



**State of West Virginia
Department of Administration
Purchasing Division**

NOTICE

Due to the size of this bid, it was impractical to scan every page for online viewing. We have made an attempt to scan and publish all pertinent bid information. However, it is important to note that some pages were necessarily omitted.

If you would like to review the bid in its entirety, please contact the buyer. Thank you.



State of West Virginia
 Department of Administration
 Purchasing Division
 2019 Washington Street East
 Post Office Box 50130
 Charleston, WV 26305-0130

Request for Quotation

RFQ NUMBER
FAR106065

PAGE
1

ADDRESS CORRESPONDENCE TO ATTENTION OF
KRISTA FERRELL
304-558-2596

VENDOR

RFQ COPY
 TYPE NAME/ADDRESS HERE
Bruce Crowe
Gartner
3236 Malone Drive
Lexington, KY 40513

SHIP TO

DEPARTMENT OF ADMINISTRATION
 FINANCIAL ACCOUNTING AND
 REPORTING SECTION
 2101 WASHINGTON ST E
 CHARLESTON, WV
 25305-1510 304-558-4083

DATE PRINTED: 12/22/2009	TERMS OF SALE	SHIP VIA	FOB	FREIGHT TERMS
BID OPENING DATE: 01/06/2010				BID OPENING TIME 01:30PM

LINE	QUANTITY	UOP	CAT NO	ITEM NUMBER	UNIT PRICE	AMOUNT
				ADDENDUM NO. 1		
				THIS ADDENDUM IS ISSUED TO:		
				1.) ANSWER ALL TECHNICAL QUESTIONS SUBMITTED AND ACCEPTED IN ACCORDANCE WITH THE PROVISIONS OF REQUEST FOR QUOTATION FAR106065,		
				2.) REPLACE THE PURCHASING AFFIDAVIT FORM WITH THE ATTACHED PURCHASING AFFIDAVIT FORM,		
				3.) REPLACE THE STANDARD TERMS AND CONDITIONS WITH THE ATTACHED TERMS AND CONDITIONS, AND		
				4.) TO EXTEND THE BID OPENING DATE.		
				BID OPENING DATE IS EXTENDED TO: 01/06/2010		
				BID OPENING TIME REMAINS: 1:30 PM		
				***** END ADDENDUM NO. 1 *****		
0001	1	LS		906-29		
				SOFTWARE ENGINEERING SERVICES FOR ERP		

SEE REVERSE SIDE FOR TERMS AND CONDITIONS

SIGNATURE	TELEPHONE	DATE
TITLE	FEIN	ADDRESS CHANGES TO BE NOTED ABOVE

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



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

Request for Quotation

RFQ NUMBER
FAR106065

PAGE
2

ADDRESS CORRESPONDENCE TO ATTENTION OF:
KRISTA FERRELL
304-558-2596

PURCHASER

RFQ COPY
 TYPE NAME/ADDRESS HERE

SHIP TO

DEPARTMENT OF ADMINISTRATION
 FINANCIAL ACCOUNTING AND
 REPORTING SECTION
 2101 WASHINGTON ST E
 CHARLESTON, WV
 25305-1510 304-558-4083

DATE PRINTED: 11/23/2009	TERMS OF SALE	SHIP VIA	F.O.B.	FREIGHT TERMS
------------------------------------	---------------	----------	--------	---------------

BID OPENING DATE: **12/30/2009** BID OPENING TIME: **01:30PM**

LINE	QUANTITY	UOP	CAT. NO.	ITEM NUMBER	UNIT PRICE	AMOUNT
<p>EXHIBIT 10</p> <p>REQUISITION NO.:</p> <p>ADDENDUM ACKNOWLEDGEMENT</p> <p>I HEREBY ACKNOWLEDGE RECEIPT OF THE FOLLOWING CHECKED ADDENDUM(S) AND HAVE MADE THE NECESSARY REVISIONS TO MY PROPOSAL, PLANS AND/OR SPECIFICATION, ETC.</p> <p>ADDENDUM NO. S:</p> <p>NO. 1 <input checked="" type="checkbox"/></p> <p>NO. 2</p> <p>NO. 3</p> <p>NO. 4</p> <p>NO. 5</p> <p>I UNDERSTAND THAT FAILURE TO CONFIRM THE RECEIPT OF THE ADDENDUM(S) MAY BE CAUSE FOR REJECTION OF BOIS.</p> <p>VENDOR MUST CLEARLY UNDERSTAND THAT ANY VERBAL REPRESENTATION MADE OR ASSUMED TO BE MADE DURING ANY ORAL DISCUSSION HELD BETWEEN VENDOR'S REPRESENTATIVES AND ANY STATE PERSONNEL IS NOT BINDING. ONLY THE INFORMATION ISSUED IN WRITING AND ADDED TO THE SPECIFICATIONS BY AN OFFICIAL ADDENDUM IS BINDING.</p> <p style="text-align: right;"><i>Imy L. Anderson</i> SIGNATURE</p>						

SEE REVERSE SIDE FOR TERMS AND CONDITIONS

SIGNATURE	TELEPHONE	DATE
TITLE	FERN	ADDRESS CHANGES TO BE NOTED ABOVE

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



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

Request for Quotation

RFQ NUMBER
FAR106065

PAGE
4

ADDRESS CORRESPONDENCE TO ATTENTION OF
KRISTA FERRELL 304-558-2596

RFQ COPY
 TYPE NAME/ADDRESS HERE

RECEIVED

SHIP TO

DEPARTMENT OF ADMINISTRATION
 FINANCIAL ACCOUNTING AND
 REPORTING SECTION
 2101 WASHINGTON ST E
 CHARLESTON, WV
 25305-1510 304-558-4083

DATE PRINTED 11/23/2009	TERMS OF SALE	SHIP VIA	F.O.B.	FREIGHT TERMS
BID OPENING DATE: 12/30/2009				

LINE	QUANTITY	UOP	CAT. NO.	ITEM NUMBER	UNIT PRICE	AMOUNT
				BUYER: KRISTA FERRELL-FILE 21		
				EOI. NO.: FAR106065		
				EOI OPENING DATE: 12/30/2009		
				EOI OPENING TIME: 1:30 PM		
PLEASE PROVIDE A FAX NUMBER IN CASE IT IS NECESSARY TO CONTACT YOU REGARDING YOUR EOI: <u>312 526 0266</u>						
CONTACT PERSON (PLEASE PRINT CLEARLY): <u>Ivy I Anderson</u>						
***** THIS IS THE END OF RFQ FAR106065 ***** TOTAL:						

SEE REVERSE SIDE FOR TERMS AND CONDITIONS

SIGNATURE	TELEPHONE	DATE
TITLE	FEIN	ADDRESS CHANGES TO BE NOTED ABOVE

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

Completed and Signed Purchasing Affidavit

RFQ No. FAR 106065

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: _____

Authorized Signature: _____ Date: _____

State of _____

County of _____, to-wit:

Taken, subscribed, and sworn to before me this _____ day of _____, 20____.

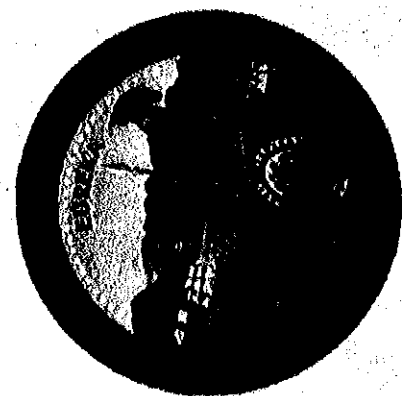
My Commission expires _____, 20____.

AFFIX SEAL HERE

NOTARY PUBLIC _____

State of California

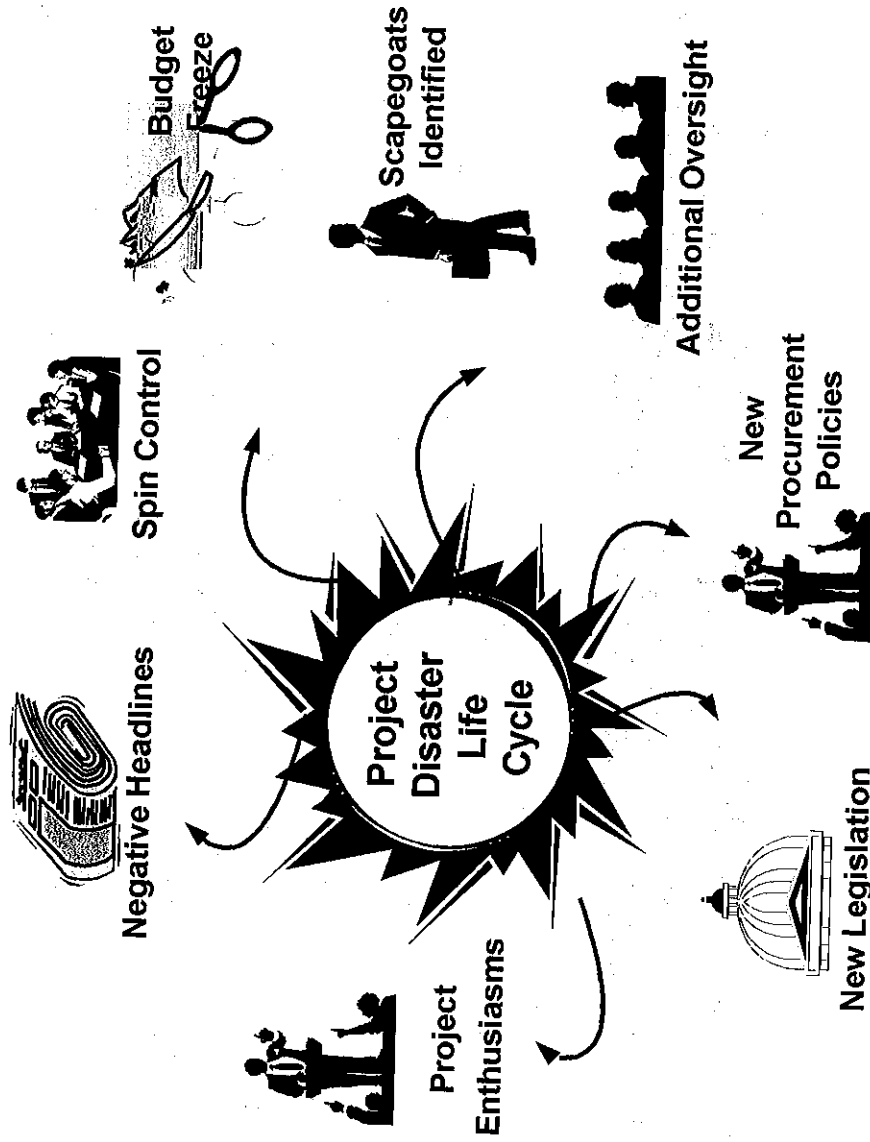
Procurement & Implementation Practices for Large S/G ERP Projects



1st Annual Government to Government ERP Forum
12 May 2008

Gartner

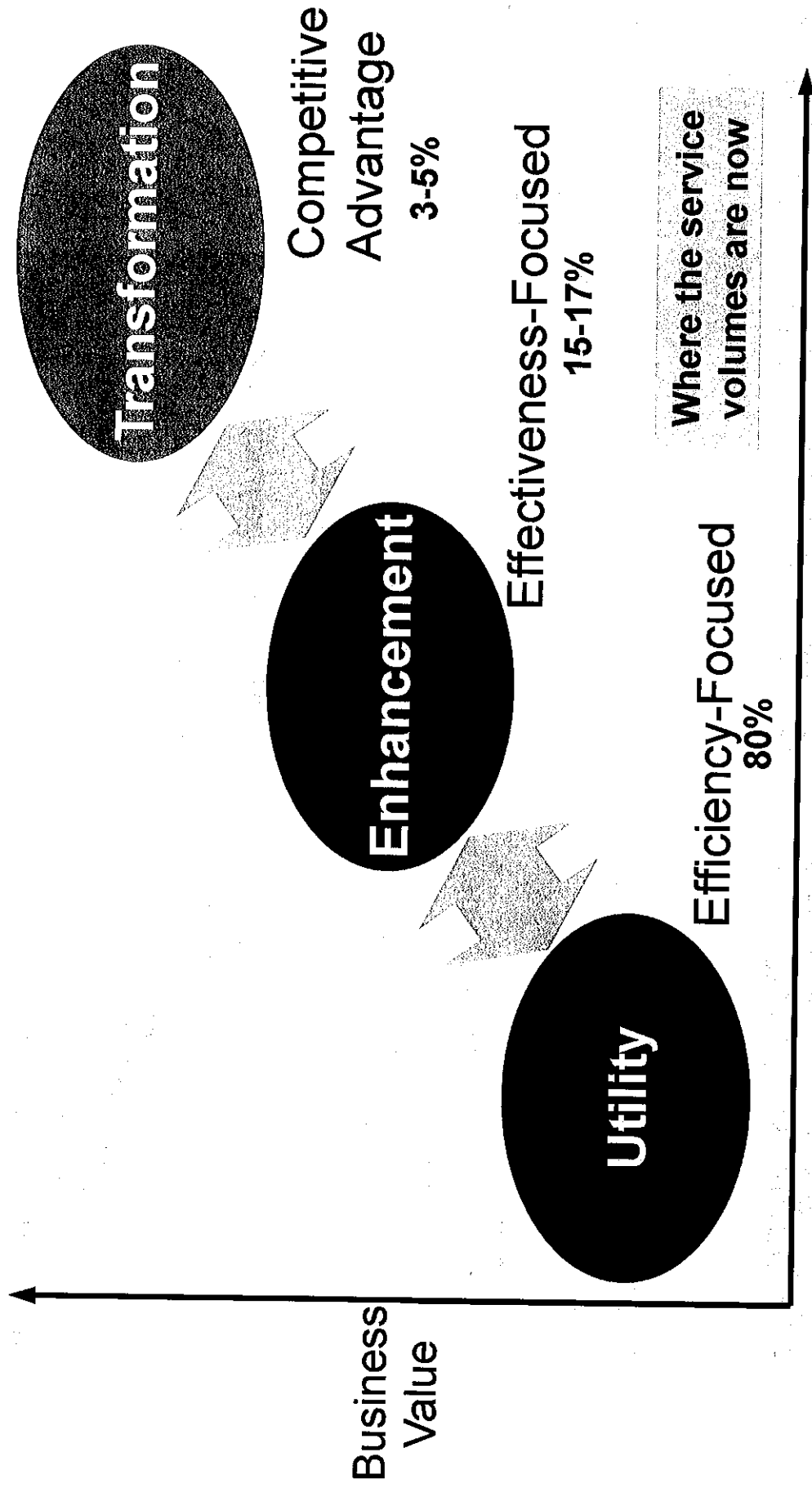
Why and how do many large SLG ERP procurements fail? Result of Evolution, Not Design



Procurement and project failures add new layers of bureaucracy and process

Why and how do many large SLG ERP procurements fail?

Three Types of Relationships



Relationship Impact

Best Practices for SLG ERP Project Procurements

Five (5) Imperatives for Optimization

- 1** **Develop a Sourcing Strategy**
- 2** **Re-Design Your IT Procurement**
- 3** **Re-Think Your Legal Approach**
- 4** **Mind Your Bottom-Line \$\$**
- 5** **Acquire Procurement and Contracting Skills**

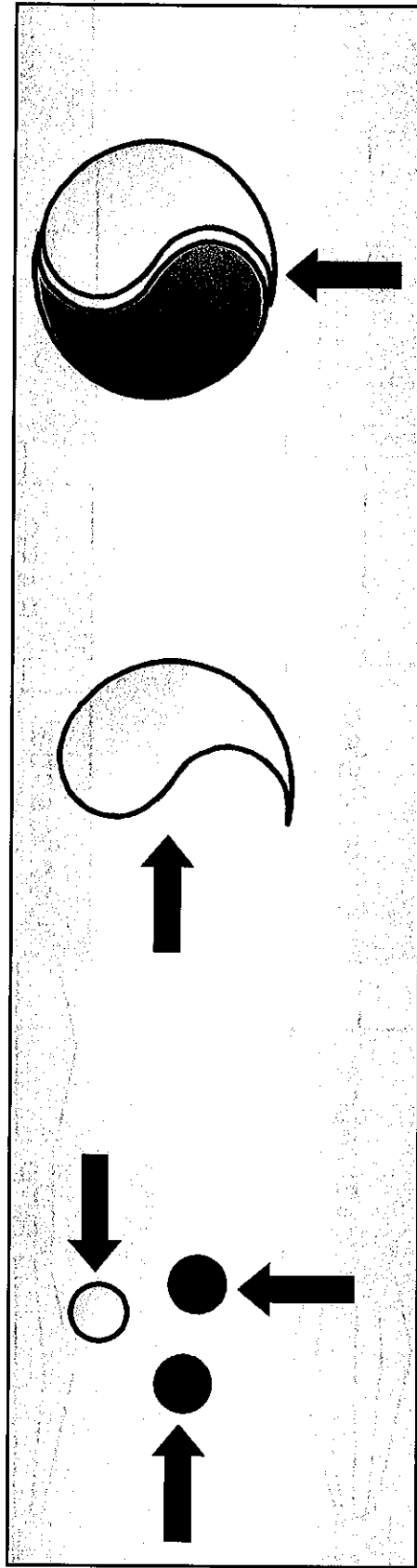
Best Practices for SLG ERP Project Procurements Redesign IT Procurement - What Are You Actually Buying?

- Understanding what is being bought will inform the procurement strategy and processes

**Buying
Technology**

**Buying
Service**

**Buying
Relationships**



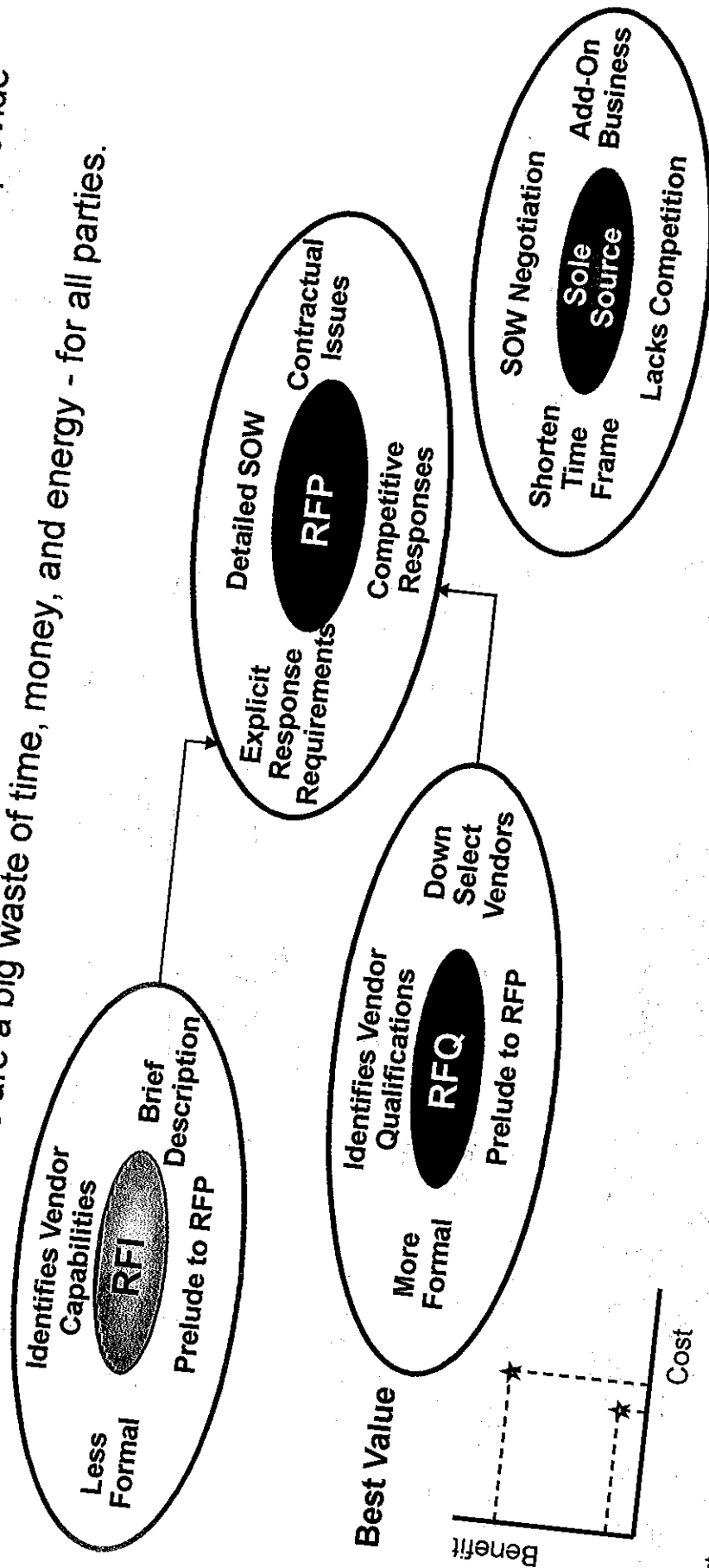
Acquiring technology

Accessing technology
through services

Accessing services
through long-term
relationships

Best Practices for SLG ERP Project Procurements Redesign IT Procurement — Alternative Procurement Vehicles

- Let's just say it:
 - RFPs are often long, tedious documents that force too many candidates to provide too much information that's really not all that useful.
 - All too often, RFPs are a big waste of time, money, and energy - for all parties.

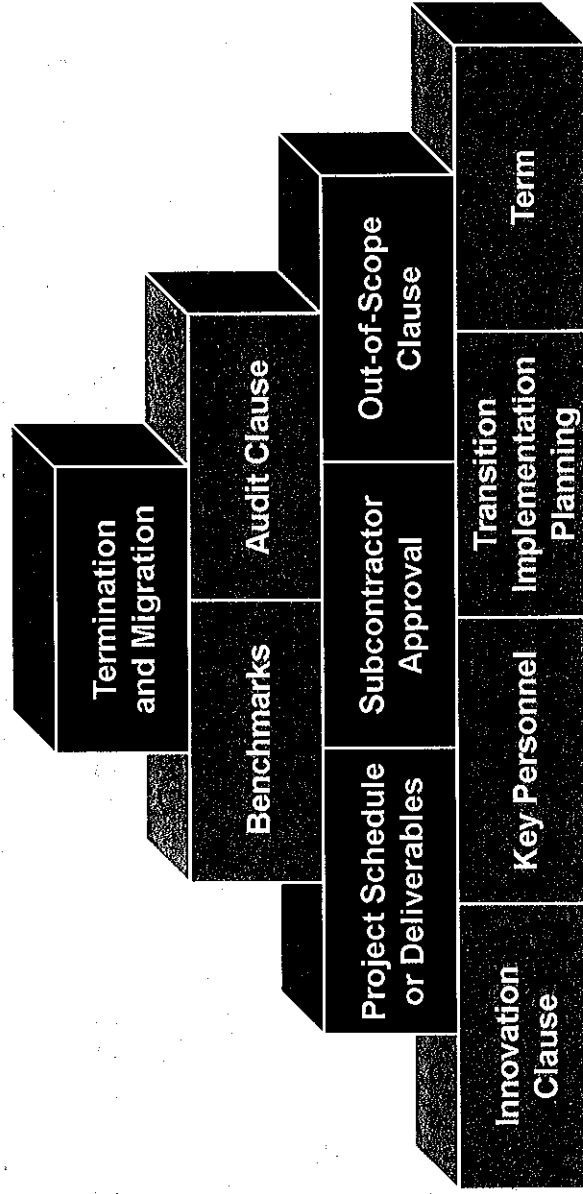


Best Practices for SLG ERP Project Procurements

Legal Approach

- Document the Agreement and the Intent Behind It
- Agreement
 - Liability
 - Confidentiality and Security
 - Change Management
 - Performance
 - Account Management
 - Statement of Work
 - Ownership
 - Transition
 - Financial

Terms and Conditions Critical Building Blocks



Not understanding the intent behind the deal or particular contract clauses is often cited as one of the top problems that enterprises encounter later in their vendor relationship

Best Practices for SLG ERP Project Procurements Legal Approach — For All ERP Contracts, Cover These Basic Issues

1

Define who can use the product: Parent, subsidiary, affiliates, business partners, customers.

2

Address how mergers, acquisitions, and divestitures or reorganizations will be handled.

3

Negotiate service-level agreements (SLAs) and support entitlements for long-term protections.

4

Include price protections for future requirements.

5

Document methods for conflict resolution.

6

Establish order of precedent for documents.

Best Practices for SLG ERP Project Procurements

Legal Approach — Consulting and Implementation

<p>1</p> <p>Basic legal issues</p>	<p>2</p> <p>Ownership rights over custom deliverables</p>	<p>3</p> <p>How to handle changes in the scope of work</p>	<p>4</p> <p>Confidentiality</p>
<p>5</p> <p>Your right to withdraw from the contract</p>	<p>6</p> <p>Negotiated travel expenses</p>	<p>7</p> <p>Ensuring that your understanding of the deal is clearly defined in the contract</p>	<p>8</p> <p>How disputes will be handled</p>

Best Practices for SLG ERP Project Procurements

Bottom Line — Optimize Pricing — Checklist for Pricing

Payments

- Tie payment to performance

Metrics

- Include performance metrics and milestones (any performance metric not tied to payment is a simply an objective)

Benchmarking

- Consider benchmarking (i.e. GSA rates) as opposed to “most favored nations” clauses

Pricing Model

- Consider different pricing models for Utility, Enhancement, and Transformational deals

Licensing

- Ensure that hardware and software licenses are appropriate and adequate

Best Value

- Consider the value of contractual terms and conditions in your best value evaluation criteria

Best Practices for SLG ERP Project Procurements

Skills — Gartner's Checklist of 25 IS Competencies

Technical (T) Six

- T1 Understanding existing systems and technology
- T2 Designing and developing applications
- T3 Applying procedures, tools and methods
- T4 Integrating systems
- T5 Designing technical architecture
- T6 Understanding emerging technologies

Business (B) Nine

- B1 Understanding business practices and approaches
- B2 Understanding business organization, politics and culture
- B3 ~~Behaving commercially~~
- B4 **Understanding and analyzing the competitive situation**
- B5 **Managing projects**
- B6 **Managing change in the business resulting from IT applications**
- B7 **Planning, prioritizing and administering work**
- B8 **Communicating/listening and gathering information**
- B9 **Focusing on customers**

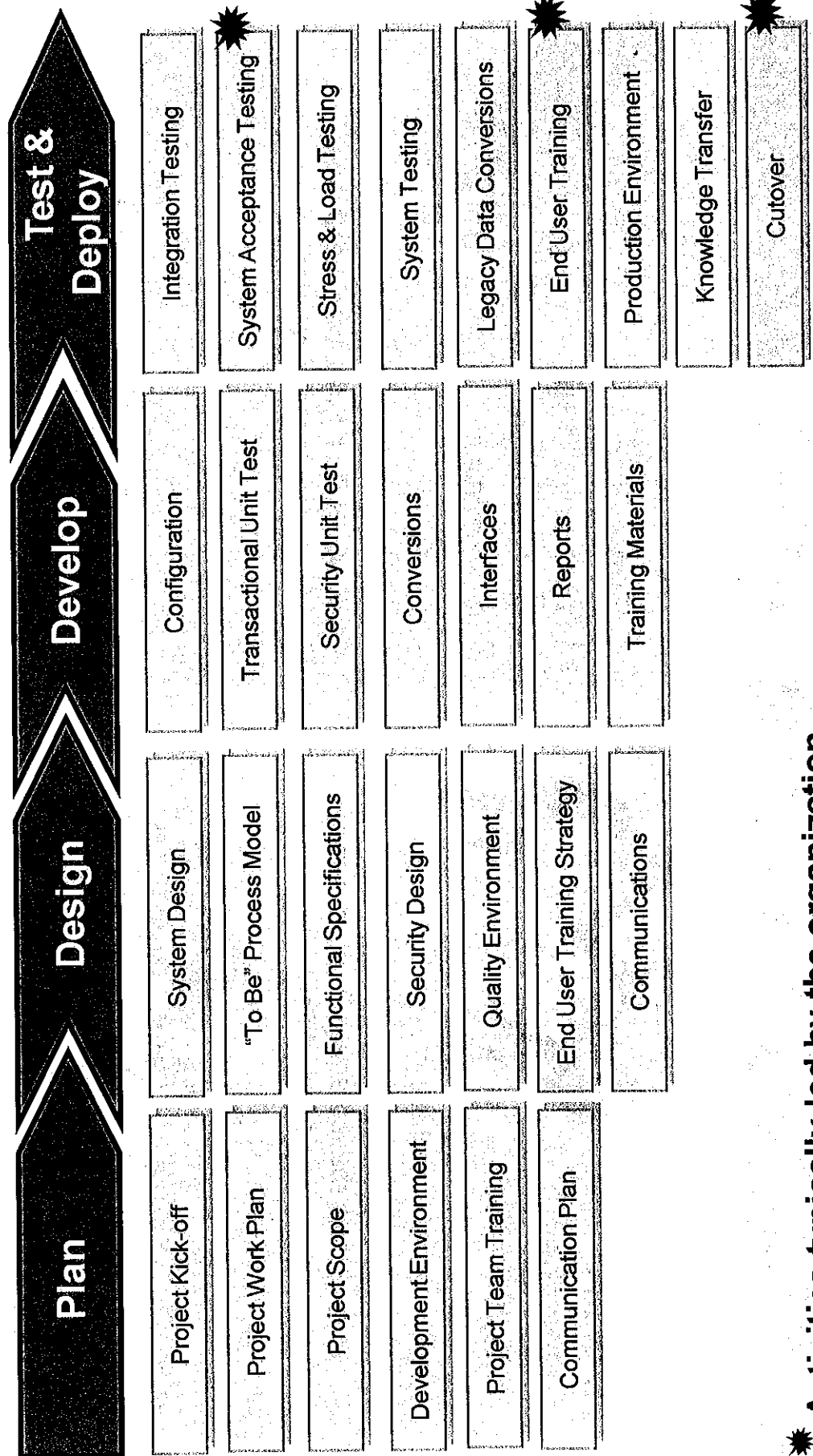
Behavioral (H) Ten

- H1 Leading, inspiring and building trust
- H2 Thinking creatively and innovating
- H3 Focusing on results
- H4 Thinking strategically
- H5 Coaching, delegating and developing
- H6 Building relationships/teamworking
- H7 Influencing and persuading
- H8 Principled negotiating
- H9 Resolving conflicts and problems
- H10 Being adaptable

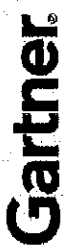
Summary **Before Your Next ERP Procurement. . .**

- **Evaluate the 5 Imperatives in your procurement environment**
 - Develop a Sourcing Strategy
 - Re-Design Your IT Procurement
 - Re-Think Your Legal Approach
 - Mind Your Bottom-Line \$\$
 - Acquire Procurement and Contracting Skills
- **Re-examine your current practices - are they a result of habit, evolution, or design?**
- **Expand your information base and consider alternatives**
- **Brainstorm with all key stakeholders**
 - Don't forget your current regular vendors, the attorneys and the procurement officers
- **Be willing to think outside the “we have always done it this way” box!**

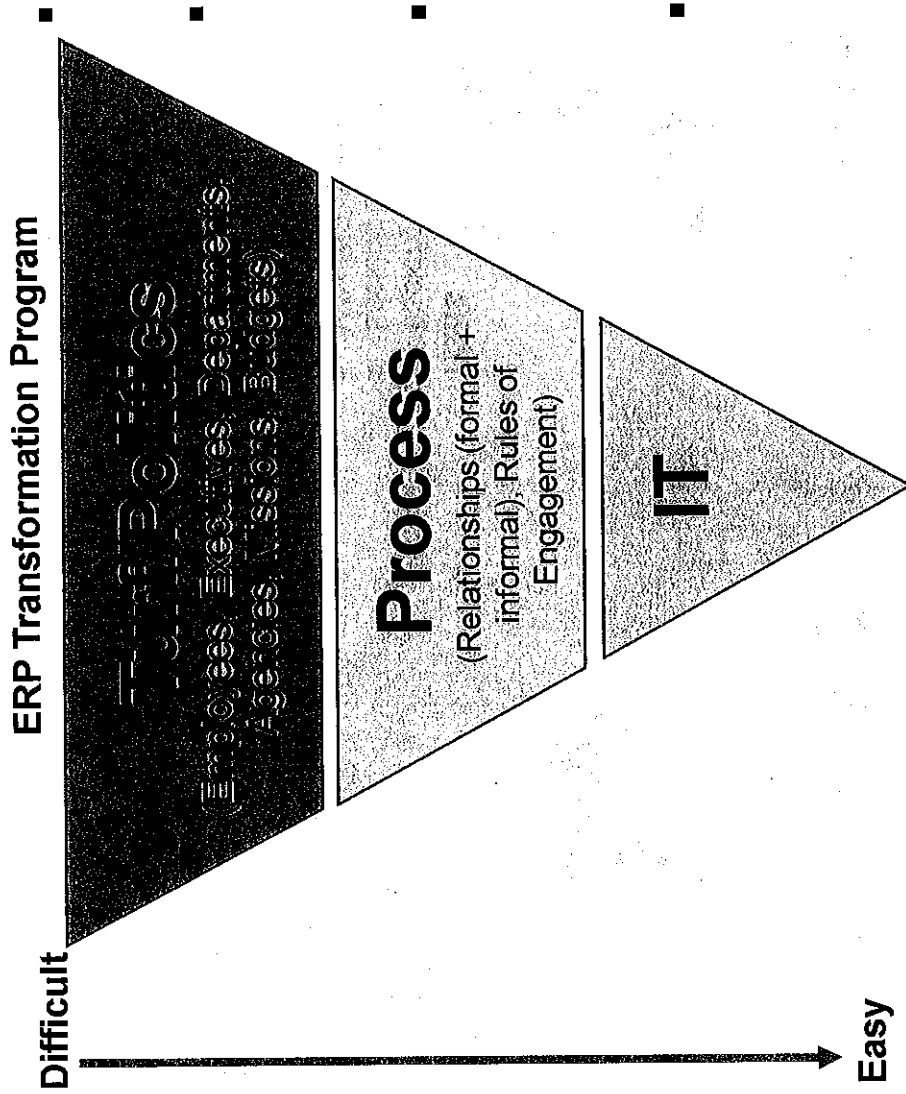
How is a Realistic Implementation Schedule Defined? Detailed ERP Implementation Life Cycle



★ **Activities typically led by the organization**



What are key factors of Organizational Readiness? Hierarchy of Challenges in Government IT

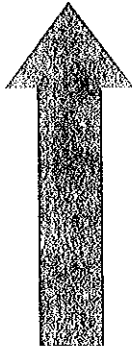


- The most difficult challenges faced by government IT initiatives have less to do with technology than with organizational and process issues.
- Breaking down traditional silos is difficult, often requiring stakeholders and their benefactors to surrender some authority and autonomy. Getting information systems to work together across these silos can be perceived as a threat to organizational independence
- Although the commercial sector is not without internal organizational conflict, government embodies a different type of competition. This competition is not for market share or profitability, but for power. The perceived desire for "local control" is often cited as a reason to support such fragmentation.
- Based on Gartner's experience, the most significant risk to ERP initiatives is effective management of cultural resistance to change.
 - Requires top-down management, guidance, and pressure to be successful.
 - Needs an effective governance model to differentiate local issues at the business requirement level that are authentic issues rather than reluctance to change.

"The real problem with operational silos is the desire to assert "local control" frequently translates into organizational inertia, which is antithetical to IT transformation where program success typically requires an iterative approach."

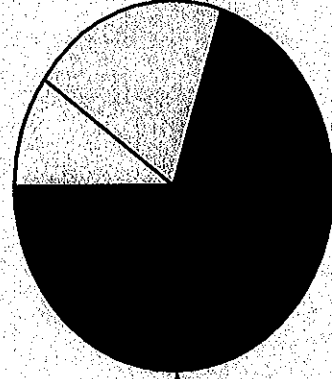
What are key factors of Organizational Readiness? ERP Transformation — Getting Ready for Execution

Pre Execution



Execution Success

- Confirm Solution Scope and Application Strategy
- Define and Implement Governance Structure
- Create Change Management Program
- Determine/Confirm Resource Backfill Strategies
- Define Team Structures & Begin Staffing Process
- Secure/Build Out Team Facilities
- Initiate Data Cleansing Analysis
- Develop Enterprise Architecture Strategy
- Develop Solution Implementation Strategy



Typical breakdown of costs for implementations

Proper pre-execution helps mitigate risks relative to managing people related costs.

Procurement & Implementation Practices for SLG ERP Projects