system with Service Level Agreement (SLA)'s, Security requirements, specialized terms and conditions, detailed deliverables and timelines, reporting, and project oversight. CSC also provided follow-on consulting services for the development of this M&S tool these activities included;

- Working with WV Division of Purchasing

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- Hosting mandatory pre-bid conference
- Facilitating oral presentation meetings
- Organizing and mediating the evaluation of vendor proposals
- SME input to negotiations
- Coordinating award

Upon completion of its original contract requirements CSC was asked by WV DMAPS to remain on the M&S tool development project for an additional year to provide project oversight and subject matter expertise. CSC ensured the vendor met expectations of the M&S contract including; document deliverables/reporting, gated software development reviews, frequent Integrated Product Team meetings to demonstrate functionality and garner feedback from stakeholders, testing/acceptance of final product and contract compliance ensuring contractual obligations were met.

References:

Mr. David Hoge
Director State Administrative Agency WV DMAPS
Email: David.K.Hoge@wv.gov
Phone: 304-558-2930

Mr. Michael Cutlip
Office of the Cabinet Secretary
Email: Michael.W.Cutlip@wv.gov
Phone: 304-558-2930

Copies of any staff certifications or degrees applicable to this project:

Please see Appendix 1 for copies of applicable certifications.

Proposed staffing plan:

CSC's proposed staffing plan will include the 3 Key Personnel, identified above, plus a support team of SME available for reachback support. One major benefit that CSC provides the DNR is the ability to provide tailored support "as-needed" to accomplish the goals and tasks outlined in this RFP. This approach proved successful for the WV DMAPS project ensuring that best value is received for work performed. To accomplish this, CSC's Project Manager will frequently communicate with the DNR to ensure the appropriate level and mix of the resources is applied.

Descriptions of past projects completed entailing the location of the project project manager name and contact information, type of project, and what the project goals and objectives where and how they were met:

Use or disclosure of data contained on this sheet is subject to the restriction on the title page of this response.

CSC's most recent and relevant project relating to this opportunity is the WV DMAPS Lead Project Planner Grant support referenced above. This project was led by Mr. Rieser, proposed Key Personnel Project Manager, and was performed out of CSC's Fairmont, WV Office.

This on-going project is a multi-year FEMA Region III Grant where CSC provides Project Oversight and Consulting Services in a Systems Engineering and Technical Advisory role for WV DMAPS. The subsequent RFP that CSC developed for the State was for the development of an M&S capability.

The project goals and objectives were to help the state solicit requirements from key stakeholders state wide and develop an RFP in-line with the FEMA Grant Guidance and WV Division of Purchasing and State Procurement Policies. These goals and objectives were met through the use of key personnel working directly with the State and FEMA Region III partners to identify requirements for the design, development, and operations of the M&S tool. Once requirements were gathered, CSC worked with the State and went through several iterations of a Draft RFP until it was finalized meeting all requirements, SLA's, security, timelines, deliverables, and payment schedules. Upon completing the RFP, CSC facilitated the pre-bid conference, oral presentations, evaluation board, and negotiations for the final contract award; CSC inputs resulted in a nearly \$300K savings according to the state agency based off of their original independent cost estimate and budget.

Furthermore, CSC also provided project oversight throughout the vendor design, development, and delivery of the M&S capability ensuring adherence to the requirements, contract deliverables, and contractual compliance.

CSC Project Manager

Mr. Andrew Rieser

arieser@csc.com

304-333-7525

State of WV Project Manager

Mr. David Hoge

David.K.Hoge@wv.gov

304-558-2930

1.2 Project and Goals:

The project goals and objectives are:

1.2.1 Goal/Objective 1: Development of a Comprehensive RFP

Develop a comprehensive RFP for an electronic hunting, trapping and fishing license sales, game checking, hunter education certification, and license revocation system approved by both the Agency and Division of Purchasing. Vendor should provide outline and methodology on how they will accomplish this goal/objective. Vendors claiming previous experience with this goal/objective must supply name, address, telephone, and e-mail address of a reference from the agency that can verify this information.

CSC Response:

CSC will follow the WV Purchasing Division's Handbook Appendix J: Request for Proposal Standard Format.

This methodology will include, but is not limited to;

- CSC will work with the DNR to request in writing to the Purchasing Division the use of the RFP process the planning phase and prior to the writing of specifications in accordance with West Virginia Code §5A-3-10b.
- CSC will work with the DNR and Purchasing Division to identify the source selection Evaluation Committee members.
- CSC will work with the DNR and other stakeholders to facilitate meetings, solicit requirements, gather data, and identify reviewers of the subsequent Draft RFP. This will include the seven mandatory on-site meetings where CSC will work with the stakeholders to identify a mutually agreed upon schedule of events, agenda, and acceptance criteria for the RFP draft review cycles.
- CSC will perform comprehensive market research of relevant technologies, capabilities, and work with the DNR and other key stakeholders to identify and document the requirements thereby creating the specifications for the RFP. These will include, but are not limited to; the development of special terms and conditions, documentation and reporting requirements, SLA requirements, security specifications, deliverable milestones, testing and acceptance criteria, and payment schedules.
- CSC will follow the Standard Format Appendix J – RFP.docx when creating the Draft RFP.
- CSC will go through two review cycles with the DNR and identified stakeholders in accordance with the previously agreed upon acceptance criteria identified during the mandatory meetings.
- Upon final completion of the subsequent RFP, CSC will work with the DNR to;
 - Submit the Final RFP Standard Format

- Submit Purchase Requisition (WV-35)
- Submit a copy of memorandum from the State Purchasing Director approving the use of the RFP process
- Submit any related attachments and a list of proposed vendors identified during market research.
- CSC will provide experienced contracts and legal staff to review the subsequent RFP; with the ultimate legal review coming from the State of West Virginia.
- CSC will work with the DNR and Purchasing Division to host the mandatory pre-bid conference.
- CSC will work with the DNR and identified Evaluation Committee to host Oral Presentations, if needed, of vendors who respond to the solicitation.
- CSC will work with the DNR and identified Evaluation Committee to review proposal responses and facilitate the Committee's scoring and recommendation for award to Purchasing Division.
- CSC recommends the DNR consider retaining CSC support services for the duration of the subsequent RFP to provide project management and oversight support in the vendor execution of the subsequent RFP.

References:

Mr. David Hoge

Director State Administrative Agency WV DMAPS

Email: David.K.Hoge@wv.gov

Phone: 304-558-2930

**1.2.2 Goal/Objective 2:
Provide a Timeline of Proposed Work**

The Vendor should supply a timeline with all tasks necessary to complete the requirements of this request. The number of different staff hours necessary to complete each task should be indicated, depicting different staff categories (e.g. project manager, analyst, etc.) as necessary. The vendor's timeline should start no later than two (2) weeks after the awarding of the bid from the Purchasing Division and should not exceed eighteen (18) months in length.

CSC Response:

CSC's timeline of proposed work and tasks are outlined below. Dates are subject to change based upon contract award date.



RFP # DNR211046
Electronic Licensing, Game Checking, Hunter Education and License Revocation System

					Project Manager	RFP Developer	Contract Specialist	Contracts Attorney
1	WV DNR RFP Project	8/15/11	6/15/12		200	928	406	20
1.1	Contract Start Date	8/15/11	8/15/11					
1.2	Receive Purchase Requisition	8/15/11	8/15/11					
1.3	Kick-off Meeting Charleston	8/22/11	8/23/11		8	8	8	0
1.4	Market Research	8/23/11	3/12/12		0	128	0	0
1.4.1	Check Mandatory Sources List	8/23/11	8/24/11			8		
1.4.2	Search for similar products	8/24/11	8/31/11			32		
1.4.3	Check with other States	8/31/11	9/8/11			32		
1.4.4	Process any required waivers with WV PD	9/8/11	9/12/11			16		
1.4.5	Independent Cost Estimate	2/27/12	3/12/12			40		
1.5	Develop and Publish RFP	8/15/11	2/27/12		0	620	170	20
1.5.1	Obtain Approval to proceed from Purchasing Division	8/15/11	8/22/11				8	
1.5.2	Identify RFP Requirements	8/23/11	11/18/11		0	520	80	8
1.5.2.1	Identify applicable terms and conditions	8/23/11	8/30/11				16	
1.5.2.2	Identify RFP Mandatory Requirements	8/24/11	9/8/11			40	8	
1.5.2.3	Identify technical requirements	9/9/11	10/21/11			240		
1.5.2.4	Identify SLAs	10/21/11	11/18/11			80	40	8
1.5.2.5	Identify business process requirements	10/21/11	11/18/11			80		
1.5.2.6	Identify Security Requirements	10/21/11	11/11/11			80	16	
1.5.3	Prepare RFP	11/18/11	12/19/11		0	72	90	4
1.5.3.1	Prepare draft RFP	11/18/11	11/29/11			40	16	
1.5.3.2	Circulate draft RFP with Stakeholders (First)	11/29/11	12/6/11				8	
1.5.3.3	Complete Stakeholder Edits, First Iteration	12/6/11	12/8/11			16	16	
1.5.3.4	Circulate draft RFP with Stakeholders (Second)	12/8/11	12/15/11				8	
1.5.3.5	Complete Stakeholder Edits, Second Iteration	12/15/11	12/19/11			16	16	4
1.5.4	Work with DNR to Id Technical Evaluation Committee (TEC)	9/13/11	9/20/11			12	4	
1.5.5	Prepare Technical Evaluation Plan (TEP)	12/19/11	12/27/11			16	4	
1.5.6	Approval of TEP	12/27/11	1/5/12				4	
1.5.7	Obtain RFP approval from Evaluation Committee	1/5/12	1/12/12				4	
1.5.8	Legal Review	1/26/12	2/24/12				6	8
1.5.9	Send soft copy of RFP to PD Buyer	2/24/12	2/27/12				4	

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RFP # DNR211046

Electronic Licensing, Game Checking, Hunter Education and License Revocation System

					Project Manager	RFP Developer	Contract Specialist	Contracts Attorney
1.6	Publish RFP	2/24/12	2/27/12		8	44	8	0
1.7	Post RFP Activities	3/12/12	4/19/12		8	8	40	0
1.7.1	Pre-bid conference	3/12/12	3/15/12		8	24	16	
1.7.2	Amendment 1 for Q&A	3/29/12	4/5/12		12	8	8	
1.7.3	Amendment 2 (if required)	4/12/12	4/19/12		8	8	8	
1.7.4	Receive and secure proposals	4/9/12	4/10/12		8	8	8	
1.8	Evaluate Proposals	4/10/12	6/13/12		72	108	180	0
1.8.1	Review for Responsiveness	4/10/12	4/17/12				16	
1.8.2	Prepare evaluator packages	4/17/12	4/20/12				16	
1.8.3	Convene TEC & distribute evaluation packages	4/20/12	4/23/12		8	8	8	
1.8.4	Evaluation Period	4/23/12	5/7/12		40	40		
1.8.5	Pre- orals Consensus Meeting	5/7/12	5/8/12		8	8	8	
1.8.6	Coordinate, Conduct, Document Oral Presentations (if required)	5/8/12	5/30/12		16	16	24	
1.8.7	Complete documentation of TEC discussions	5/30/12	6/6/12		4	4	16	
1.8.8	Vendor Responsibility Determination	5/8/12	5/15/12		4	4	16	
1.8.9	Prepare Selection Statement for Selection Authority	5/30/12	6/4/12		4	4	24	
1.8.10	Selection Statement signed	6/4/12	6/5/12				4	
1.8.11	Offeror notifications	6/5/12	6/6/12				8	
1.8.12	Complete project documentation/closeout	6/6/12	6/13/12			24	40	
1.9	Project Management	8/15/11	6/15/12		112	20	0	0
1.9.1	Project Management	8/15/11	6/15/12		112			
1.9.2	Monthly Progress Reports	9/12/11	6/15/12		0	20	0	0

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Attachment B: Mandatory Specification Checklist

1.3 Mandatory Requirements

The following mandatory requirements must be met by the Vendor as a part of the submitted proposal. Failure on the part of the Vendor to meet any of the mandatory specifications shall result in the disqualification of the proposal. The terms “must”, “will”, “shall”, “minimum”, “maximum”, or “is/are required”, identify a mandatory item or factor. Decisions regarding compliance with any mandatory requirements shall be at the sole discretion of the State.

1.3.1 Mandatory Requirement 1: On-Site Consultation

The Vendor will be required to attend a minimum of six (6) on-site meetings with select senior staff at the South Charleston, WV, Headquarters office. Additionally, the vendor will be required to attend a minimum of one (1) meeting at the Agency’s Elkins Operation Center in Elkins, WV, with key field personnel. The vendor may be required to attend additional meetings as necessary to complete the project goals and objectives.

CSC Response:

CSC will attend a minimum of six (6) on-site meetings with select senior staff at the South Charleston, WV, Headquarters Office. Additionally, CSC will attend a minimum of one (1) meeting at the Agency’s Elkins Operations Center in Elkins, WV, with key field personnel.

CSC’s WV office located in Fairmont, WV shown in Exhibit 1, will be the primary place of performance where CSC’s Key Personnel and available reach-back support staff will be located during the contract period of performance. Our WV presence will enable CSC to more easily interact with the DNR and provide easier accessibility for impromptu meetings and conversations or the hosting of planned meetings. Additionally, this will also enable CSC to be more agile and flexible by being able to attend additional meetings as necessary to complete the project goals and objectives on or ahead of schedule.

If the need arises during this project where a particular skill-set is needed for accomplishing a task that requires additional support, CSC can assess the specific need with DNR and determine if more reach-back support from CSC’s nearly 94,000 employees worldwide including our overall SLES team located in Maryland and our corporate leadership in Virginia.

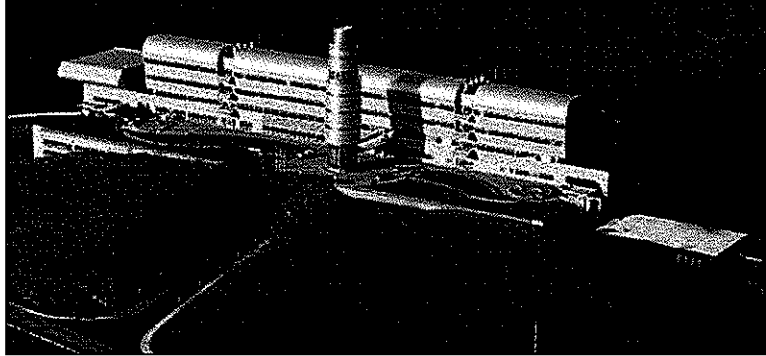


Exhibit 1: CSC Office in Fairmont, WV at the I-79 Research Center.

1.3.2 Mandatory Requirement 2: Preparation of Service Legal Agreements (SLA's)

Prepare SLA's for inclusion in the subsequent RFP. This includes license requirements, SLA's, security requirements and contractual instruments. A SLA is a part of a service contract where the level of service is formally defined. The Agency requires the vendor to have experience in developing RFPs and SLAs for turn-key point-of-sale business processes and they must supply name, address, telephone, and e-mail address of reference that can verify this information. Prior to award vendor must certify that they have an attorney, or will retain the services of an attorney, specializing in contract development and provide the credentials of the attorney. The contract for the electronic license and game checking system must comply with State contracts as well as provide for all facets of the electronic license and game checking system.

CSC Response:

CSC will work with the DNR, WV Office of Technology, General Counsel and applicable Purchasing Division stakeholders to identify applicable SLAs as they relate to all facets of the electronic license and game checking system.

This process will include research, discussions, and elicitation of requirements from past service level agreements that have been drafted and approved by the State on similar past projects.

CSC will leverage our SLES Contracts team in vetting questions and reviewing the subsequent RFP in coordination with the State to verify the contract for the electronic license and game checking system is compliant with the requirements of the State of West Virginia, which will be the ultimate decision maker on compliance.

Further, CSC can certify that it has an attorney in CSC's Office of General Counsel with significant experience in contract development who will review documentation and provide legal advice to CSC and CSC team members. The credentials of this attorney will be provided prior to award.

Through CSC's work on the WV DMAPS Modeling and Simulation RFP development, CSC identified high-level SLA's in the RFP, but ultimately continued our work for DMAPS to oversee the actual development of the system and hosted gated reviews to further identify and clarify SLA as applicable to the program.

References:

Mr. David Hoge

Director State Administrative Agency WV DMAPS

Email: David.K.Hoge@wv.gov

Phone: 304-558-2930

**1.3.3 Mandatory Requirement 3:
Security Requirements Definition**

Define security requirements for the electronic licensing, game checking, hunter education and license revocation system.

CSC Response:

CSC will work with the DNR, WV Office of Technology, General Counsel and applicable Purchasing Division stakeholders to research and identify applicable security requirements for the electronic licensing, game checking, hunter education and license revocation system.

CSC understands that the overarching goal for the subsequent RFP will be ensuring a system, to prevent individuals from obtaining a valid license by fraudulent means, obtaining the most accurate account of actual game checked, and not allowing those with revoked or suspended privileges to purchase a license.

Keeping the desired end-state in mind, CSC will work with the appropriate State representatives to research and identify existing POS security measures that are currently in place and identify the existing WVOT systems security measures that are currently in place for the Go Wild system.

Through this research CSC will recommend the best mix of security practices in accordance with best practices in Federal and State statutes and laws as they apply to collect and retain Personally Identifiable Information (PII). CSC is uniquely positioned in this area given our expertise in system security and accreditation with these types of systems.

**1.3.4 Mandatory Requirement 4:
RFP Evaluation Assistance**

Assist the Agency in evaluation proposals submitted through the subsequent RFP process to insure vendors meet all of mandatory RFP requirements.

CSC Response:

CSC will assist the Agency in the evaluation of the proposals submitted through the subsequent process to ensure vendors meet all mandatory RFP requirements. This process and key task identified is described in **Section 1.2.2**

The high-level tasks involved include; but are not limited to the following:

- Coordination and hosting of the Mandatory Pre-Bid Conference
- Review of questions and support of answering questions and issuing Addendums
- Support evaluation of proposals
- Coordinate and conduct Oral Presentations (if required)
- Support the completion of evaluation committee documentation
- Support preparation of selection statement to Purchasing Division

1.3.5 Vendor's Certification Regarding All Mandatory Requirements

Please acknowledge that you will meet all the delivery requirements as outlined in 2.5 of the RFP.

Paul N. M...
(Company)
Computer Sciences Corporation
(Representative Name, Title)
Sr. Principal Contracts Admin
(Contact Phone/Fax Number)
301-921-3499 / 301-921-9870
(Date) 07/19/11

I certify that the proposal submitted meets or exceeds all the mandatory specifications of this Request for Proposal. Additionally, I agree to provide any additional documentation deemed necessary by the State of West Virginia to demonstrate compliance with said mandatory specifications.

Paul N. M...
(Company)
Computer Sciences Corporation
(Representative Name, Title)
Sr. Principal Contracts Admin
(Contact Phone/Fax Number)
301-921-3499 / 301-921-9870
(Date) 07/19/11

Appendix 1: Certifications



State of West Virginia VENDOR PREFERENCE CERTIFICATE

Certification and application* is hereby made for Preference in accordance with *West Virginia Code*, §5A-3-37. (Does not apply to construction contracts). *West Virginia Code*, §5A-3-37, provides an opportunity for qualifying vendors to request (at the time of bid) preference for their residency status. Such preference is an evaluation method only and will be applied only to the cost bid in accordance with the *West Virginia Code*. This certificate for application is to be used to request such preference. The Purchasing Division will make the determination of the Resident Vendor Preference, if applicable.

1. Application is made for 2.5% resident vendor preference for the reason checked:
 Bidder is an individual resident vendor and has resided continuously in West Virginia for four (4) years immediately preceding the date of this certification; or,
 Bidder is a partnership, association or corporation resident vendor and has maintained its headquarters or principal place of business continuously in West Virginia for four (4) years immediately preceding the date of this certification; or 80% of the ownership interest of Bidder is held by another individual, partnership, association or corporation resident vendor who has maintained its headquarters or principal place of business continuously in West Virginia for four (4) years immediately preceding the date of this certification; or,
 Bidder is a nonresident vendor which has an affiliate or subsidiary which employs a minimum of one hundred state residents and which has maintained its headquarters or principal place of business within West Virginia continuously for the four (4) years immediately preceding the date of this certification; or,
2. Application is made for 2.5% resident vendor preference for the reason checked:
Bidder is a resident vendor who certifies that, during the life of the contract, on average at least 75% of the employees working on the project being bid are residents of West Virginia who have resided in the state continuously for the two years immediately preceding submission of this bid; or,
3. Application is made for 2.5% resident vendor preference for the reason checked:
Bidder is a nonresident vendor employing a minimum of one hundred state residents or is a nonresident vendor with an affiliate or subsidiary which maintains its headquarters or principal place of business within West Virginia employing a minimum of one hundred state residents who certifies that, during the life of the contract, on average at least 75% of the employees or Bidder's affiliate's or subsidiary's employees are residents of West Virginia who have resided in the state continuously for the two years immediately preceding submission of this bid; or,
4. Application is made for 5% resident vendor preference for the reason checked:
Bidder meets either the requirement of both subdivisions (1) and (2) or subdivision (1) and (3) as stated above; or,
5. Application is made for 3.5% resident vendor preference who is a veteran for the reason checked:
Bidder is an individual resident vendor who is a veteran of the United States armed forces, the reserves or the National Guard and has resided in West Virginia continuously for the four years immediately preceding the date on which the bid is submitted; or,
6. Application is made for 3.5% resident vendor preference who is a veteran for the reason checked:
Bidder is a resident vendor who is a veteran of the United States armed forces, the reserves or the National Guard, if, for purposes of producing or distributing the commodities or completing the project which is the subject of the vendor's bid and continuously over the entire term of the project, on average at least seventy-five percent of the vendor's employees are residents of West Virginia who have resided in the state continuously for the two immediately preceding years.

Bidder understands if the Secretary of Revenue determines that a Bidder receiving preference has failed to continue to meet the requirements for such preference, the Secretary may order the Director of Purchasing to: (a) reject the bid; or (b) assess a penalty against such Bidder in an amount not to exceed 5% of the bid amount and that such penalty will be paid to the contracting agency or deducted from any unpaid balance on the contract or purchase order.

By submission of this certificate, Bidder agrees to disclose any reasonably requested information to the Purchasing Division and authorizes the Department of Revenue to disclose to the Director of Purchasing appropriate information verifying that Bidder has paid the required business taxes, provided that such information does not contain the amounts of taxes paid nor any other information deemed by the Tax Commissioner to be confidential.

Under penalty of law for false swearing (*West Virginia Code*, §61-5-3), Bidder hereby certifies that this certificate is true and accurate in all respects; and that if a contract is issued to Bidder and if anything contained within this certificate changes during the term of the contract, Bidder will notify the Purchasing Division in writing immediately.

Bidder: Computer Sciences Corporation Signed: [Signature]
Date: 07/19/11 Title: Sr. Principal Contracts Admin

*Check any combination of preference consideration(s) indicated above, which you are entitled to receive.

RFQ No. DNR 211046

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 owed 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 exceeds 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: Computer Sciences Admin

Authorized Signature: *Paul D. [Signature]* Date: 07/19/11

State of West Virginia

County of Marion, to-wit:

Taken, subscribed, and sworn to before me this 19 day of July, 2011.

My Commission expires June 29, 2016.

AFFIX SEAL HERE

NOTARY PUBLIC *Janet K. Carter*

