APPENDIX 1

TO

BUSINESS PROPOSAL

ATTACHMENT E

Table of Contents

State of Indiana
Office of the Secretary of State

CERTIFICATE OF EXISTENCE

To Whom These Presents Come, Greeting:

I, CONNIE LAWSON, Secretary of State of Indiana, do hereby certify that I am, by virtue of the laws of the State of Indiana, the custodian of the corporate records and the proper official to execute this certificate.

I further certify that records of this office disclose that

IRWIN HODSON GROUP INDIANA, LLC

duly filed the requisite documents to commence business activities under the laws of the State of Indiana on May 06, 2015, and was in existence or authorized to transact business in the State of Indiana on May 22, 2020.

I further certify this Domestic Limited Liability Company has filed its most recent report required by Indiana law with the Secretary of State, or is not yet required to file such report, and that no notice of withdrawal, dissolution, or expiration has been filed or taken place. All fees, taxes, interest, and penalties owed to Indiana by the domestic or foreign entity and collected by the Secretary of State have been paid.
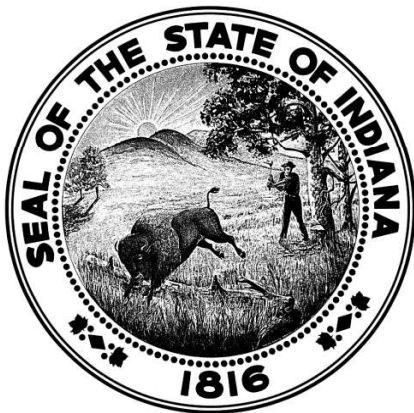
In Witness Whereof, I have caused to be affixed my signature and the seal of the State of Indiana, at the City of Indianapolis, May 22, 2020

CONNIE LAWSON
SECRETARY OF STATE

2015050600880 / 20201442784

All certificates should be validated here: https://bsd.sos.in.gov/ValidateCertificate
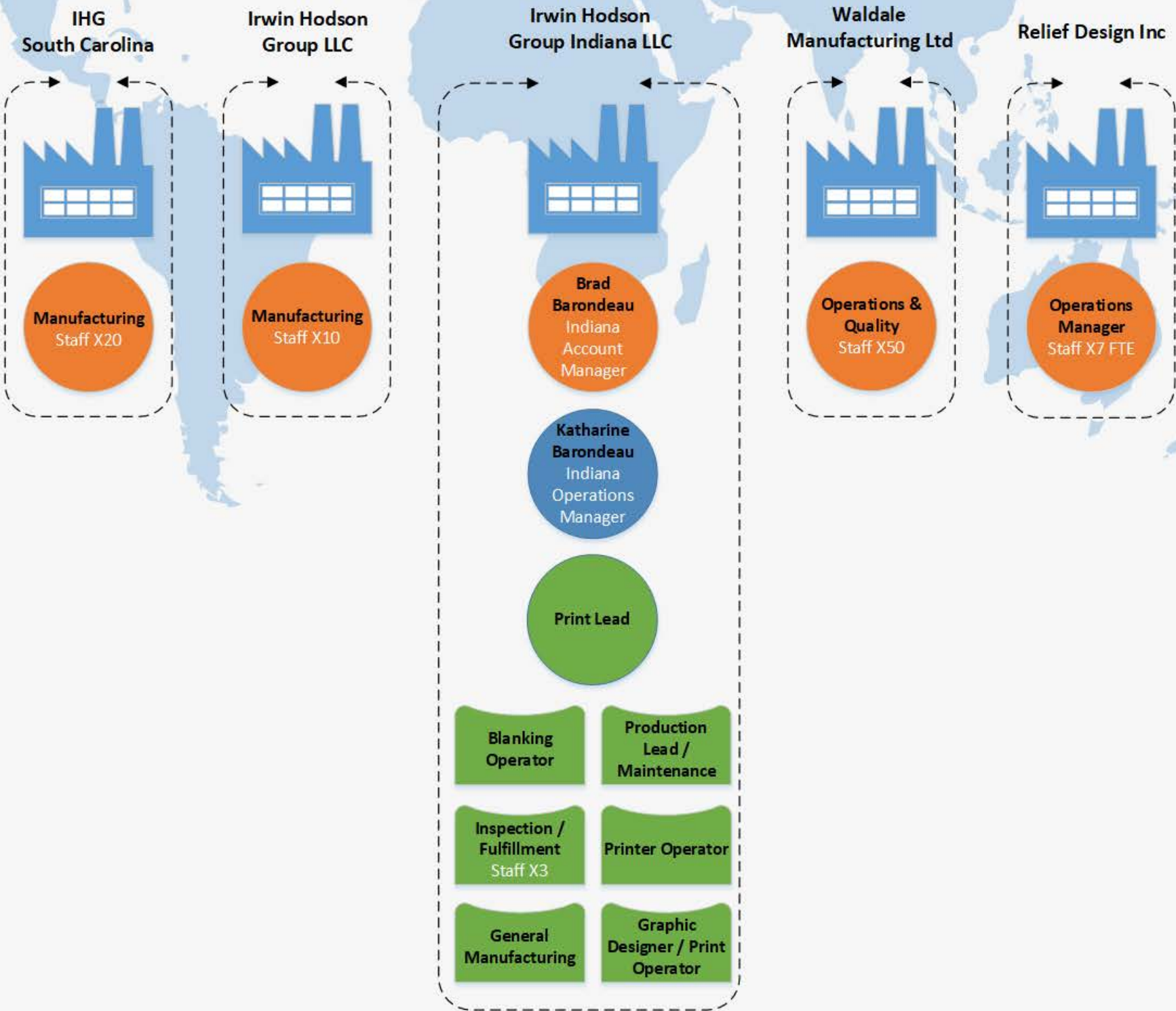
Expires on June 21, 2020.

IHG Corporate Org Chart

4/22/2020

Tonnjes
X 700 FTEs

IHG Corporate Management Team

Todd Lawrence
President / CEO

Derek Chitty VP
Vice President

Paul Fussner VP
& Indiana Program Director

Jean Bourque
Director of Operations

William MacDonald
IT/Cyber Security

Group
IT

Group
Accounting X5

Duncan Adlem
Project Manager

David Orzel
Project Manager

Group
Software Development

Lauren Dolan
Marketing Manager

Group
Customer Service X5

IHG South Carolina

Manufacturing
Staff X20

Irwin Hodson Group LLC

Manufacturing
Staff X10

Irwin Hodson Group Indiana LLC

Brad Barondeau
Indiana Account Manager

Katharine Barondeau
Indiana Operations Manager

Print Lead

Blanking Operator

Production Lead / Maintenance

Inspection / Fulfillment Staff X3

Printer Operator

General Manufacturing

Graphic Designer / Print Operator

Waldale Manufacturing Ltd

Operations & Quality
Staff X50

Relief Design Inc

Operations Manager
Staff X7 FTE

Business Details

Business Name:	**IRWIN HODSON GROUP INDIANA, LLC**	Business ID:	**2015050600880**
Entity Type:	**Domestic Limited Liability Company**	Business Status:	**Active**
Creation Date:	**05/06/2015**	Inactive Date:	
Principal Office Address:	**2980 East Coliseum Blvd., Suite 102, Fort Wayne, IN, 46805, USA**	Expiration Date:	**Perpetual**
Jurisdiction of Formation:	**Indiana**	Business Entity Report Due Date:	**05/31/2021**
		Years Due:	

Principal Information

Title	Name	Address
President	Todd Lawrence	2980 East Coliseum Blvd., Suite 102, Fort Wayne, IN, 46805, USA
Vice President	Paul Fussner	2980 East Coliseum Blvd., Suite 102, Fort Wayne, IN, 46805, USA
Secretary	Derek Chitty	2980 East Coliseum Blvd., Suite 102, Fort Wayne, IN, 46805, USA

Registered Agent Information

Type:	**Individual**
Name:	**BRAD BARONDEAU**
Address:	**2980 E COLISEUM BLVD, STE 102, FORT WAYNE, IN, 46805, USA**

Manage Profile

< **Supplier Secure Home Page**

☐ Update Profile

☐ **Bidder Profile**

| **Main** | Addresses | Contacts | Identifications |

Welcome, Irwin Hodson Group Indiana LLC
User: bradbarondeau

Bidder ID   0000053240

Company URL [   ]

Bidder Status

- ● Active
- ○ Inactive

Bidder Type

- ● Business
- ○ Individual

[**Save**]

Main | Addresses | Contacts | Identifications

< **Supplier Secure Home Page**

Manage Profile

☐ Update Profile

☐ **Bidder Profile**

| Main | **Addresses** | Contacts | Identifications |

Bidder ID   0000053240

Addresses   🔍 | |◄ ◄ [1 of 1 ▼] ► ►| | View All

- ☑ Main Address
- ☐ Bill To Address
- ☐ Ship To Address
- ☐ Invoice Address

Address Details

Country	United States	Change Country
*Address 1	2980 Coliseum Blvd	
Address 2	Suite 102	
Address 3		
*City	Fort Wayne	
County	Allen	Postal 46805
*State	IN 🔍	Indiana

[**Add a New Address**]   [**Delete**]

[**Save**]

Main | Addresses | Contacts | Identifications

< Supplier Secure Home Page

Update Profile

Bidder Profile

| Main | Addresses | Contacts | Identifications |

Bidder ID   0000053240

User Information   🔍 | |◀   < 1 of 1 ∨ > ▶|

First Name Brad ✕

Last Name Barondeau

Title Operations Manager

Email ID bbarondeau@wihgroup.com

Telephone 260/482-8052   Ext

Fax

*Address 1 🔍 Main Address

User ID bradbarondeau

Add Contact   **Delete**

Save

Main | Addresses | Contacts | Identifications

< Supplier Secure Home Page

Update Profile

Bidder Profile

| Main | Addresses | Contacts | Identifications |

Bidder ID   0000053240

Standard ID Numbers

1-1 of 1 ∨

	ID Type	ID Number
1	Tax Identification Number	473931959 ✕

UNSPSC Codes

🔍 |◀ ◀ 1-1 of 1 ∨ ▶ ▶|

	UNSPSC	Description		
1	45101707 🔍	Printing plates		🗑

Add UNSPSC Code

Profile Questions   🔍 | |◀ ◀ 1 of 2 ∨ ▶ ▶|

* Buy Indiana Program Are you interested in learning if this business qualifies for "Buy Indiana status" per Indiana Code 5-22-15-20.5?	* Yes ∨
* Minority/Women/Veteran Businesses If eligible, a business may be certified by the Indiana Department of Administration as a Minority Business	* No ∨

* Response Required.

IRWIN HODSON GROUP INDIANA, LLC

(an Indiana limited liability company)

Joint Unanimous Written Consent of the Board of Managers and the Sole Member

May 13, 2020

The undersigned, being all of the members of the Board of Managers (the "***Board***") and the sole member (the "***Sole Member***") of IRWIN HODSON GROUP INDIANA, LLC, an Indiana limited liability company (the "***Company***"), hereby approve, consent to and adopt the following recitals and resolutions and the actions therein authorized as the act of the Board and the Sole Member by joint unanimous written consent (this "***Consent***") as of the date set forth above:

Election of Jochen Betz and Jörn Bertram as Managers of the Company

NOW, THEREFORE, BE IT RESOLVED, that each of Jochen Betz and Jörn Bertram be, and each of them hereby is, elected to serve as a manager of the Company until his resignation or removal or until his successor is duly elected and qualified.

Board of Managers

WHEREAS, for the avoidance of doubt, the Sole Member desires to set forth all of the current managers of the Company.

NOW, THEREFORE, BE IT RESOLVED, that the following named persons comprise all of the current members of the Board of Managers of the Company and shall occupy such position until he or she resigns or is removed or until his or her successor is duly elected and qualified:

Jochen Betz	Manager
Jörn Bertram	Manager

Ratification of Previous Acts by Jochen Betz and Jörn Bertram

WHEREAS, each of Jochen Betz and Jörn Bertram have taken certain actions as managers of the Company prior to the date hereof; and

WHEREAS, the Sole Member otherwise desires to approve and ratify such actions.

NOW, THEREFORE, BE IT RESOLVED, that any lawful act heretofore taken by each of Jochen Betz and Jörn Bertram as managers of the Company prior to the date hereof be and it hereby is approved, adopted, ratified and confirmed in all respects by the Sole Member.

Election of Officers

NOW, THEREFORE, BE IT RESOLVED, that the following named persons be, and they hereby are, elected to the office(s) set forth opposite his or her name to serve until he or she resigns or is removed or until his or her successor is duly elected and qualified:

Todd Lawrence	President and Chief Executive Officer

| Derek Chitty | Vice President and Secretary |

Officers

WHEREAS, for the avoidance of doubt, the Board desires to set forth the current officers of the Company.

NOW, THEREFORE, BE IT RESOLVED, that the following persons comprise all of the current officers of the Company, each in the office(s) set forth opposite his or her name, and shall occupy such office(s) until he or she resigns or is removed or until his or her successor is duly elected and qualified:

Name	Office(s)
Todd Lawrence	President and Chief Executive Officer
Paul Fussner	Vice President
Derek Chitty	Vice President and Secretary

Ratification of Previous Acts by Todd Lawrence, Paul Fussner and Derek Chitty

WHEREAS, Todd Lawrence has taken certain actions as Chief Executive Officer and/or President of the Company prior to the date hereof;

WHEREAS, Derek Chitty has taken certain actions as Vice President and/or Secretary of the Company prior to the date hereof;

WHEREAS, Paul Fussner has taken certain actions as Vice President of the Company prior to the date hereof; and

WHEREAS, the Board otherwise desires to approve and ratify such actions.

NOW, THEREFORE, BE IT RESOLVED, that any lawful act heretofore taken by (1) Todd Lawrence as Chief Executive Officer and/or President of the Company, (2) Derek Chitty as Vice President and/or Secretary of the Company, and (3) Paul Fussner as Vice President of the Company, in each case, prior to the date hereof be and it hereby is approved, adopted, ratified and confirmed in all respects by the Board.

General Authority and Ratification

RESOLVED, that for purposes of these resolutions, all references to the *"Proper Officers"* of the Company shall mean, at any given time, any duly elected President, Chief Executive Officer, any Vice President, Secretary of the Company or any manager of the Company.

RESOLVED FURTHER, that any one or more of the Company's Proper Officers, for and on behalf of the Company, be, and he or she hereby is authorized, empowered and directed, to take such steps, to perform all such acts and things, and to prepare, execute, swear to, acknowledge, certify, deliver, file and/or record any and all agreements, documents, applications, reports, notices, waivers, consents, certificates or instruments which may by law or to him, her or legal counsel to the Company seem necessary, convenient or appropriate to effectuate the purposes and intents of the foregoing resolutions, such necessity, convenience or appropriateness to be conclusively evidenced by the taking or performance of any of the foregoing steps, acts and things, executions, filings and/or recordings;

RESOLVED FURTHER, that any lawful act heretofore taken by the Company, the Board, or any Proper Officer in connection with the matters contemplated in the foregoing resolutions be, and it hereby is in all respects approved, adopted, ratified and confirmed as an act of the Company; and
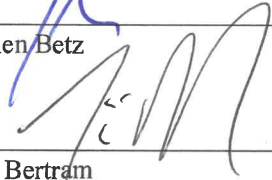
RESOLVED FURTHER, that this Consent may be executed in two or more counterparts by means of original, facsimile, or portable document format (PDF) signatures, and will be effective on a counterpart signature page as signed by the Sole Member and each of the members of the Board, and will be binding on the Company and all members of the Board.

[Signatures appear on following page.]

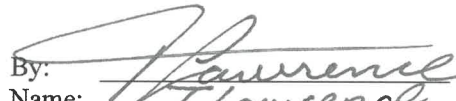IN WITNESS WHEREOF, the undersigned have executed this Consent as of the date first set forth above.

BOARD OF MANAGERS:

_____
Jochen Betz

_____
Jörn Bertram

SOLE MEMBER:

IRWIN HODSON GROUP LLC
an Oregon limited liability company

By: _____
Name: _____T. Lawrence_____
Title: _____President_____

Business Information Systems

May 1st, 2020.

Subcontractor Letter of Agreement between
Irwin Hodson Group Indiana "IHG"(Prime Contractor), and
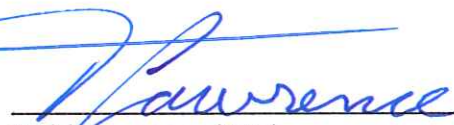## Business Information Systems "BIS" (Subcontractor)

As of May 1st, 2020, Business Information Systems entered into a contractual agreement to serve as a subcontractor to Irwin Hodson Group Indiana for the purpose of fulfilling the requirements of Indiana RFP 21-873 for On Demand Production and Distribution of License Plates and Registration Documents.

As a subcontractor to IHG, BIS will:

- Provide software for managing BMV orders of license plates and registrations.
- Provide software, hardware, data management and fulfillment services for printing and distributing registration documents to Indiana Motorists.
- Provide registration printing software, hardware and fulfillment services for registrations to be distributed with license plates direct to Indiana motorists.
- Provide reporting services.
- Provide helpdesk services.
- Provide disaster recovery/business continuity services

This subcontractor agreement will remain in force until any contract resulting from this RFP has been completed in its entirety, or the contract is awarded to another vendor, or until the agreement is mutually terminated by either IHG or BIS.

Chris Laisure (BIS)
CEO

Todd Lawrence (IHG)
CEO

May 14th, 2020.

Subcontractor Letter of Agreement between
Irwin Hodson Group Indiana "IHG" (Prime Contractor), and
Waldale Manufacturing Limited "WML" (Subcontractor)

As of May 14th, 2020, Waldale Manufacturing Limited entered into a contractual agreement to serve as a subcontractor to Irwin Hodson Group Indiana for the purpose of fulfilling the requirements of Indiana RFP 21-873 for On Demand Production and Distribution of License Plates and Registration Documents.

As a subcontractor to IHG, WML will:

- Provide fully functional disaster recovery/business continuity site.
- Fail over material storage.
- Equipment maintenance and technical support
- Die Sharpening
- Equipment upgrades and improvements
- Plate printing and manufacturing best practice support

This subcontractor agreement will remain in force until any contract resulting from this RFP has been completed in its entirety, or the contract is awarded to another vendor, or until the agreement is mutually terminated by either IHG or WML.

Derek Chitty (WML)
Vice President

Todd Lawrence (IHG)
President & CEO

May 3, 2020.

Subcontractor Letter of Agreement between
Irwin Hodson Group Indiana, LLC "IHG" (Prime Contractor), and
Irwin Hodson Group, LLC (Subcontractor)

As of May 3, 2020, The Irwin Hodson Group, LLC entered into a contractual agreement to serve as a subcontractor to The Irwin Hodson Group Indiana, LLC for the purpose of fulfilling the requirements of Indiana RFP 21-873 for On Demand Production and Distribution of License Plates and Registration Documents.

As a subcontractor, The Irwin Hodson Group, LLC will:

- Provide equipment and process engineering services
- Provide Equipment Maintenance.
- Provide Technical Services: Reflective sheeting, digital printing inks, protective clear laminate, specialized aluminum coil, Graphic Positioning System
- Provide redundant license plate graphic design back-up services

This subcontractor agreement will remain in force until any contract resulting from this RFP has been completed in its entirety, or the contract is awarded to another vendor, or until the agreement is mutually terminated by either The Irwin Hodson Group Indiana LLC or The Irwin Hodson Group LLC

_____   _____
Paul Fussner, VP   Todd Lawrence, President
Irwin Hodson Group, LLC   Irwin Hodson Group Indiana, LLC

Value Added Services

Auto Assistant App Solution

With the goal of helping jurisdictional customers offer the best technological services to motorists, the BIS project team worked closely with the State of Tennessee to develop the Auto Assistant App. This secure system would be a free download for Indiana motorists and the customer will setup secure accounts and store payment tokens (PCI certified method) for one click-processing. The IHG and BIS project team will work closely with the BMV to ensure all requirements are identified for security and integration of renewing a vehicle through the App.

The Auto Assistant App provides the following features:
- Electronic copy of the motorist's vehicle registration – to show to law enforcement, and to use for renewal notices.
- Electronic copy and real-time validation of Auto Insurance – If Indiana decides to use BIS Electronic Insurance Verification Service (EIVS) this is an option.
- Notification of Vehicle Recalls – Customers will be able to track all recalls for their vehicles.
- Vehicle Renewal Push-Notifications – When a vehicle is eligible to be renewed the system will send push-notifications for the customer to renew via the Auto Assistant App.
- Real-time one-click Vehicle Renewals through our secure, PCI compliant solution.
- Offline storage compatible for retrieval of electronic registration.

IHG and BIS are willing to offer this to the State of Indiana as a value-added service at no cost to the State and no cost to the end user to download. The system will be funded based on a $2 online renewal convenience fee, when the end user is renewing through the Auto Assistant App.

For more information go to https://www.getautoassistant.com/

Dealer Drive-Out EZ Tag Solution

Tennessee further leveraged its BIS partnership to solve challenges with the way vehicle dealerships issued temporary license plates throughout the state. At that time, dealer drive-out tags given to customers who had just purchased vehicles consisted of hand-written identification numbers on serialized pieces of cardboard. The outdated process caused inventory headaches, tracking difficulties, an inability to control access for unauthorized dealers and confusion over tag-to-vehicle matches. Law enforcement operated without access to temporary tag owner and vehicle information and faced additional concerns if a temporary tag was stolen.

BIS delivered the resulting Dealer Drive-Out EZ Tag solution, which fully integrates with the Vehicle Title Registration System (VTRS). Using web services and APIs to increase automation, efficiency, transparency and accuracy, the BIS program revolutionized this vital government process in Tennessee. In addition, adoption of the program decreased errors and provided the state with more robust controls against potential fraud. This software was designed based on configurable business rule engine for future use in other jurisdictions.

The Dealer Drive-Out EZ Tag program replaces hand-written tags, forms, and logbooks with print-on-demand temporary license plate capabilities at each dealership. Real-time audit log and reporting tools for the state are included, alongside fully customizable features to meet regulatory needs. This BIS solution includes functions to designate multiple drive-out tag types and produces a unique number, expiration date, and temporary registration as each tag is issued.

BIS governmental agency customers value these key Dealer Drive-Out EZ Tag features:

- Custom programming to meet state requirements and needs
- Real-time tag information access for law enforcement
- On-demand reporting
- Print-on-demand capabilities
- Detailed audit logs
- Multiple reporting features
- Temporary tag extension functions
- Temporary tag reprint abilities
- Built-in disaster recovery plan protection
- Tag type options for vehicles, motorcycles, transportation, internet outage and more
- Weather/chemical-resistant paper for on-demand tag printing

IHG and BIS are willing to offer this to the State of Indiana as a value-added service at no cost to the State of Indiana. The software is offered as a convenience fee of $2 to the dealerships. The system provides numerous time savings that offset the fee to the dealerships such as:

- Elimination of housing inventory
- Real-time transaction logs, replacing any manual logs
- Ability to integrate with dealer management software (DMS)
- Easy reprinting feature to save on the cost of any replacement drive out tags
- Detailed audit reports to account for all tags.

Web Portal for Ordering Personalized Plates

In 2019, BIS delivered to the State of Tennessee an online personalized plate website replacing the paper ordering process that has been in place for years. Residents can go to the online personalized plate website to select from more than 100 types of Tennessee license plates that are available to personalize. After selecting a plate design, customers then type in their desired sequence configuration. They will know immediately if the configuration is available, based on a red or green box that will appear around the plate. Customers pay the personalized plate application fee online via credit card or eCheck.

A quote from the Tennessee Commissioner of Revenue David Gerregano about online personalized plates: "We are pleased to partner again with BIS to offer Tennesseans this added convenience. This online application should make the personalized plate process even quicker and easier for residents."

As a value-added service to the BMV, IHG and BIS will offer the same successful online personalized plate ordering website, that has been very successful in Tennessee. Indiana residents will be able to go online to order a personalized plate. The website will show images of the Indiana plate types that are available to personalize. Once a plate is selected to personalize, the user will key in the sequence they wish to use. In real-time, the website will verify against an objectionable word database. Once the user is satisfied with the personalized plate, they will pay via credit card or e-check.

Within the backend, a grid will populate and be presented through a BMV administrative screen to the responsible BMV personnel for approval. BMV will have the following options:

1. Be able to accept the personalized plate and the plate will flow through the iPRIME ordering process. An email is generated and sent to the user that the plate has been approved and the plate will be shipped to the user in X amount of days. The BMV will be able to specify the email content.

2. If the BMV personnel rejects a personalized plate for whatever reason. An email is generated, explaining to the user the plate has been rejected. The IHG team will work with BMV to identify the wording.

3. Approved BMV personnel will be able to reject a personalized plate. Selecting the objectionable word checkbox that will add the word to the objectionable word database. Again, an email will be generated and sent to the motorist explaining why the plate has been rejected.

4. The IHG team will work closely with the State to finalize the design and layout of the website, branding, and where it can be accessed from.

IRWIN HODSON GROUP INDIANA
RFP 21-873
DISASTER RECOVERY AND
BUSINESS CONTINUITY PLAN

VERSION 1.0

APRIL 2020

Executive Overview

The Business Continuity and Disaster Recovery Plan is designed to provide guidance to IHG staff and subcontractors in the event that a disruption to services was to occur. This goal of this plan is to ensure that critical business functions and operations can put alternate solutions in-place within an acceptable time frame to meet customer expectations.

This document describes possible service disruption scenarios at the Irwin Hodson Group (IHG) License Plate and Registration Production Facility in Fort Wayne, Indiana and the Irwin Hodson Groups actions to be taken to mitigate/reduce the risk of each scenario occurring, and planned action should a disruption event occur.

The plan also includes a section on resumption of normal production at IHG following a disaster.

Key Terms

Term	Description
IHG	Irwin Hodson Group
BIS	Business Information Systems
BMV	Indiana Bureau of Motor Vehicles
SLA	Service Level Agreement
Backup/Recovery Files	Copies of all software and data located at the main facility, which are used to return the servers to a state of readiness and operation that existed shortly prior to the incident/disaster.
Catastrophic Disaster	A catastrophic disaster will be characterized by expected downtime of greater than 7 days. Damage to the system hardware, software and/or operating environment that requires a total replacement/renovation of all impacted systems.
Crisis Management Team	The CMT is the first to respond to an incident in order to secure and contain the situation. This may include non-IHG team personnel such as firefighters, law enforcement, or other specialized individuals. The Security and/or Data Privacy Officers should be members of this team along with any other appropriate members of management.
Disaster	Any incident that is determined to have potential impact on the business continuity and ongoing operations of the system hardware, software, and/or operating environment(s).
Disaster Recovery Site	An alternate backup facility located in a geographically redundant location.
Disaster Recovery Team	Any individual, or team of individuals, with the knowledge and training to recover from a disaster scenario. This will be primarily the Network Services department but may include individuals from other departments on an ad hoc basis.
Equipment Configuration	A document that contains the configuration information necessary to return any IT hardware (server, network, desktop) to pre-disaster configurations. This includes hardware revisions, operating system revisions, and patch levels.
Incident	Any non-routine event that has the potential of disrupting plate manufacturing/fulfillment services and/or IT systems. An incident can be a fire, storm, flood, significant hardware failure, virus, etc.

Incident Command Headquarters	The location where the ICT's meet and coordinate all activities about assessment and recovery. The primary location will be in the IHG Office in Portland, OR. However, in the event the disaster scenario includes physical damage that make the building unsafe or otherwise impractical to use, the secondary backup manufacturing site will be Waldale Manufacturing in Amherst, NS.
Incident Command Team	The ICT is a group of individuals with combined knowledge and expertise in all aspects of the organization. It is the responsibility of the ICT to perform the initial assessment of the damage, to determine if a formal "disaster" declaration is required and to coordinate activities of the various departments.
Incident Commander	The Incident Commander leads all efforts during the initial assessment of the incident, in conjunction with the Incident Command Team (ICT). If a disaster is declared, the IC is responsible for overall coordination of all related recovery activities. For this project, the Incident Commander for IHG is President & CEO, Todd Lawrence, and for BIS is Chief Information Officer, Wendell Dingus.
Major Disaster	A major disaster will be characterized by a disaster event that may jeopardize the ability to meet customer needs within the expected SLA. A major disaster will normally have extensive damage to physical building, production equipment, raw materials, system hardware, software, and networks.
Minor Disaster	A minor disaster will be characterized by event that will not jeopardize the ability to meet customer needs within the expected SLA, and minor damage to the physical building, production equipment, raw materials, hardware, and software from sources such as fire, water, chemical, sewer or power etc.
Routine Incident	A routine incident is a situation/failure that is a non-customer impacted event that is limited in scope and is able to be addressed and resolved by a specific team or individual as part of their normal daily operations and procedures.

Introduction

Overview

Disaster recovery is vital to any business and especially so for one that revolves around gathering and disseminating information in a timely fashion. This plan outlines how IHG will continue to operate in the face of a catastrophic event at the Fort Wayne, Indiana facility with the fundamental goal of allowing critical functions to resume and continue until all systems can be fully restored to their pre-disaster state.

This plan is informed by both IHG and BIS internal policies and procedures. Designed to ensure operational standards and objectives are maintained in compliance with PCI standards. It is implemented and maintained under the direction of the IHG and BIS Operations and Security Officers. Annual reviews will be conducted to keep the plan up to date and accurate. Members of IHG and BIS Operations and Network teams will assist with planning, reviewing, maintaining, and implementing the Disaster Recovery Plan.

Scope

This plan will include a broad scope of both manufacturing and IT systems and services. As there are many essential services required to maintain the high level of service customers expect. These include but are not limited to:

1. Customer Service
2. Printing and Fulfillment Services
3. Supply Chain Management
4. IT & Software Services

This plan also covers all four phases of a disaster response: Initial incidence response, Assessment and Disaster Declaration, Incident Planning and Recovery, and Post Incident Review.

Assumptions

The Business Continuity and Disaster Recovery Plan is based on the following assumptions:

- The safety of everyone will remain paramount and supersede the concerns specific to hardware, software, and other recovery needs.
- Once an incident covered by this plan has been declared a disaster, the appropriate priority will be given to the recovery effort and that resources and support required as outlined in the plan will be available.
- Depending on the severity of the disaster, employees of other departments at both IHG and BIS may be required to modify their operations to accommodate any changes in manufacturing/ fulfillment capabilities, system performance or computer availability at the primary location until a full recovery has been completed.
- Clients will not be required to undertake any effort or cost due to a disaster recovery event.
- Timelines for sourced materials through the supply chain as provided are accurate.
- The content of this plan may be modified, and substantial deviation may be required in the event of unusual or unforeseen circumstances. These circumstances are to be determined by members of IHG and BIS Operations and Network teams.

Mitigation Measures

Overview

To facilitate business continuity and disaster recovery planning, several measures have been put in place on the operational and technological levels to ensure that operational integrity remains in-tact during a business continuity or disaster event. These mitigation measures have been put in place to assist with recovery efforts until safe operational integrity can be restored at the Indiana facility.

Customer Service

At IHG, the primary focus and core business differential is commitment to customer service. In order to ensure that IHG can deliver services and meet expectations in the case of a disaster the Customer Service team will need to be able to quickly react and respond to customer requests during the recovery from a disaster event.

In the case that the Indiana Account Manager is no longer able to fulfill his/her duties due to a disaster event. IHG has designated backup staff both in Indiana, and at an alternate location that can be on-site to answer client questions and concerns during the disaster event. The backup Account Manager, in taking over duties from the Indiana Account Manager, will act as a champion for the State of Indiana and any concerns that the State may have during the recovery period.

In order to ensure that operational efficiency is maintained in the case of such a disaster event, the redundant Account Manager will be kept up to date on the customer service requests through a weekly status meeting with the Indiana Account Manager. This will help to ensure that any quick transition that might be needed in the case of disaster is as seamless as possible.

IHG maintains a customer service team at the IHG Portland Oregon facility, and Waldale Manufacturing Amherst location in Canada. Additionally, BIS has a large customer service team available in Tennessee to fulfill any client requests during a disaster event.

Supply Chain Management

Material Supply Interruption

Material of each type, used in Indiana license plate and registration production, is held at the disaster recovery manufacturing site in sufficient quantities to provide for peak Indiana license plate production for two (2) months, a period long enough to allow for remanufacturing and supply to the Indiana facility from the material manufacturer(s), whether aluminum, license plate sheeting, blanking dies, registration forms, or other consumables.

In the event license plate sheeting, aluminum or related consumables supplies are interrupted, or material is damaged and cannot be immediately replaced by the usual supplier, IHG will immediately resupply the Indiana facility with material from back-up supplies as follows:

- Operations Manager will order a switch to the back-up supply
- Plant supervisor will arrange transportation to IHG's Fort Wayne facility

Operations Manager will launch same day re-order of materials from the relevant supplier.

Backup Supplier Listing

Item	Vendor 1 Contact	Vendor 2 Contact
Aluminum		
Sheeting		
Blanking Dies		
Ribbons		
Printers		
Registration Forms		
Envelopes		

Printing Services

One or Two Plate Printers Fail

IHG has qualified for (4) digital printers at the IHG Fort Wayne facility. If one or two digital printers fail, production will be switched to an alternate/redundant digital printer on site.

To facilitate hot swapping, iPRIME software allows for seamless order transition between individual printers on the IHG network. IPRIME software also maintains a live library of all Indiana plate images,

allowing for seamless transition between digital printers. Lastly, a library of printed samples that have been prepared for sign-off by the State, create the IHG 'Gold Standard' reference files.

In addition, IHG has invested in recruiting and training its own maintenance technician to maximize printer up time, minimize the risk of printer failure and to provide immediate response if a problem occurs.

IHG Single Blank Line Failure

IHG has two (2) blanking lines at its' Fort Wayne facility. If one of the blanking lines fails, production will immediately switch to the second back-up blanking line. The back-up blanking line has its own 6" x 12" passenger and 4" x 7" motorcycle blanking dies, which can also be used in the event of blank die only failure on the first line as they are interchangeable.

IHG technologies provide for quick change-overs between blanking dies on one or both lines, so changes between 6" x 12" size plates and 4" x 7" motorcycle plates will not adversely impact production volumes if there is only one blanking line in operation.

IHG has access to its own intercompany tool and die shop and carries out regular scheduled preventive maintenance on the blank lines to help prevent issues before they occur.

Staff are trained in quick die change procedures on a blanking line, between lines and moving production from one blanking line to another.

One or More Registration Form Printers Fail

If one or two of the registration form printers fail, production will be switched to alternate printers that are kept on-site.

To facilitate hot swapping, the backup printers are swapped into and out of production on a regular basis to ensure operational performance and to ensure hardware patch management is completed. Additional printers are kept off-site in a geographically redundant location to facilitate the rapid restoration to full service if ever required.

No License Plate Printing Possible at IHG Indiana

Preparation

- ☒ Mirrored iPRIME printers are available at IHG's sister company and subcontractor, Waldale Manufacturing's Amherst, Nova Scotia Disaster Recovery Facility, hereafter referred to as "*IHG's Amherst Disaster Recovery Facility*". New files are sent via VPN.
- ☒ All Indiana plate templates have previously been set up and tested.
- ☒ iPRIME receives and prints Indiana orders.
- ☒ 2 shifts on each Disaster Recovery printer are available giving capacity of 4,700 single color print per hour (37,600 per 8-hour shift) or 3,800 four color prints per hour (22,400 per 8-hour shift).
- ☒ 2 months' worth of license plate sheeting and associated consumable stocks held at IHG's Amherst Disaster Recovery Facility.
- ☒ 2 months' worth of thermal transfer ribbons and spare print heads held at IHG's Amherst Disaster Recovery Facility.

Transitioning Printing-Only to IHG's Amherst Disaster Recovery Facility

In the event no license plate printing can be carried out at IHG Indiana, the printing of Indiana License plate sheeting will immediately transition to digital printer(s) at IHG's Amherst Disaster Recovery Facility as follows: -

- Amherst Printer IP addresses to be activated to accept Indiana orders.
- License plate orders/print ready files to be sent to Amherst Facility.
- Salvageable materials will be shipped, if/as needed to the Amherst Facility.
- Indiana Printing supervisor and an IHG Fort Wayne printer operator will relocate to the Amherst Facility.
- PO's for another two (2) months material will be placed immediately with appropriate vendors.

Production and Shipping

- Production will commence on one or two shifts as required on the available Disaster Recovery printer(s) using two (2) months of Indiana license plate consumables held in a stock at the Amherst Facility.
- Printed rolls of sheeting will be shipped within SLA's to IHG Indiana for application to aluminum, blanking and processing as normal.

No Blanking Possible at IHG Indiana

Preparation

☒ Sufficient aluminum is held on site at IHG's Amherst Disaster Recovery Facility to allow time for re-order, re-supply from aluminum vendor. If a DR event requires blanking at IHG's Amherst Disaster Recovery Facility, IHG will endeavor to supply 0.022" thick aluminum for the Indiana license plate blanks. IHG will maintain a two-month supply of aluminum within IHG's supply chain for an Indiana DR situation.

☒ Ship salvageable aluminum from IHG's Fort Wayne facility to IHG's Amherst Disaster Recovery Facility

☒ Blanking dies and sheeting laminator equipment suitable for Indiana DOR, BMV and SOS license plate production are on hand at IHG's Amherst Disaster Recovery Facility, and available for back up manufacturing of Indiana license plates.

☒ IHG's Amherst Disaster Recovery Facility has in excess of 20 million plate per annum surplus blanking capacity available for DR production of Indiana's license plates.

Transitioning Blanking-Only to IHG's Amherst Disaster Recovery Facility

In the event that no license plate blanking can be carried out at the IHG Indiana Facility, blanking will immediately transition to blanking lines at IHG's Amherst Disaster Recovery Facility. Finished plates will then immediately be shipped to Indiana for fulfillment in the normal way.

- Printed rolls of Indiana license plate sheeting will be shipped within SLA's from IHG's Fort Wayne facility to IHG's Amherst Disaster Recovery Facility.
- PO's for further orders of aluminum will be prepared in readiness and placed as required.

Production and Shipping

- Production will commence on one or two shifts as required on the on blanking lines previously configured for Indiana plate blanking.
- Printed rolls of sheeting will be delivered to the blanking lines, and processed into finished plates.
- Sheeting rolls will be blanked by the highly experienced personnel, on site, using IHG configured blanking dies.
- Finished plates will be shipped within SLA's for processing.

No Registration Printing Possible at IHG Indiana

Preparation

☒ Additional redundant printers are maintained at BIS headquarters in Tennessee.

☒ All Indiana registration templates have been previously set up and tested.

☒ Total printing capacity of 200,000 per week is available at the Tennessee Disaster Recovery Facility.

☒ 2 months' worth of registration forms, stickers, and associated consumable stocks held at BIS's Tennessee Facility.

Transitioning Printing-Only to BIS's Tennessee Facility

In the event, no registration form printing can be carried out at IHG Indiana, the printing of Indiana registration forms will immediately transition to backup printer(s) at BIS's existing Tennessee Facility as follows:

- Tennessee Printer IP addresses to be activated to accept BMV, DOR and SOS orders.
- Registration orders/print ready files to be sent to Tennessee Facility.
- Salvageable materials will be shipped, if/as needed to the Tennessee Facility.
- IHG registration printer operator will relocate to the Tennessee Facility.
- PO's for another two (2) months material will be place immediately with appropriate vendors.

Production and Shipping

- Production will commence on one or two shifts as required on the available printer(s) using two (2) months of Indiana registration form consumables held in a stock at the Tennessee Facility.
- Printed registration forms will be shipped to Indiana IHG location for distribution.

IHG Indiana Site Loss

If a complete site loss occurs at the IHG Fort Wayne facility, IHG will ensure full license plate production can switch to IHG's Amherst Disaster Recovery Facility, where materials are held on hand, and software and hardware has been previously configured to offer immediate full back up manufacturing. Finished plates will be shipped to BIS' Tennessee Facility for fulfillment. Registration form production will switch to BIS's Tennessee Facility, where materials are held on hand, and hardware has been previously configured to offer immediate full back up registration manufacturing. Registrations will be householded and combined with license plates as needed at the BIS Tennessee Facility prior to being shipped to Indiana USPS location for distribution.

Preparation

Mirrored iPRIME printers available at IHG's Amherst Disaster Recovery Facility. New files sent via encrypted file transfer.

☒ All Indiana plate templates have been previously set up with samples printed and matched.

☒ Printers available and tested to receive and print orders from ICT back up facility.

☒ 2 shifts on each printer available giving capacity of 4,700 single color print per hour (37,600 per 8-hour shift) or 3,800 four color prints per hour (22,400 per 8-hour shift).

☒ Two (2) months' worth of license plate sheeting and associated consumable stocks held at IHG's Amherst Disaster Recovery Facility.

☒ Two (2) months' worth of thermal transfer ribbons and spare print heads held at IHG's Amherst Disaster Recovery Facility.

☒ Sufficient aluminum is held on site at IHG's Amherst Disaster Recovery Facility to allow time for re-supply from the IHG Indiana back up location. If a DR event requires blanking at IHG's Amherst Disaster Recovery Facility, IHG will supply 0.022" thick aluminum for the Indiana license plate blanks. IHG will maintain a two-month supply of aluminum within IHG's supply chain for an Indiana DR situation.

☒ If/as needed aluminum suitable for production of Indiana license plates is shipped from IHG's Fort Wayne facility to IHG's Amherst Disaster Recovery Facility.

☒ Blanking dies and sheeting laminator equipment suitable for Indiana DOR, SOS and BMV license plate production are on hand at IHG's Amherst Disaster Recovery Facility, and available for back-up manufacturing of Indiana license plates.

☒ IHG's Amherst Disaster Recovery Facility has in excess of 20 million plate per annum surplus blanking capacity available for DR production of Indiana's license plates.

☒ Additional registration printers are maintained at BIS headquarters in Tennessee.

☒ All Indiana registration templates have been previously set up and tested.

☒ 2 months' worth of registration forms, stickers, and associated consumable stocks held at BIS's Tennessee Facility.

☒ BIS Tennessee Facility has in excess of 7 million registration form per annum surplus capacity available for DR production of Indiana's registration forms.

Transitioning Blanking and Printing to IHG's Amherst Disaster Recovery Facility

In the event that no production can be carried out at IHG Indiana, the manufacturing of Indiana license plates will immediately transition to blanking equipment and digital printers at IHG's Amherst Disaster Recovery Facility as follows: -

- Amherst Printer IP addresses to be activated to accept Indiana orders.
- License plate orders/print ready files to be sent to Amherst Facility.
- Indiana printing supervisor and IHG printer operator will relocate to the IHG Amherst Disaster Recovery Facility.
- Two (2) months of printer material is available immediately at IHG's Amherst Disaster Recovery Facility.
- PO's for another two (2) months' worth of printer material will be placed immediately with necessary vendors.

- Salvageable materials will be shipped from IHG Indiana to IHG's Amherst Disaster Recovery Facility.
- PO's for further orders of aluminum will be prepared in readiness and placed as required.

Production and Shipping

- Production will commence on one or two shifts as required on the available digital printer(s) using two (2) months of Indiana license plate consumables held in a stock at the Amherst Facility.
- Printed rolls of sheeting will be transferred to the blanking lines and processed to finished plates.
- Finished plates will be shipped immediately for processing.
- This will continue until the IHG Indiana facility is up and running again.

Transitioning Registration Form Printing to BIS's Tennessee Facility

In the event that no production can be carried out at IHG Indiana, the printing of Indiana registration documents will immediately transition to backup printer(s) at BIS's existing Tennessee Facility as follows:

- Tennessee Printer IP addresses to be activated to accept BMV orders.
- Registration orders/print ready files to be sent to Tennessee Facility.
- Salvageable materials will be shipped, if/as needed to the Tennessee Facility.
- IHG registration printer operator will relocate to the Tennessee Facility.
- PO's for another two (2) months material will be place immediately with appropriate vendors.

Production and Shipping

- Production will commence on one or two shifts as required on the available printer(s) using two (2) months of Indiana registration form consumables held in a stock at the Tennessee Facility.
- Printed registration forms and license plates will be householded and shipped to Indiana USPS location for distribution.

IT & Software Services

All IT Systems and Software services are configured with fault-tolerance in mind between IHG and BIS IT departments. This section refers to IHG and BIS configurations and IT services in a broad sense and any IT related disaster events should refer to the specific recovery configuration documents maintained by IHG and BIS staff.

IHG

IHG takes steps to ensure that Indiana based IT systems can remain available in the case of a disaster situation. The goal of IHG IT staff is to assure that systems and data can be rapidly restored to a pre-disaster functional state within minimal client impact. IHG maintains a list of formal restoration steps and configurations stored in a fireproof safe at the IHG Amherst Disaster Recovery Facility as well as on the IHG IT Management SharePoint site.

IHG ensures that backups of systems are maintained on a daily, weekly, and monthly schedule. Taking full system images of virtual machines (VM's) on a nightly basis and storing them in a geographically redundant configuration. A full week of backups followed by the weekly and monthly backups are stored off-site. IHG maintains the ability to restore functioning service to the cloud using backups and Azure cloud-based services. All back up data assets are encrypted, and physical access is controlled and

monitored to the geographical back up storage location. A backup of configuration files is maintained using a cloud-based service and access has been restricted to disaster recovery staff.

Alternate facility locations have been specified for IHG staff in the case that site access is disrupted, including the option to work remotely. Local systems maintain a cloud backup using OneDrive and access is monitored using a SIEM solution. Restoration of services in the case that desktop/user-based machines were lost in a disaster would require sourcing them from a vendor or a local store, whatever option would be quicker. Restoration of services once the new machine was on-hand would be within 2 hours.

IHG IT staff will take the following steps during a disaster event to ensure systems are restored to operational levels.

1. Determine the extent of the disaster event
    a. Is physical access to systems safe?
    b. What systems are impacted?
    c. What systems are operational?
    d. What level of data loss has occurred?
2. Communicate with IHG Customer Service and Executive Teams
    a. Alerts IHG Customer Service and Executive Teams of initial assessment
        i. Contact impacted client to communicate the disaster event has occurred
    b. Maintain ongoing communications and status updates with Customer Service and Executive Teams
        i. Customer Service will maintain open communication channels with the customer through this process along with periodic status updates
3. Isolate any problematic machines/system
    a. Secure and isolate impacted systems for analysis
    b. Maintain accurate chain of custody records
4. Restore effected system from backup
    a. Restore system to alternate virtual host
    b. Restore system into the cloud if no virtual hosts available
5. Test operational state of systems
    a. Ensure IT and Staff can access and use key systems and services
6. Conduct a root cause analysis
    a. Utilize the data collected and systems to conduct a root cause analysis. Attempt to restore any potentially lost data between the last back-up period and time of disaster event.
    b. Communicate root cause to Customer Service and Executive Teams for disclosure to clients.
7. Review
    a. Review all steps taken during the process for potential issues and challenges.
    b. Update any planning or systems documentation to reflect any changes required.
    c. Take steps to mitigate from a repeat disaster situation.

BIS

A critical requirement for disaster recovery is ensuring that all necessary information is available to assure that hardware, software, and data can be returned to a state as close to its pre-disaster status as possible.

Specifically, this section addresses the backup and storage practices as well as documentation related to hardware configurations, applications, operating systems, support packages, and operating procedures.

There are three main backup schedules: daily, weekly, and monthly. Most VM's housed on site fall into one of those categories. They are placed into a schedule based on their criticality and how frequently the data on them changes. Some of these VM's are also backed up offsite on a regularly scheduled basis. Source code is also stored in a software repository that is backed up offsite. The one exception to this is the HR server that is backed up twice a day. The first backup happens midday, and the second happens after hours. Backups are housed at both the primary and colocation facilities. The equipment configuration document includes the backup schedule for that VM. There is also a Backup Schedule document that contains a comprehensive list for easy review. The colocation facility houses several warm backup servers that contain customer data. Any data that comes to the main facility at BIS (database changes, images, etc.) automatically and simultaneously, replicate to their counterpart at OnePartner (Tier III Certified Data Center with 24/7 security). The systems and products have been designed with High Availability in mind. Due to this, they inherently lend themselves to ease of recovery in a disaster scenario. This double replication is an aspect of that design decision.

On a lower level are non-server devices at the main location. Router configurations are backed up and can be restored to other, similar, devices. In the event of a total loss of the server room, or even the building, hardware diagrams include the necessary information to recreate the physical network. In addition, PC's are backed up to a server (nebula) on a regular basis. There is a full back up once a week and incremental backups are made daily.

The following steps are guidelines to be followed for the overall restoration of Systems.

1. Determine extent of damage and make determination as to the following:
    a. Primary Datacenter operational/recoverable
        i. YES: Remain in primary datacenter and initiate recovery accordingly.
        ii. NO: Contact personnel responsible for colocation datacenter and take necessary steps to ready the facility.
    b. Amherst Office operational/recoverable?
        i. YES: Utilize existing office for recovery.
        ii. NO: If other offices are operational, utilize those for Amherst personnel. If no office is available, a temporary office can be setup in the warehouse near the server room.
    c. Determine the extent of applications affected.
        i. Payment processing
        ii. Databases
        iii. Web services
        iv. Authentication/internal infrastructure servers
    d. Determine the extent of desktop/internal infrastructure affected throughout the building.
2. Secure facility as necessary to prevent personnel injury and further damage to IT systems.
    a. Shutdown any active components.
    b. Physically secure facilities (datacenter, communications closets, etc.) as necessary to prevent unauthorized access.

3. Retrieve/prepare the most recent backups for restoration.
4. Verify operational ability of all equipment on-site. If the equipment is not operational initiate actions to repair or replace as needed.
5. Test systems and communication equipment as required to validate physical operation and performance.
   a. Server testing
   b. Network testing
   c. Desktop/Client testing
6. Upon restoration of the datacenter and servers to operational state:
   a. Restore systems using virtualized images
   b. If necessary, load operating system and test/validate
   c. If necessary, load application software and test/validate
   d. If necessary, load data and verify integrity
7. Verify overall performance of specific system(s) and report readiness to the Incident Command Team for further dissemination.

Plan Activation Procedures

Emergency Response

The requirement for Crisis Management Team (CMT) involvement and the membership of the CMT will be dependent on the size and type of the incident. In addition, the actions of the CMT will be accomplished prior to the execution of this plan. Examples of situations which will normally result in the involvement of the CMT include:

- Severe structural damage to the facility where personal safety is in question, and where analysis must be completed to assure the building is acceptable for access. This would include, but is not limited to, damage from a flood or tornado.
- Environmentally hazardous situations such as fires, explosions, or possible chemical or biological contamination where the situation must be contained prior to building occupancy.
- Flooding or other situations which may pose the risk of electrical shock or other life-threatening situations.

Examples of situations which will normally not result in the involvement of the CMT include:

- Major system/hardware failures that do not pose a hazard to personnel or property. Utility outages (electrical, etc.) which are remote to the facility being affected.

For any situation/incident that requires the involvement of the CMT; the Incident Commander, Incident Command Team, nor any Crisis Management Team member will access the facility until the CMT Leader has authorized access.

Incident Command Team

The role of the Incident Command Team (under the direction of the Incident Commander) is to coordinate activities from initial notification to recovery completion. Primary initial activities of the team are:

- Incident Occurrence: Upon the occurrence of an incident affecting business operations, management will be immediately notified. Personnel reporting the incident will provide a high-level assessment as to the size and extent of the damage. Based on this information, IHG's President & CEO and BIS's Chief Information Officer will assume the responsibilities as their respective companies Incident Commanders and each will contact the other members of their respective ICT, and provide them with the following basic information:
  - Brief overview of the incident, buildings affected, etc.
  - Which Incident Command Headquarters (ICH) will be used
  - Scheduled time to meet at the ICH for initial briefing
  - Any additional information beneficial at this point. No other staff members are to be contacted at this point, unless directed by the Incident Commander.
  - Incident Command Headquarters (ICH) locations are:
  - IHG Primary: IHG Indiana Offices
  - IHG Secondary: IHG Amherst Offices
  - BIS Primary: Amherst Offices
  - BIS Secondary: DR Room, OnePartner facility, Duffield, VA

- Incident Assessment: The Incident Command Team (ICT) will receive an initial briefing from the Incident Commander (IC) and any other personnel invited to the meeting (CMT personnel, etc.) The ICT will assess the situation and: -
  - Perform a walk-through of affected areas as allowed,
  - Make a joint determination as to the extent of the damage and required recovery effort.
  - Based on this assessment, the team will decide as to whether the situation can be classified as "routine" and handled expeditiously via normal processes, or if a formal disaster needs to be declared.

ROUTINE: Area(s) affected by the incident are identified and the appropriate personnel are contacted to report to work to evaluate and resolve the situation.

DISASTER: The Incident Commander contacts the Crisis Management Team and notifies them of the situation, and that a Disaster has been declared. The ICT identifies which areas of the business are impacted and contacts the members of the specific Disaster Recovery Teams. Team members are provided with the following information:

- Brief overview of what occurred.
- Location and time for teams to meet.
- Additional information as required.
- Team members are not to discuss any information provided with other personnel not directly involved with the incident. This includes other employees or non-employees of IHG/BIS.

Once a disaster has been declared, ongoing responsibilities of the Incident Command Team and Incident Commander include:

- Securing all facilities involved in the incident to prevent personnel injury and minimize additional hardware/software damage.

- Supervise, coordinate, communicate, and prioritize all recovery activities with all other departments/external agencies. Oversee the consolidated Disaster Recovery Plan and monitor execution.
- Hold regular Disaster Recovery Team meetings/briefings with team leads and Customer Service.
- Allow Account Managers access to information throughout the recovery process.
- Maintain regular Disaster Recovery status updates between IHG and BIS.
- Provide regular updates to management on the status of the recovery effort. Only management and/or their designees will provide updates to other departments and external agencies (media, etc.).
- Interface with other activities and authorities directly involved in the disaster recovery (Police, Fire, Department of Public Works, etc.).
- Identify and acquire additional resources necessary to support the overall disaster recovery effort. This includes coordinating with purchasing to procure replacement parts, contacting backup utilities, arranging for food/refreshments for recovery teams, etc.
- Make final determination and assessment as to recovery status and determine when operations can resume at a sufficient level.

Disaster Recovery Team

- The Disaster Recovery Team is primarily composed of Operations & IT staff but may include employees of other departments as required. It is the responsibility of the ICT to assign members of the DRT to groups to facilitate a rapid recovery (I.e. which members work on restoring operations, communications, webservers, internal infrastructure, etc.). While these ad hoc groups work in parallel, communications and database restoration will normally be assigned the highest priority as full operational recovery of most other systems rely on these two. In general, the Disaster Recovery Team will:
- Take appropriate steps to safeguard personnel and minimize damage to any related equipment and/or software.
- Assess damage and make recommendations for recovery of the datacenter.
- If the alternate datacenter site is required, execute all necessary steps to notify appropriate personnel and secure backup facility.
- Identify other individuals required to assist in recovery of the datacenter and report this information to the IC for action.
- Develop overall recovery plan and schedule, focusing on highest priority servers for specific applications first.
- Identify hardware and/or software that needs to be replaced. Report findings to the ICT for procurement.
- Begin to restore VM's/data via appropriate processes (restore from backup files, turn on cloned VM's, migrate VM back from colocation, etc.).
- Provide scheduled recovery status updates to the Incident Commander/Incident Command Team to ensure full understanding of the situation and recovery efforts.
- Verify and certify restoration of the datacenter to pre-disaster functionality.

Teams

Incident Commander

BIS		IHG	
Name	Wendell Dingus	Name	Todd Lawrence
Title	Chief Information Officer	Title	Program Director
Phone		Phone	

Crisis Management Team

BIS		IHG	
Name	Stoney Hale	Name	Brad Barondeau
Title	Assistant Program Manager	Title	Indiana Account Manager
Phone		Phone	
Name	Rob Mello	Name	Katharine Barondeau
Title	Project Manager	Title	Indiana Operations Manager
Phone		Phone	

Incident Command Team

BIS		IHG	
Name	Wendell Dingus	Name	Jean Bourque
Title	Chief Information Officer	Title	Director of Operations
Phone		Phone	
Name	Rob Mello	Name	William MacDonald
Title	Project Manager	Title	IT / Cybersecurity
Phone		Phone	

Order of Succession

IHG

Title	Name	Alternate 1	Alternate 2
Program Director	Todd Lawrence	Paul Fussner	Stoney Hale
Indiana Account Manager	Brad Barondeau	Katharine Barondeau	Duncan Adlem
Assistant Program Manager	Stoney Hale	Rob Mello	Paul Fussner
IT / Cyber Security	William MacDonald	Wendell Dingus	Richard Surette
Contract Administrator	Derek Chitty	Paul Fussner	Jessica Fraser
Indiana Operations Manager	Katharine Barondeau	Jean Bourque	Dave Orzel

Resumption of Operations

General

Resumption of Operations at the IHG Indiana Facility, in as short a time as possible, will remain a prime objective of the IHG and BIS Disaster Recovery Team. The following section sets out the steps to ensure this happens.

Assumptions

Coordination with BIS
- IHG and BIS must coordinate resumption efforts.
- IHG and BIS will have created reasonable documented shared plans detailing how and when resumption activities will occur.
- BIS will re-supply order files to IHG's Indiana printers as required (in the same manner that BIS provides files to IHG today).
- IHG manufacturing equipment/capacity at IHG Indiana in Fort Wayne is reestablished sufficiently to allow for production of license plates to standards and efficiencies that meet the required standards and SLA's.

Material
- Continuous material supplies are re-established for the IHG Indiana Facility.

Staffing
- Suitable staffing levels are available to affect a smooth transition and to resume normal operations at IHG.
-

Key Personnel
- The same team responsible for Disaster Recovery Plan execution will be responsible for planning and carrying out resumption activities.

Preparatory Actions

Site Assessment:
- Is the site readily accessible?
- Is the site fit for use by staff – secure and safe with requisite utilities?
- Does the site have requisite secure communications?
- Is there secure and effective IT infrastructure?
- Does the site have secure storage for incoming and outgoing materials?

Staffing
- From what date can production staff and management be available to resume full production.

Equipment
- All equipment should be assessed, and the requisite repairs made followed by recommissioning and testing.

Target Resumption Date
- Following the site and equipment assessments a target resumption date will be agreed between IHG and BIS.

Testing
- Full end to end testing shall be carried out annually.

Material Supply
- Materials supply to reestablished, and sufficient materials delivered.

Resumption Date
- IHG and BIS will agree a final resumption date after end to end testing is complete.

Resumption Completion

Resumption of normal business can be said to be complete when 3 consecutive days of full production have been completed without any delay attributable to the original event/disaster.

Post Resumption

Post resumption the following activities need to occur:

a) Excess materials to be returned to Indiana from the back up site.
b) Back up site to be restocked to a recovery ready position.
c) Off-site material stocks to be replenished to a recovery ready position.
d) Lessons learned meetings and documentation for disaster recovery and resumption activities.

Dear Irwin Hodson Group Indiana LLC,

After a thorough review of the information and/or documents submitted, Irwin Hodson Group Indiana LLC <u>does qualify</u>
for Buy Indiana status under Category # of **IC 5-22-15-20.5.** This email serves as confirmation of that
determination. <u>Please note this Buy Indiana designation will expire on **04/14/2025**</u>.

Thank you.
INDIANA DEPARTMENT OF ADMINISTRATION