

WEST VIRGINIA DIVISION OF
NATURAL RESOURCES – WILDLIFE
RESOURCES SECTION

DNR211046 – Electronic Hunting and
Fishing License Sales and Management
System

July 21, 2011

Compuware Corporation

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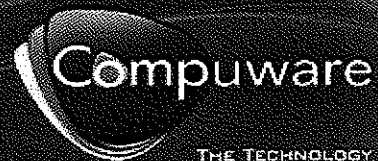
Campaign Owner

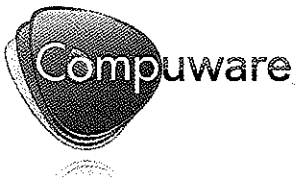
Brian Razor, Account Manager
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Attachment A: Vendor Response Sheet

Section 2.3 – Company Qualifications and Experience

This response is being offered by Compuware Corporation, a Michigan-based corporation (Federal Tax ID: 38-2007430). Compuware is a leading global provider of software products and professional services. Founded in 1973, we have a worldwide presence with 96 offices in 36 countries.

Compuware Corporation understands that the West Virginia Division of Natural Resources (WVDNR) needs to develop a Request for Proposal (RFP) for the development and operation of an electronic hunting, trapping and fishing license sales, game checking, hunter education certification, and license revocation system. Currently, the systems that support these functions are not integrated and do not share data. WVDNR seeks to develop a system that captures and stores buyer and successful hunter data efficiently for subsequent retrieval. Goals associated with developing the new system include:

- To effectively use customer transaction data for research and marketing.
- To provide the ability for electronic fund transfer, audit reconciliation, law enforcement coordination, and improved collection of funds from paper-based license agents.

Through this RFP that will lead to development of an improved system, WVDNR will be able to more comprehensively capture data and effectively utilize this essential information to support the WVDNR mission and address the risks to wildlife that exist due to current system constraints.

As a technology performance company, Compuware Corporation provides software, experts, and best practices to ensure technology works well and delivers value. Compuware solutions optimize application performance across the enterprise. We make the world's most important technologies perform at their best for leading organizations worldwide, including 46 of the top 50 Fortune 500 companies and 12 of the top 20 most visited U.S. web sites.

Additionally, Compuware maintains approximately 82 sales and professional services offices in 29 countries, including 5 remote product research and development facilities.

Compuware consultants have been providing professional services to Ohio, Michigan, and Wisconsin government agencies for over 15 years. Compuware currently has over 1,200 full-time resources engaged in information technology initiatives.

Our worldwide headquarters is located at:

Compuware Corporation

One Campus Martius

Detroit, Michigan 48226-5099



Corporate Fast Facts

- **Incorporated:** March 23, 1973, in Michigan
- **Founders:** Peter Karmanos, Jr., Executive Chairman of the Board; Thomas Thewes; Allen Cutting
- **Initial Public Offering:**
 - December 16, 1992 at a split-adjusted price of \$2.75
 - Company stock trades on the Nasdaq stock exchange under the ticker symbol CPWR
 - Member of the S&P 500
- **World Headquarters:** Detroit, MI
- **Fiscal Year:** April 1 through March 31
- **First Software Product:** Abend-AID, 1977
- **CUISP Number:** 20563810
- **Employee Headcount:** (As of March 31, 2011)
 - **Total Worldwide Headcount:** 4,396
 - **Billable Professional Services Headcount:** 1,312
 - **Application Services Headcount:** 300

Executive Officers

Compuware's executive officers, who are elected by and serve at the discretion of the Board of Directors, are as follows:

Peter Karmanos, Jr., Executive Chairman of the Board

Bob Paul, Chief Executive Officer

Joseph Angileri, President and Chief Operating Officer

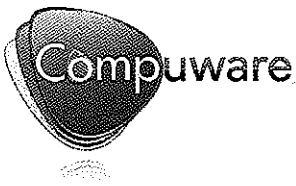
Paul Czarnik, Executive Vice President, Chief Technology Officer

Daniel S. Follis, Jr., Vice President, General Counsel and Secretary

Laura Fournier, Executive Vice President, Chief Financial Officer and Treasurer

Denise Starr, Chief Administrative Officer

Pat Stayer, Executive Vice-President, Worldwide Solutions



Staffing Qualifications, Experience, and Staffing Plan

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

When staffing projects, Compuware does more than simply match a list of employee technical skills to a requirement. We hire individuals who understand what it means to be a consultant and who have the technical skills necessary to meet our customers' needs.

Compuware delivers solutions, not individuals. We currently have over 1,200 professional staff supported directly by our Global Delivery Organization (GDO) to assist in the delivery of customer projects. Our ability to blend together people, products, services, and processes enables us to successfully deliver a variety of projects to our many clients across the globe. This approach creates successful delivery teams, which contributes significantly to the satisfaction of both our customers and our employees.

Compuware is committed to delivering an effective solution for West Virginia's electronic Fishing and Hunting License Sales and Management System. Our company clearly understands the skills required to complete the effort and expects to meet or exceed those specific business needs.

As such, the following staffing profiles showcase the overall skills and experience of resources Compuware will provide to complete the WVDNR project.

1. RFP Developer Candidate

Five (5) years experience developing RFPs, one (1) + years working with a state RFPs and an education background that develops writing skills. Demonstrated ability to adapt to State's background and purchasing guidelines. Demonstrated ability to work with fish and wildlife agencies.

A Compuware candidate possesses the following skill set:

- **Ability to develop RFPs:** Multi-year experience developing, reviewing, and responding to RFPs.
- **Experience Working with State RFPs:** Multi-year experience writing and responding to State of Ohio RFPs, including project planning activities, coordinating stakeholder collaboration, as well as incorporating content and formatting
- **Educational background that develops writing skills:** Education and professional training provide the skills in professional writing necessary to successfully develop the RFP.
- **Ability to adapt to State's background and purchasing guidelines:** Proven consulting experience in State Government projects with the ability to adapt to the State of West Virginia's background and purchasing guidelines.
- **Ability to work with fish and wildlife agencies:** Experience working with State Agencies, including a successful project to gather requirements and create a user guide for an Ohio Department of Natural Resources (ODNR) application.



Staffing Qualifications, Experience, and Staffing Plan, Continued

2. Contract Specialist

Ten (10) years experience in writing business contracts, 5+ years writing contracting utilizing SLAs, and multiple contracts with state agencies.

Compuware is pleased to propose Michael Olejniczak as a candidate for the role of Contract Specialist.

Mr. Olejniczak, Compuware Corporation Senior Council, located in Detroit, Michigan, will provide the prerequisite Contract Specialist consultation required for the RFP Development. Over the past 11 years, Mr. Olejniczak has managed the Compuware Commercial Transactions group with emphasis on software, services, and international support agreements. The primary focus of the Commercial Transactions group is to oversee Government contracts which include, but are not limited to, the General Services Administration (GSA) and the States of Michigan, Texas, Florida, and New York. Service Level Agreements (SLAs) are negotiated and customized to the mutual satisfaction of both parties. Mr. Olejniczak also has primary responsibility for generating and implementing corporate policies and procedures regarding commercial transactions.

3. Project Manager

Senior project manager with point-of-sale experience, complex engagements involving multiple entities, and fish and wildlife experience.

A Compuware candidate possesses the following skill set:

- **Senior project management with point-of-sale experience:** Senior-level experience managing projects such as software development, product implementations, and infrastructure delivery projects; Proven ability to implement and manage all phases of the Systems and Software Development Life Cycle; Proven ability to translate conceptual requirements into functional specifications that meet client expectations.
- **Complex engagements involving multiple entities:** Possession of management, technical, and analytical skills to provide quality deliverables on complex projects with multiple stakeholders; Collaboration with clients to implement and improve solutions; Development and management of processes to track the project, program, and portfolio status within the enterprise.
- **Fish and wildlife experience:** State project experience, including coordination with internal and external state agencies, to produce deliverables per plan; Management of project deliverables such as detailed designs of the user interface, physical database, business logic, and data access layers of a certification tracking system.



4. Technical Architect

As part of this RFP request, Compuware intends to engage the services of a Technical Architect (TA) who will assist with the analysis of the technical, business, and functional requirements. It is our belief that this will ensure a higher-quality deliverable in the RFP process.

- **Proven track record of delivery in a highly complex environment:** Information Technology Industry experience includes multi-year technical architecture; Creation and management of development plans; Experience overseeing the development of architecture; Coordination of development, test, and production environment setups; Integration of development team members into development efforts; Facilitation of oversight on system design and construction.
- **Analysis and Design:** Experience as a senior consultant to a state agency on a statewide large-scale legacy replacement project that included: a target architectural assessment; development of a configuration management process, a defect tracking process, and a project work plan; support of the infrastructure and development teams to size and load test the new production environment.

Staff Certifications Applicable to This Project

Specific Compuware candidates offer the following specialized certifications that pertain to this project:

- PMP Certification
- ITIL Certification
- Microsoft Project Server Professional
- Microsoft Certified Systems Engineer
- Certified Novell Engineer
- Certified Citrix Administrator



References

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 email address of a reference from the agency that can verify this information.

Reference 1: Ohio Department of Natural Resources – Division of Wildlife

Company Name	Ohio Department of Natural Resources – Division of Wildlife
Street Address	2045 Morse Road
City, State, Zip	Columbus, OH 43229
Phone	614-265-7022
Contact Person and Title	Korey Brown
E-mail Address if available	Korey.brown@dnr.state.oh.us
Detail of Services Provided	<p>The primary scope of this engagement focused on the preparation of a comprehensive and well constructed Request for Proposal (RFP) that provided perspective vendors with a complete understanding of the complexities and breadth of the existing Point-of-Sale (POS) hunting and fishing license sales system.</p> <p>The goals and objectives of the project were to complete the analysis required to finalize functional and technical requirements and draft the RFP. The RFP detailed the new web-based License Sales and CRM Replacement System being proposed for implementation by the Ohio Department of Natural Resources (ODNR) to perspective bidders.</p> <p>All milestones were communicated with ODNR, reviews were managed to ensure additional time was not incurred, and all deliverables were signed-off on by ODNR.</p> <p>The project approach described here is similar to the approach described in section 2.4.2 of this document.</p>

Reference 2: Ohio Department of Job and Family Services

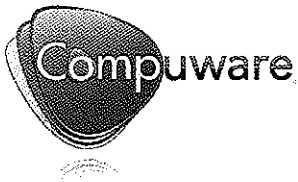
Company Name	Ohio Department of Job and Family Services (ODJFS)
Street Address	4200 E 5th Avenue
City, State, Zip	Columbus, OH 43219
Phone	614-387-8039
Contact Person and Title	John Pendergast, Project Manager
E-mail Address if available	John.pendergast@jfs.ohio.gov

Detail of Services Provided

The primary scope of this \$54 million dollar contract, \$23 million of which was allocated for the subcontracting of Compuware Corporation, was to analyze, design, convert data, develop, integrate, test, train, implement, and maintain a SACWIS system within the State of Ohio.

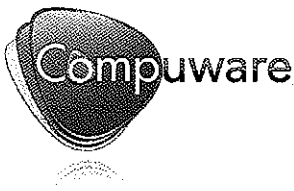
Provided project management services for the Ohio Workforce Development and Unemployment Compensation programs in 2010-2011 that included application development projects, process improvement, and IT consulting. Compuware's teams consistently delivered quality projects as scheduled at ODJFS while supporting the agency's process improvement objectives.

- Implemented and delivered subsequent releases of the **Ohio Here to Help website**, which provides information and services for job seekers who have exhausted their unemployment benefits. Delivered the website as scheduled in July 2010 with enhancements through October 2010.
- Planned and delivered the **Migrant Seasonal Farm Worker System** as scheduled in April 2011. The successful delivery of this system was the result of a year-long effort that included planning and delivery of both processes and system training to field staff and managers prior to production. This project met all scheduled milestones and employed Software Development Life Cycle (SDLC) and process improvements.
- Led the **OWD Requirements Process Improvement effort** that identified process gaps from vision through consumption of requirements. Results of this analysis effort should become the basis for a subsequent project phase to execute improvements. Completed as scheduled in June 2011.
- Implemented **Ohio Means Jobs (ohiomeansjobs.com)** seeker services and job search functionalities to utilize Monster.com services. Functionality was delivered in September 2010 as scheduled.
- Implemented new **Ohio Means Jobs "Re-Entry Connection"** Web Site for Ohio Department of Rehabilitations and Correction. Successfully delivered in May 2011.
- Implemented multiple enhancements and features to the SCOTI system, including:
 - Veteran Services System delivered functionality and reporting enhancements as scheduled in October 2010.
 - Trade Services delivered in March 2011
 - SCOTI - DOL/LMI Interfaces delivered June 2010
 - ETPO green indicators delivered September 2010
 - SCOTI – OJI Interface delivered June 2011
- Provided senior-level consulting to IT management in project and portfolio management processes and use of supporting portfolio management tools.



Reference 3: Nationwide Insurance

Company Name	Nationwide Insurance
Street Address	1 Nationwide Plaza
City, State, Zip	Columbus, OH 43215
Phone	614-554-0194
Contact Person and Title	Rich Laye, Associate Vice President
E-mail Address if available	layer@nationwide.com
Detail of Services Provided	<p>Reviewed, analyzed, and collected the detailed functional and non-functional requirements necessary to address the incorporation of the primary enterprise-level printing environment from seven distinct printing control systems with eleven print languages into a more manageable and centralized system.</p> <p>The primary focus of this effort was to identify the details necessary to create an RFP, evaluate responses, select a vendor, and implement the proposed system. The purpose of the effort and intent of the RFP was to address the consolidation of these disparate systems into a single view and for the implementation of a solution to streamline a common printing language for use within the enterprise.</p> <p>Selection of the final vendor was accomplished through a detailed scoring matrix against the specifications presented in the RFP, resulting in a reduction from six submitted proposal down to two primary candidates.</p> <p>An additional phase was implemented to complete a thorough onsite installation of the two proposed solutions and to evaluate activities between the two vendor solutions. Final selection was completed based on the "bake-off" results and ultimate selection of the key vendor currently implementing their solution.</p>



Section 2.4.1 – 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.

Requirements are the heart of any system. The effectiveness of the system and the satisfaction of its users are based on the quality of requirements, the understanding of those requirements by all stakeholders and potential respondents to the RFP, and the successful delivery of the product or service by the selected vendor. The effort that goes into preparing high-quality requirements pays for itself in terms of the ease with which vendors can respond to the RFP, the efficiency and effectiveness of the evaluators in selecting the right vendor, and the speed with which development and implementation work can begin.

Compuware's approach to this engagement will be to establish good communication, to collaborate with the West Virginia Division of Natural Resources (WVDNR) Team, to define a plan that is achievable and will result in creating the deliverables, and to baseline expectations for the results of the project. For this project, Compuware will review existing documentation, facilitate a limited number of one-on-one meetings with key staff members and a requirements session with field representatives in Elkins, conduct interviews with some of the key technical staff, develop the deliverables outlined in the RFQ and in this document, and validate those deliverables with the WVDNR Project Coordinator and specified key stakeholders.

Initially, Compuware will review additional documentation made available to the selected vendor, as well as the current systems, database, and architecture documents. The results of this review will allow Compuware to confirm WVDNR's expectations for the behavior of the new system, to clarify existing gaps, and to determine the physical layout and capabilities of the new system architecture. Compuware will use this information, as well as the information discovered or validated during interview sessions, to develop the design considerations for the replacement system.

The Compuware Team will create the requirements documents from the Needs Assessment (Critical Requirements Overview, Business Requirements, and Technical Requirements), primarily from WVDNR's initial requirements and supplemental information. The Compuware Team will treat the requirements as living documents until the mandatory South Charleston and Elkins meetings are complete. The information will then be rolled into a draft deliverable and submitted for review by the designated WVDNR Project Coordinator.

Compuware values, recognizes, and applies project management methodologies in its engagements as a way to achieve the same quality of product deliverables regardless of the size or scope of the project. The Compuware Team believes that whether the project focus is on requirements or the full Software Development Life Cycle (SDLC), the project schedule, scope, and the project deliverables must be managed to meet the client's expectations. To that end, Compuware professionals employ a common-sense approach to utilize processes that maintain a clear focus on the required end products, but avoid processes that overburden the project.

For this project, the Compuware Project Manager will work with WVDNR to employ appropriate project management controls to address potential changes to scope that could impact the project schedule and cost, as well as managing the project schedule to completion.

The Compuware Team will document the technical and non-functional requirements to accommodate the integration and centralization of the following separate systems (seven total) identified in the RFP:

- Hunting, trapping, and fishing license sale systems (three; GoWild system, Agency-operated point-of-sale [POS] system, and Agency-operated paper-based system)



- Game checking systems (two, both paper-based)
- Hunter education certification system
- License revocation system

The proposal will be based on Compuware's understanding of the WVDNR – Wildlife Resources Section RFQ DNR211046, detailed input from South Charleston Senior Staff and Elkins Operation Center field personnel, and industry best practices for software architecture design.

Project Approach

The basic approach will include the following:

- **Design Considerations** – The Compuware Team will identify the criteria, constraints, and other factors the design of the new Fishing and Hunting License Sales and Management System must satisfy.
- **Logical Architecture** – The design considerations will result in a preferred architecture. The Compuware Technical Architect may identify components of the new system and associate them with components of that architecture.

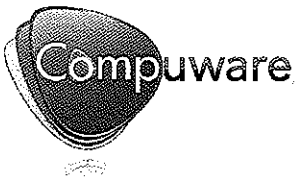
Design Concepts

The Compuware Team will include the following design concepts to identify key requirements:

- **Conformity** – The overall requirements for the Fishing and Hunting License Sales and Management System will identify the WVDNR – Wildlife Resources Section's standards and preferences with which a responding vendor's solution will comply, as well as other options that will provide standard services and approaches for development.
- **Accessibility** – The design considerations will include those that ensure the new system is easily accessible by the largest possible segment of intended users.
- **Ease of Deployment** – The documented design considerations will be written to make the new system deployment as straightforward as possible.
- **Security** – Security and confidentiality will be paramount in the design to ensure the protection of WVDNR's customers and staff.
- **Reporting** – The design considerations will be written to ensure that they do not impede the WVDNR staff's ability to retrieve vital information needed to manage their operations.

Other design concepts may be added per discussions with selected South Charleston and Elkins Operations Center personnel.

Compuware's application development and systems engineering expertise, supplemented by WVDNR's defined standards and processes, will provide the foundation upon which the teams will build complete and open design considerations and technical requirements.



Project Scope

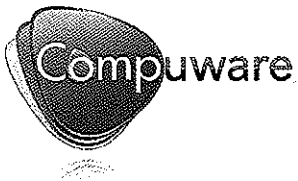
Per Request for Quote (RFQ) DNR211046, Compuware staff understands the following items to be in scope for this project:

- Deliverables:
 - Final project work plan.
 - Project status reports, as described in the project work plan.
 - Draft Request For Proposal (RFP), which specifically includes:
 - Draft section of the project objectives.
 - Draft section of the project scope of work.
 - Draft section of the Critical Requirements Overview.
 - Draft section of the Business Requirements.
 - Draft section of the Technical Requirements.
 - Draft section of the evaluation criteria and selection plan.
 - Final project document that incorporates the sections above, as well as feedback from key project stakeholders.
- Refinement and clarification of the already documented requirements so potential respondents will have clear criteria to which they must respond.
- Set of design considerations that will include nonfunctional requirements, technology standards, and technology preferences for the new system. The design considerations will be based on the current requirements, input from the one-on-one meetings, and interviews with available WVDNR subject matter experts.
- Participation in the bidders' conference.
- Participation in the evaluation of the RFP responses.

Compuware staff understands the following items to be out of scope for this project:

- Completion of a conceptual system design.
- Significant requirements gathering beyond the results of the one-on-one meetings and the existing documentation review.

Anything not specifically identified as being in scope is considered out of scope for this project.



Section 2.4.2 – 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.

This section details the proposed timeline Compuware will follow in the delivery of the project's objectives. Compuware intends to fine tune the proposed timeline as part of the initial Project Kick-off Process within the first two weeks of project engagement. Additional areas concerning the deliverable acceptance procedure, project assumptions, project risks and support requirements are also discussed.

Overall Delivery Methodology

The project timeline has been developed to include client participation in key activities, primarily the on-site meetings with staff members and field personnel. Additional activities that require client participation include project kick-off, refinement and clarification of requirements (includes WVDNR Leadership), supplemental technical interviews, and feedback of draft deliverables prior to completion and approval.

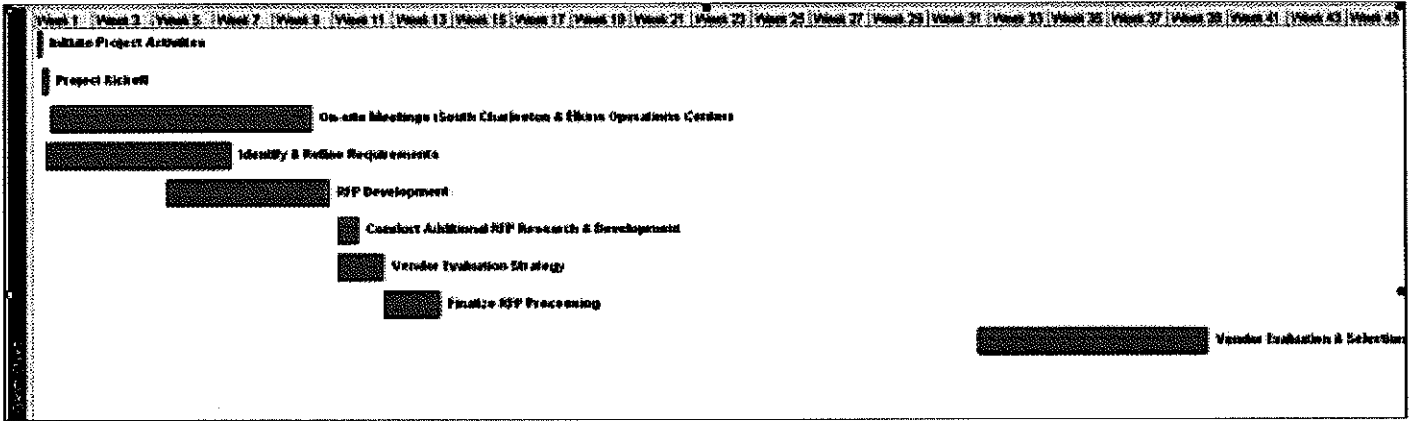
The expected components of the delivery methodology are as follows:

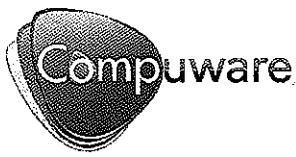
1. **Hold Project Kick-Off** – Create a clear project vision, goodwill, and a collaborative atmosphere between the professionals for West Virginia Division of Natural Resources Wildlife Resources Section and Compuware.
2. **Conduct On-Site Meetings** – Review the calendar and schedule the six on-site one-on-one meetings with key senior staff members at the South Charleston, WV, Headquarters office. Review the calendar and schedule the focus group meeting with key field personnel at the Elkins Operations Center in Elkins, WV.
3. **Update and Finalize the Project Work Plan** – Validate the detailed task list and schedule the WVDNR and Compuware Team work together to create the needed RFP input deliverables.
4. **Identify the Requirements** – Review additional detailed information, the initial RFQ, addendums, and other critical documents deemed necessary by either the WVDNR or the Compuware Team to create a baseline of understanding of the critical requirements.
5. **Refine and Clarify Requirements** – Work with the WVDNR Leadership Team, designated meeting participants, and designated Subject Matter Experts to evaluate the identified requirements and to clarify where necessary.
6. **Create the Design Considerations** – Review requirements documents, WVDNR standards and preferences, results of the designated senior staff member sessions, and supplemental technical interviews.
7. **Develop the RFP** – Formalize the structure and content of the final RFP deliverable, including the consolidation of requirements, expectations, and overall strategic intent, into a comprehensive and understandable document that will enable prospective bidders to comprehend the system requirements and respond accordingly.

8. **Create Vendor Scoring Matrix and Vendor Script Strategy** – Create a vendor scoring matrix and vendor script for evaluation and vendor demonstration, respectively.

Project Timeline

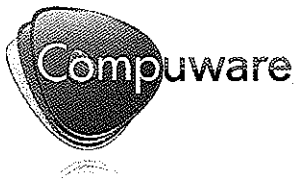
A timeline of the delivery methodology described in the previous section appears in the following chart and table:





ID	Task Name	Duration	Start	Finish	Resource Names
1	Initiate Project Activities	1 day	Mon 8/22/11	Mon 8/22/11	
2	Project Kickoff	1.25 days	Tue 8/23/11	Wed 8/24/11	
3	Conduct Project Kickoff Meeting	4 hrs	Tue 8/23/11	Tue 8/23/11	Proj Mgr
4	Document Key Project Participants	4 hrs	Tue 8/23/11	Tue 8/23/11	Proj Mgr
5	Create Project Communications Document	2 hrs	Wed 8/24/11	Wed 8/24/11	Proj Mgr
6					
7	On-site Meetings (6 @ South Charleston & 2 @ Elkins Operations Center)	41 days	Thu 8/25/11	Fri 10/21/11	
8	Schedule and/or Validate On-site Meeting Schedules	1 day	Thu 8/25/11	Fri 8/26/11	Proj Mgr
9	Conduct On-Site Meeting 1 (SCBC)	1 day	Tue 9/6/11	Wed 9/7/11	Proj Mgr, Tech Arch
10	Conduct On-Site Meeting 2 (SCBC)	1 day	Thu 9/8/11	Fri 9/9/11	Proj Mgr, Tech Arch
11	Conduct On-Site Meeting 3 (EOC)	1 day	Tue 9/20/11	Wed 9/21/11	Proj Mgr, Tech Arch
12	Conduct On-Site Meeting 4 (SCBC)	1 day	Thu 9/22/11	Fri 9/23/11	Proj Mgr, Tech Arch
13	Conduct On-Site Meeting 5 (SCBC)	1 day	Tue 10/4/11	Wed 10/5/11	Proj Mgr, Tech Arch
14	Conduct On-Site Meeting 6 (EOC)	1 day	Thu 10/6/11	Fri 10/7/11	Proj Mgr, Tech Arch
15	Conduct On-Site Meeting 7 (SCBC)	1 day	Tue 10/18/11	Wed 10/19/11	Proj Mgr, Tech Arch
16	Conduct On-Site Meeting 8 (SCBC)	1 day	Thu 10/20/11	Fri 10/21/11	Proj Mgr, Tech Arch
17					
18	Identify & Refine Requirements	65.25 days	Wed 8/24/11	Wed 11/23/11	
19	Systems Definitions	30 days	Wed 8/24/11	Wed 10/5/11	Info Analyst, Tech Arch
20	Current Interface Details	30 days	Wed 8/24/11	Wed 10/5/11	Info Analyst, Tech Arch
21	Database Functionality and Purpose	30 days	Wed 8/24/11	Wed 10/5/11	Info Analyst, Tech Arch
22	Existing Automated Processes	30 days	Wed 8/24/11	Wed 10/5/11	Info Analyst, Tech Arch
23	Manual Processing	30 days	Wed 8/24/11	Wed 10/5/11	Info Analyst, Tech Arch
24	Functional Requirements	30 days	Wed 8/24/11	Wed 10/5/11	Info Analyst, Tech Arch
25	Security & Access Requirements	30 days	Wed 8/24/11	Wed 10/5/11	Info Analyst, Tech Arch
26	Reporting Gaps	30 days	Wed 8/24/11	Wed 10/5/11	Info Analyst, Tech Arch
27	Information Gaps	30 days	Wed 8/24/11	Wed 10/5/11	Info Analyst, Tech Arch
28	Other Gaps	30 days	Wed 8/24/11	Wed 10/5/11	Info Analyst, Tech Arch
29					
30	RFP Development	27 days	Wed 9/21/11	Fri 10/28/11	
31	Create Draft RFP	27 days	Wed 9/21/11	Fri 10/28/11	
32	Create Critical Requirements Overview Section	25 days	Wed 9/21/11	Wed 10/26/11	
33	Develop Critical Requirements	15 days	Wed 9/21/11	Wed 10/12/11	Proj Mgr, RFP Dev
34	Review Critical Requirements	10 days	Wed 10/12/11	Wed 10/26/11	Contract Specialist
35	Draft Business Requirements Section	25 days	Wed 9/21/11	Wed 10/26/11	
36	Develop Business Requirements	15 days	Wed 9/21/11	Wed 10/12/11	Proj Mgr, RFP Dev
37	Review Business Requirements	10 days	Wed 10/12/11	Wed 10/26/11	Contract Specialist
38	Draft Technical Requirements Section	25 days	Wed 9/21/11	Wed 10/26/11	
39	Develop Technical Requirements	15 days	Wed 9/21/11	Wed 10/12/11	Proj Mgr, RFP Dev
40	Review Technical Requirements	10 days	Wed 10/12/11	Wed 10/26/11	Contract Specialist
41	Review Draft RFP	2 days	Wed 10/26/11	Fri 10/28/11	Proj Mgr, RFP Dev, Contract Spec
42	Draft RFP Acceptance	1 day	Thu 10/27/11	Fri 10/28/11	Proj Mgr
43	Conduct Additional RFP Research & Development	5 days	Fri 10/28/11	Fri 11/4/11	Proj Mgr, RFP Dev, Contract Spec
44					
45	Vendor Evaluation Strategy	9 days	Fri 10/28/11	Thu 11/10/11	
46	Draft Evaluation Criteria and Selection Plan Section	1 day	Fri 10/28/11	Mon 10/31/11	Proj Mgr, RFP Dev
47	Create and Validate Vendor Scoring Matrix	3 days	Mon 10/31/11	Thu 11/3/11	Proj Mgr, RFP Dev
48	Develop Evaluation Criteria and Selection Plan	2 days	Thu 11/3/11	Mon 11/7/11	Proj Mgr, RFP Dev
49	Review Criteria and Plan	2 days	Mon 11/7/11	Wed 11/9/11	Proj Mgr, RFP Dev
50	Obtain Approval of Scoring Matrix	1 day	Wed 11/9/11	Thu 11/10/11	Proj Mgr
51					
52	Finalize RFP Processing	9 days	Thu 11/10/11	Wed 11/23/11	
53	Update and Review Final RFP	2 days	Thu 11/10/11	Mon 11/14/11	Proj Mgr, RFP Dev, Contract Spec
54	Make Identified RFP Corrections	2 days	Mon 11/14/11	Wed 11/16/11	Proj Mgr, RFP Dev, Contract Spec
55	Present and Review Final RFP	1 day	Wed 11/16/11	Thu 11/17/11	Proj Mgr, RFP Dev, Contract Spec
56	Obtain Final RFP Approval	4 days	Thu 11/17/11	Wed 11/23/11	Proj Mgr
57					
58	Vendor Evaluation & Selection	38 days	Wed 3/28/12	Mon 6/21/12	
59	Pre-Bid Activities	13 days	Wed 3/28/12	Mon 4/16/12	
60	Participate in Vendor Pre-Bid Conference	1 day	Wed 3/28/12	Thu 3/29/12	TBD
61	Assist West Virginia DNR with Pre-Bid Follow-up Q&A	5 days	Mon 4/9/12	Mon 4/16/12	TBD
62					
63	Conduct Vendor Selection Processing	4 days	Tue 5/15/12	Mon 6/21/12	
64	Review Vendor RFP Responses	3 days	Tue 5/15/12	Fri 5/18/12	TBD
65	Assist Scoring Processing of Received Responses	1 day	Thu 5/17/12	Fri 5/18/12	TBD
66	Evaluate RFP Responses and Select Vendor	1 day	Fri 5/18/12	Mon 5/21/12	TBD





Deliverables Acceptance Procedure

Active participation in the review and approval of project objectives, especially those by user representatives, is a critical component of project completion. Unexpected delays in obtaining approval for completed work can jeopardize the project schedule. Similarly, if issues are not identified in a timely fashion, unnecessary rework can result. Either situation creates a basis for project delay and may result in additional costs to the West Virginia Division of Natural Resources – Wildlife Resources Section.

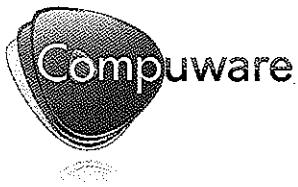
Deliverable review sessions will be conducted between project team members responsible for the deliverable and the designated WVDNR Representative. Other project team members or interested parties may participate if they are identified and arrangements are made prior to any planned deliverable review session.

During the review, the project team member conducting the review will be responsible for documenting any problems discovered.

Upon completion of the review, reviewers will have the option to do one of the following:

- Give unconditional approval of the deliverable
- Give approval of the deliverable contingent upon completion of specific changes noted on the sign-off form
- Withhold approval of the deliverable for the specific reasons noted on the sign-off form

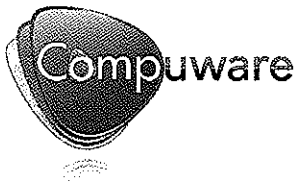
In each situation, the signature of the reviewer is required. The completed sign-off form will be given to the Compuware Project Manager for review and documentation. Any necessary rework and follow-up items will be scheduled at that time. The standard form will be used to document the review and sign-off of project deliverables.



Project Assumptions

The following conditions must be present in order for Compuware to perform the tasks set forth in the proposal:

1. WVDNR will designate a single point of contact, such as a Project/Program Manager or Coordinator for the project. This Project/Program Manager or Coordinator is responsible for the oversight of the RFP project, acting as liaison to facilitate the Project Team's work, and facilitating the Acceptance Procedure.
2. The WVDNR Project/Program Manager or Coordinator will work with the Compuware Project Manager to address scope and requirements changes and will be available to provide clarification for any deliverables.
3. The WVDNR deliverable approval process will be facilitated by the WVDNR Project/Program Manager or Coordinator.
4. There will be daily communication to resolve any requirements issues that arise from ambiguous documentation or questions posed during the designated meetings by assigned meeting participants.
5. In the event that unexpected conditions impact the original scope or intent of the project, the Change Control process will be used.
6. The Compuware Team will perform the services both on-site at the South Charleston and Elkins Operations Center facilities, as well as Compuware Office Locations.
7. Compuware expects all required on-site meetings to be completed within the first 6 weeks of project execution.
8. On-site meetings will contain key stakeholders the Compuware Team can leverage as a means of eliciting requirements.
9. Should key resources be unable to attend the on-site meetings, WVDNR will provide delegates with similar backgrounds.
10. WVDNR personnel assigned to the project will have the necessary technical or business skills to participate in the effort and to be effective in working with the Compuware Team.
11. If required, on-site Compuware Project Team members will be provided standard office items (e.g., work area, supplies, furniture, and telephone) and a work environment equivalent to those of employees.
12. If required, WVDNR will provide long-distance phone access, email, voice mail, and internet access to the Compuware Project Team members.
13. There will be six on-site, one-on-one meetings with selected senior staff at the South Charleston, WV, Headquarters office and one on-site group of one-on-one meetings with key field personnel at the Elkins Operations Center in Elkins, WV. These meetings must be completed by the 6th week of the project to allow sufficient time to incorporate findings into the overall requirement specifications.
14. In addition to on-site meetings, Compuware reserves the right to conduct additional meetings via WebEx or a similar conferencing tool as required.
15. WVDNR will make all relevant technical and functional documentation available to the Compuware Team.
16. Existing system security requirements will be provided by WVDNR to form a baseline for RFP security requirements.
17. Naming conventions used to identify requirements sections will follow those currently established by WVDNR and provided to the Compuware Team at the beginning of the project.
18. Compuware will have access to the client's business and technical information needed to perform project duties.
19. WVDNR will provide access to current systems, databases, and storage systems utilized to capture and maintain current system data repositories.



Project Assumptions, Continued

20. Security access to any required area and to computer resources is provided within 24 hours of notification of such a need.
21. Compuware will have access to the client's existing systems during normal client work hours. Once on-site, system access arrangement will be made by the WVDNR Project/Program Manager or Coordinator for the Compuware Team for those times when the team may need system access outside of standard work hours.
22. Response from Subject Matter Experts (SMEs) for business and technical inquiries is expected within 2 business days.
23. Approval and sign-off of defined deliverables will take place within five (5) or less business days after submittal.
24. The final document deliverable will primarily be the inclusion of any added comments following the formal review process, and not a revisitation with individual participants or gathering of new requirements.
25. Use of the Contract Specialist will occur as part of delivering the draft and final RFP deliverables and will not be required as part of the subsequent RFP review and vendor selection process.
26. For RFP Evaluation Assistance, it is assumed that key Compuware resources will be available for one Q&A meeting, will provide assistance for up to one week duration with answering questions, and will review and assist in the overall selection process of respondent vendor RFPs.
27. Based on the time that elapses between the RFP completion and evaluation, Compuware may assign an alternate resource for the RFP Evaluation Assistance portion of the project. In this instance, the Compuware Team will provide a transition plan.
28. Estimates are based on a 40-hour work week, 5 days per week, and 8 hours per day.
29. Many of the deliverables will run in parallel in order to maintain the proposed 13-week schedule.
30. Compuware defines a standard work week as Monday through Friday. Weekends and Compuware holidays are excluded from normal business days. The Compuware recognized holidays are New Years Day, Memorial Day, Independence Day, Labor Day, Thanksgiving Day, Christmas Eve Day, and Christmas Day. If the WVDNR recognizes other holidays, Compuware will work to the client work calendar for the duration of the project.
31. Changes to the current systems used by WVDNR may impact project schedules and costs.
32. It is understood by all parties that delays with respect to scheduled deliverable reviews will impact the overall project schedule and may require a change control process to be initiated.
33. The offer proposed in this bid will expire if a response is not received within 60 days.



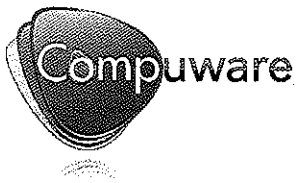
Project Risks

As part of the Compuware Risk Management Planning Process, project risks are identified, qualified, and quantified in an appropriate risk response plan. Factors or known risks that may negatively impact successful project completion include the following items:

1. If the results of the one-on-one meetings with key staff members create significant re-evaluation of project scope and/or intent, the project's scope, schedule, and cost may be impacted.
2. If the draft and final review processes exceed the expected time period, or more than one review process is sought, the project schedule and cost may be impacted.
3. Changes to the project scope and/or intent based upon business processes and/or policies and procedures may delay deliverable tasks.
4. If the process or functionality of an existing system is changed, or if any of the connectivity to that system changes, the re-work to project deliverables may impact the project schedule and cost.
5. If key staff members are not available, the project cost and schedule could be impacted.

WVDNR Support Requirements

Compuware looks to WVDNR to provide the resources necessary to allow Compuware to gain a concrete understanding of the current system design and its constraints, as well as the vision of the new system and expected changes to functionality and business processes. It is an expectation that WVDNR will arrange the availability of resources to meet the team's delivery commitment. Compuware will also rely upon WVDNR to provide all written materials in a cohesive and timely manner.



Attachment B: Mandatory Specification Checklist

By signing and dating this attachment, the Vendor acknowledges that they meet or exceed each of these specifications as outlined in 2.5 of Section Two: Project Specifications. The State reserves the right to require documentation detailing how each is met at its discretion.

Section 2.5.1 – 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.

A number of meetings with senior staff, field, and technical personnel are necessary to understand the systems and mechanisms currently being used for hunting, trapping, and fishing license sales, game checking, hunter education certification, and license revocation. Aspects that will need to be investigated include the operation, functionality, usability, strengths, weaknesses, and gaps inherent within the current systems.

Compuware affirms on-site consultation services will be provided by its team members as appropriate. To that end, the initial schedule incorporates the defined seven (7) on-site meetings to facilitate the team's ramp-up and to improve the requirements elicitation.

If it is deemed necessary to define, refine, and produce the requirements needed to create the RFP for the new system, additional meetings will be scheduled with alternative technologies (WebEx, conference calls, etc.) being leveraged prior to on-site full-team meetings.

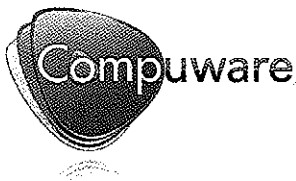
Section 2.5.2 – Mandatory Requirement 2: Preparation of Service Level Agreements (SLAs)

Prepare SLAs for inclusion in the subsequent RFP. This includes license requirements, SLAs security requirements and contractual instruments. An 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 email address of a 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.

Through the process of gathering requirements and interaction with the key staff members and field representatives, Compuware will assess the current level of service provided by each of the systems. This assessment will form the baseline expectations of the newly consolidated and supported system's performance.

It is anticipated that a substantial increase in serviceability would be achieved through the implementation of a consolidated system, and those expectations will form the basis of the defined SLAs for the new system. The purpose of an SLA is to document the standards of services, priorities, responsibilities, guarantees, and warranties expected by users of the system.

Many of the components that comprise the service, such as network infrastructure, are shared across multiple services.



The individual components are not a service in themselves; rather, each is one of many parts that comprise the service provided by the overall system.

Compuware will work with WVDNR to identify the expected minimum and average levels of availability, serviceability, performance, operation, or other attributes expected by the proposed system, such as usability, accessibility, availability and reporting the vendor's system is expected to provide. Elements defined within the SLA discovery process will be incorporated into the follow-on RFP and utilized as some of the key factors in the vendor selection process.

Section 2.5.3 – Mandatory Requirement 3: Security Requirements Definition

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

Knowledge of the controls currently in place for accessibility to collected and requested personal and proprietary information, as well as gathering additional accessibility requirements based on the availability of additional data available through a consolidated system, are part of the requirements gathering activities planned for the effort. Based on an understanding of the needs generated by the proposed integrated system, specific means of data and access controls will be required in order to protect stored data. Vendors would need to represent their means of system and data security proposed as part of their solution.

As systems are developed and implemented, different types of security can be implemented to secure the systems data (i.e., role-based security, database security, and internet- and intranet-based security). Each responding vendor to the follow-on RFP would detail how they propose to address the specific security concerns and/or sensitivity of various elements of data the system will store and utilize. At a minimum, control over access to specific reports, individual customer data, and access to specifically identified sensitive data elements will need to be detailed within their responses.

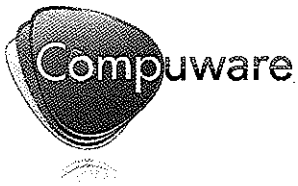
For example, when reports are made available to internal and external customers, implementing role-based security would provide specific controls over the data while also answering specific information needs based on functional requirements. The system will need to accommodate varying access requirements.

Access privileges can vary among different individuals and groups (for example, staff personnel, operations staff, and individual customers). Each user group has different needs, and regulation of what data is visible and available must be controlled. For an electronic system, the capability of assigning profiles to users through a Web browser interface is a simple, effective method of safeguarding access.

Section 2.5.4 – 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.

As part of the validation process, Compuware will work with WVDNR to create a scoring matrix for WVDNR to use to evaluate proposals submitted through the subsequent RFP process. The scoring matrix will include the critical elements detailed within the RFP and will incorporate appropriate weighting prior to proposal review. The goal in utilizing the scoring matrix is to ensure the vendor with the solution that best meets the overall technical, business, and functional requirement is selected.



Signature Section

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

Compuware Corporation _____

(Company)

 _____
DAVID DELOE, REGIONAL DIRECTOR
(Representative Name, Title)

614-847-8212 / 614-847-9130 _____

(Contact Phone / Fax Number)

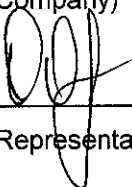
July 19, 2011 _____

(Date)

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.

Compuware Corporation _____

(Company)

 _____
DAVID DELOE, REGIONAL DIRECTOR
(Representative Name, Title)

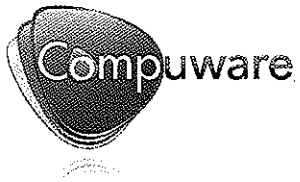
614-847-8212 / 614-847-9130 _____

(Contact Phone / Fax Number)

July 19, 2011 _____

(Date)





8351 N. High St., Suite 200
Columbus, OH 43235
Phone: 614-847-8212
Fax: 614-847-9130

July 19, 2011

Division of Natural Resources
Wildlife Resources Section
324 4th Avenue
South Charleston, West Virginia 25303

RE: RFP DNR211046, RFP #11-07, West Virginia DNR

Compuware Corporation is pleased to respond to the West Virginia Division of Natural Resources – Wildlife Resources Section request for proposal to develop a subsequent Request for Proposal (RFP) for the development and operation of an electronic hunting, trapping and fishing license sales, game checking, hunter education certification, and license revocation system.

If you require further information regarding our proposal you can contact Brian Razor, Account Manager at:

Compuware Corporation	Phone: 614-847-8212
8351 N. High St., Suite 200	Fax: 614-847-9130
Columbus, OH 43235	Email: brian.razor@compuware.com

Compuware's Columbus Ohio Branch is one of Compuware's largest offices and will provide the primary services for the West Virginia DNR engagement. David Deiley is Compuware's Regional Director for the Columbus Branch and is authorized to sign contracts on Compuware's behalf.

David Deiley, Regional Director	Phone: 614-847-8212
Compuware Corporation	Fax: 614-847-9130
8351 N. High St., Suite 200	Email: david.deiley@compuware.com
Columbus, OH 43235	

Compuware appreciates the opportunity to provide a response to this RFP and looks forward to a continued mutually rewarding partnership with the West Virginia Division of Natural Resources.

Sincerely,

A handwritten signature in black ink, appearing to read "David Deiley".

David Deiley
Regional Director

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: Compuware Corporation

Authorized Signature: [Signature] Date: 7/18/2011

State of Ohio

County of Franklin, to-wit:

Taken, subscribed, and sworn to before me this 18 day of July, 2011.

My Commission expires December 10, 2012.

AFFIX SEAL HERE

NOTARY PUBLIC [Signature]



Lori A. Glaze
Notary Public-State of Ohio
My Commission Expires
December 10, 2012