



**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.

West Virginia Department of Commerce

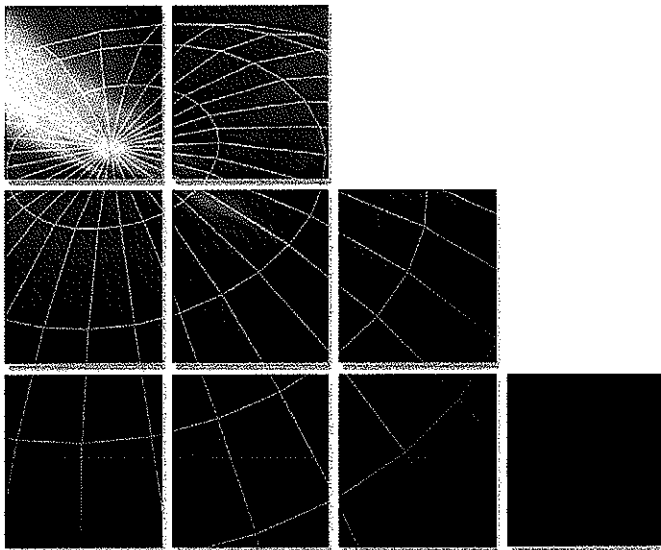


Division of Natural Resources, Wildlife Resources Section

**RFQ No. DNR211046 - Electronic Licensing, Game
Checking, Hunter Education and License Revocation
System**

Opening Date:
July 21, 2011
1:30 p.m.

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LICENSING DIVISION
STATE OF WV



CAI
Computer Aid, Inc.®

"World Leader in IT Process and Productivity."

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July 21, 2011

Frank Whittaker, Senior Buyer
Purchasing Division
2019 Washington Street, East
P.O. Box 50130
Charleston, WV 25305-0130

Subject: Proposal from Computer Aid, Inc. for RFQ DNR211046: Electronic Licensing, Game Checking, Hunter Education and License Revocation System

Dear Mr. Whittaker,

Computer Aid, Inc. (CAI) is pleased to present the enclosed proposal in response to West Virginia's Request for Quotation (RFQ) for Electronic Licensing, Game Checking, Hunter Education and License Revocation System RFP development.

The evaluation criteria expressed in your RFQ emphasized the desire to select the offering with the best combination of experience, approach, timeline, and cost. Our proposal offers just such a combination.

Our proposal reflects an experienced technical team. This team has extensive experience in procuring and assisting with the design and implementation of electronic licensing, game harvest, hunter education, and license revocation systems. We can provide a uniquely cost-effective and thorough solution, because of our detailed experience with all aspects of these systems.

I personally directed the similar project in Pennsylvania from 2005 through 2010, and I will play an active role overseeing our work throughout West Virginia's project. Our team is comprised of personnel who participated in the highly successful Pennsylvania effort, along with other experts in procurement and project management.

If you require any additional information or clarification, please call me on my cell phone at 717-215-6621 or email at john_g_smith@compaid.com.

Sincerely,

A handwritten signature in black ink, appearing to read "John G. Smith", is written over the word "Sincerely,".

John G. Smith
Client Executive, Public Sector

470 Friendship Road
Suite 300
Harrisburg, PA 17111
Phone 717-651-3000
Fax 717-651-3200
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Executive Summary

The Need:

- Capabilities
- Approach
- Experience

We have experience with all aspects of procurement and implementation of an automated license system and service.

Our intimate experience in assisting in the procurement and implementation of automated license service helps West Virginia Division of Natural Resources (WV DNR) to have confidence in a successful project.

The challenge: The WV DNR is about to embark on the implementation of a new fully-integrated hunting and fishing license system with game checking capabilities. These are complex undertakings and many projects throughout the country have encountered significant challenges. These challenges have ranged from time delays to quality problems and system outages. WV DNR is making a wise choice to enlist expert assistance in preparing the Request for Proposal (RFP) to acquire this service.

CAI has direct, on-going experience assisting the Commonwealth of Pennsylvania with the procurement and implementation of a similar system and service. The Pennsylvania project was comparable to West Virginia's in that licenses were sold primarily using paper, and very few customer records were kept online. The Pennsylvania project involved the replacement of disparate, unconnected systems, including paper-based systems, agency-only point-of-sale (POS) systems, an Internet shop, game harvest reporting, and hunter education and revocations system with an integrated fully-automated application. We have worked continuously with the Commonwealth for the last six years and we continue to be aware of relevant issues and trends in Pennsylvania and throughout the country. We have assigned John Smith, who has been intimately involved with the Pennsylvania project from its inception, to oversee our West Virginia team and act as your main point of contact.

With our insight into the state of the industry and the challenges that await you, we are uniquely qualified to assist you in creating an RFP that will establish a solid foundation for your project and help you to keep the successful vendor accountable to you. There are three components of our solution that address these needs:

- **A thorough set of requirements help to make sure you get what you need**



- **A Service Level Agreement (SLA) helps ensure the service is delivered as expected**
- **Experienced personnel help to guide you through all steps of the procurement**

CAI welcomes the opportunity to assist you with the creation of your RFP and to serve as your advisor during proposal evaluation.

We present this executive summary of our proposed solution to summarize its benefits, outlined above, and to provide an overview of how we meet the requirements in your RFQ.

A thorough set of requirements help to make sure you get what you need

CAI will begin the requirements elicitation process with a repository of applicable requirements collected through prior projects. These requirements will be reviewed with your subject matter experts (SMEs) and supplemented with requirements unique to your vision and West Virginia's business needs. Throughout this process each requirement will be succinctly stated to reflect your needs and carefully tracked to assure that the final requirements document is robust and accurate.

An SLA helps ensure the service is delivered as expected

CAI is proud of its heritage of utilizing SLAs both internally and externally to set expectations and measure results. We bring to this project our experience developing meaningful SLAs as well as a group of already-written, applicable SLAs which can be used as examples, brain-storming fodder, or actual SLAs for inclusion in your final RFP; please refer to **Appendix A: Sample Service Level Agreements**. CAI is committed to helping you develop SLAs that, when met, will ensure a high performing system.

Experienced personnel help to guide you through all steps of the procurement

CAI has assembled a team of knowledgeable and experienced professionals that span the necessary subject areas required to research, develop, write, issue, and evaluate WV DNR's RFP. The team includes project management; RFP development; proposal evaluation; fish and wildlife management; legal, technical, business analysis; and writing professionals. The team will spend

The RFP was clearly articulated – even the bidders commented on it. The oversight and testing was especially valuable; their UAT team knows the new system as well as any of my staff, and then some.

– Brian Barner, Pennsylvania Fish & Boat Commission

CAI is eager to partner with you and act on your behalf in this effort.

substantial time working at your site with your teams to assure frequent communication and that the final product conforms to your vision, state regulations, and business requirements.

CAI's proposed solution for DNR's RFP development project calls for a fully realized project management methodology to plan and control the project; please see **Appendix B: Project Management Methodology**. The plan will be supplemented by a project website where project documents and communications can be readily accessed by those with the proper authority. Our core team (described in **Attachment A: Vendor Response Sheet, Section 2.4, Qualifications and Experience**) will kick off the effort with an "all hands" presentation at your site. We have proposed a series of Committees, staffed primarily by West Virginia SMEs, to oversee and assist each track of RFP development. Our team will proceed to review your current environment and work with you to refine the requirements repository to meet your business specifications, your security requirements, and your preferred technical solution. With these components in hand, we will develop the RFP, using your state format and assuring compliance with your procurement rules. After RFP issuance, we will assist with question and answer compilation and response, vendor demonstrations, proposal evaluation, and contract negotiations. We will be your advocate at every stage of the acquisition process. Our full methodology is described in **Attachment A, Section 2.4.1: Goal/Objective 1: Development of a Comprehensive RFP** beginning on page 9.

CAI commends West Virginia for this first step in fulfilling its goal of an electronic hunting, trapping, and fishing license sales, game checking, hunter education certification, and license revocation system. CAI is eager to partner with you and act on your behalf in this effort. Our proposal follows the designated format including Attachment A: Vendor Response Sheet, Attachment B: Mandatory Specification Checklist; Attachment C: Cost Sheet (provided in a separate, sealed envelope); Vendor Preference Certificate; and notarized Purchasing Affidavit. We look forward to assisting the state with this significant first step.



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Attachment A

Within the attached response sheet (**Attachment A: Vendor Response Sheet**), provide the following: firm and staff qualifications and experience in completing similar projects; references; copies of any staff certifications or degrees applicable to this project; proposed staffing plan; descriptions of past projects completed entailing the location of the project, project manager name and contact information, type of project, and what the project goals and objectives were and how they were met.

Also, describe the approach and methodology proposed for this project. This should include how each of the goals and objectives listed is to be met.

We have reproduced *Attachment A: Vendor Response Sheet* below for ease of review.

Attachment A: Vendor Response Sheet

2.3 Qualifications and Experience:

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

Vendor should be able to provide a detailed list of a vendor's key personnel, their earned degrees and specific experience related to the development and evaluation of RFPs for electronic hunting, trapping and fishing license sales and/or game checking systems in use by other state or provincial fish and wildlife agencies. Vendor should have staff personnel experienced and educated in business and/or computer systems. The vendor must have a project manager experienced in writing RFPs, developing Service Level Agreements (SLA's), monitoring work performance, and developing appropriate training modules. The vendor must have demonstrated abilities to bring together multiple organizations in a cohesive fashion while working as a team to successfully complete projects.

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

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

CAI has the experience and know-how to comprehensively support the state of West Virginia, Division of Natural Resources in its Electronic Licensing, Game Checking, Hunter Education, and License Revocation System initiative. Our Corporate Qualifications and references are delineated in the Vendor Response section below. CAI proposes a core team of experienced individuals who collectively have the procurement, project management, legal, information technology (IT), fish and game, and RFP development expertise to carry out defining your requirements, writing the RFP, overseeing its issuance, and assisting in its evaluation. The core



team will be supported by a consulting team with even broader experience who will be used, at the discretion of the CAI project manager, to provide extra hands, deeper knowledge, and quality control (QC) to the final product. In addition, CAI will supply editing support to the RFP development effort. Ultimate on-time delivery and overall client satisfaction will be the responsibility of John Smith, who has worked closely with Pennsylvania to bring their licensing project to fruition. John has had major input to this proposal and has personally assembled a project team that he is confident will fulfill and exceed West Virginia's expectations.

The Core and Consulting team members are listed below in your required format.

1. RFP Developer – N. Jane Snurr

CAI is pleased to propose N. Jane Snurr as the RFP Developer to coordinate the activities of the RFP development team. Jane is highly experienced in the RFP preparation, issuance, and evaluation process, having led many such RFP/RFQ efforts during her tenure in Pennsylvania state government IT. She is skilled at eliciting requirements from both business and technical staff; organizing work to meet deadlines; developing RFPs which are both comprehensive and readable; understanding and complying with state procurement rules and processes; developing evaluation criteria; and leading evaluation teams. A primary example of her experience is the preparation, issuance, and evaluation of the Workers' Compensation (WC) Comprehensive Information Management System (CIMS) RFP which resulted in successful vendor selection and, ultimately, the development and implementation of a complete WC system, including hardware, software, applications, training, Local Area Networks, Wide Area Networks, and organizational change components. Jane was responsible for leading the RFP team, responding to vendor questions, organizing and presenting at the pre-proposal conference, preparing evaluation criteria, updating executive management on status and issues, conducting exit conferences for unsuccessful vendors, and participating in contract negotiations.

Jane received her B.S. from Franklin and Marshall College and earned her M.A. from Penn State University. She has continuing education in both project management and business analysis.

Jane's complete résumé appears in **Appendix C: Résumés.**

2. Contract Specialist – Helen Kay Wilson

Helen Wilson comes to the CAI RFP Development Core Team with over 39 years of experience in West Virginia IT management, solutions, administration, and acquisitions. Helen will assume the role of Contract Specialist on CAI's team and will work to assure that the RFP conforms to WV procurement rules and processes; and that the resultant contract (the prototype of which she will develop for inclusion as an appendix to the RFP) is tightly written to protect the state's interests and conform to its laws. Helen has broad scope experience in the development and evaluation of IT RFPs and RFQs for a variety of WV state agencies. She is a proud resident of wild and wonderful West Virginia and a former CIO and consultant to the WV Department of Administration, Office of Technology. Her experience in WV state government, acquisitions, and IT provides local knowledge and contracting depth to the CAI core team.



Helen's education includes attendance at Glenville State College with emphasis in Elementary Education and Mathematics. Her complete résumé appears in **Appendix C**.

3. Project Manager: Nashim Mollah

Nashim Mollah has over 20 years of experience in the IT industry. He has led all phases of projects beginning with proposal management, planning, initiation, requirements gathering, detailed and systems design, development, testing, and implementation. Currently Nashim is a Project Manager and Senior Consultant with CAI.

Nashim has worked on state government IT projects for over 16 years in multiple states that include Pennsylvania, California, Texas, Indiana, and West Virginia. In West Virginia, Nashim managed the inter-agency data sharing team for the Family and Child Tracking System (FACTS), working with a variety of entities to plan, build, and implement interfaces that met diverse business needs. He has experience leading all phases of projects beginning with planning, initiation, requirements gathering, detailed and systems design, development, testing, and implementation. He is well versed in leading efforts that involve diverse stakeholders within the department and outside agencies, including Federal agencies. Nashim has executed large projects in complex environments on various technology platforms that include mainframes and distributed server architecture. He is focused on delivery of solutions on-time and on-budget through his strong management skills and experience delivering complex solutions.

Nashim has a Bachelor of Engineering degree from the University of Bombay. His full résumé appears in **Appendix C**.

4. Business Analyst/SME: Tony Frascella

Tony Frascella is an experienced business analyst and a veteran of the Pennsylvania Game Commission (PGC) and Pennsylvania Fish & Boat Commission (PFBC) project to develop, issue, and evaluate an RFP for the development of a POS system to sell hunting and fishing licenses. Tony also participated in the actual development and implementation of the resultant POS system; his duties included analyzing business rules and requirements, facilitating JAD sessions, documenting business processes, software testing, and post-implementation support, including training. Tony brings superior business analyst skills and extensive subject matter expertise to the team. In addition, Tony possesses excellent written and oral communication skills which will be leveraged to produce a clearly and precisely written RFP.

Tony holds an M.A. in Journalism Administration from the University of Memphis, and a B.A. in English Writing from the University of Pittsburgh. His complete résumé appears in **Appendix C**.

5. Contract Attorney: Gregg Feinberg

As principal of Feinberg Law Offices, Attorney Feinberg brings hands-on knowledge of business practices, negotiation, structure, and management to this project. As our General Counsel, Gregg negotiates all CAI contracts and provides counsel for intellectual property protection, outsourcing, temporary services, and human



resources agreements. He has intimate knowledge of the RFP process in the public sector; and has reviewed this RFQ. His clients consistently comment that he brings a different skill set than most other attorneys with whom they have dealt. As specified in the RFQ, Gregg will review all RFP and SLA documentation.

Gregg obtained his B.A. from the University of Pittsburgh (cum laude) and is a 1983 graduate of the University of Pittsburgh School of Law. He is a member of the Lehigh County, Pennsylvania, and American Bar Associations. His biography appears in **Appendix C**.

6. Consulting Team

To supplement and enhance the work performed by our core team, CAI proposes an expert Consulting Team with specific skills and knowledge applicable to your project. Members of the Consulting Team will be called upon by the CAI Project Manager to expand the core team's knowledge base, provide research assistance, write discrete RFP sections, and review the team's work products to assure accuracy and high quality. The members of the consulting team and their areas of expertise are depicted in Figure 1. Résumés for each member of the consulting team appear in **Appendix C**.

CAI RFP CONSULTING TEAM		
Name	Role	Expertise
Deb Paine, PMP	Fish and Game License systems SME	Six years supporting the PFBC and the PGC in the acquisition, implementation, and on-going maintenance of the automated fishing and hunting license systems.
Tom Thomas	Fish and Game Business and Systems SME	Former CIO of the PFBC. Directed e-commerce projects that provided for the sale of licenses, products, and subscriptions for the agency through POS system.
Bart Carpenter	RFP Development Support	In collaboration with the PFBC and the PGC, wrote the RFP and technical documents for a POS service to issue fishing and hunting licenses.
Dennis Pochodzay	Technology Solutions Support	Senior architect experienced in engineering software on multiple platforms. Has worked extensively in state and local government architecting solutions, including consulting on the PFBC and the PGC POS licensing project.

Figure 1: CAI's Proposed Expert Consulting Team

Team Organization

The organization chart in Figure 2 illustrates our proposed team organization structure, and shows the number of key resources in each area of responsibility.

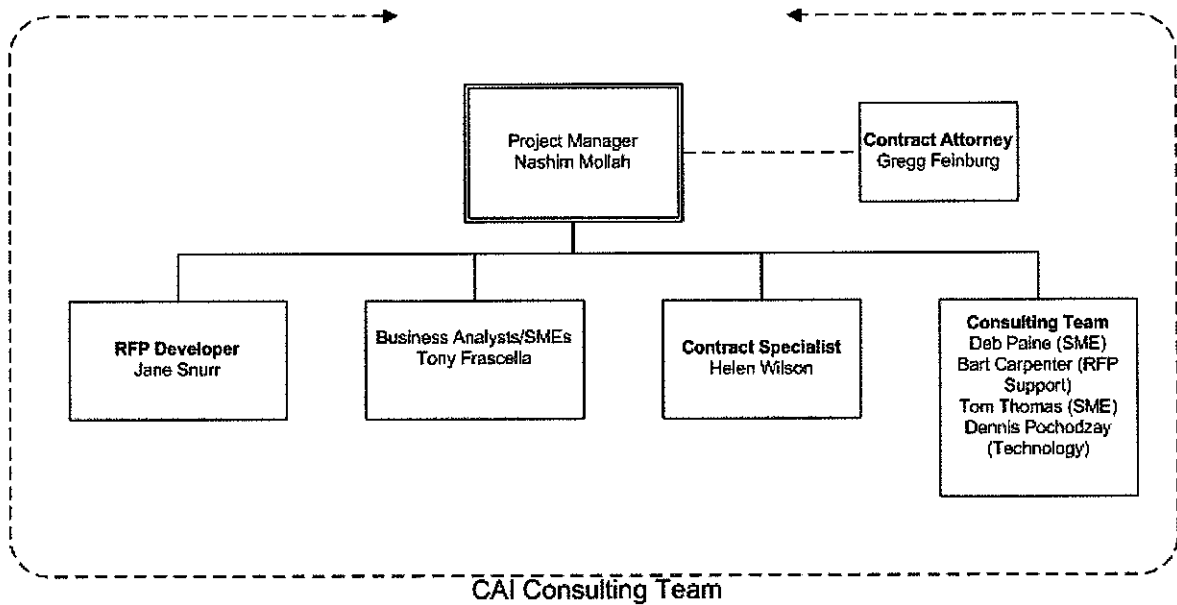


Figure 2: CAI Team Organization

Vendor Response:

Introduction

CAI has assembled a team of experienced professionals, who are capable of understanding the DNR’s business and intent: eliciting and documenting specific requirements and developing an RFP that accurately represents the ultimate goal. As noted above, we have proposed a project team consisting of a Project Manager, RFP Developer, Business Analyst/SME, Contract Specialist, Contract Attorney, and a Consulting Team which offers further technology support, subject matter expertise, and proposal writing professionals. The Core Team provides a range of expertise in proposal development, using a POS system for Fish and Game license issuance, project management, development of SLAs, and proposal evaluation. The Core Team will work closely with the West Virginia DNR and Department of Administration to develop an RFP that meets procurement requirements and reflects the state’s vision.

Moreover, CAI brings the corporate experience, expertise, and stability needed to fully and expertly support West Virginia DNR on their RFP Project.

CAI Overview

Founded in 1981, CAI is a \$250 million company specializing in all technical and management disciplines associated with information services, including the RFP development support needed by the West Virginia Division of Natural Resources. We currently have more than 2,400 associates working from 30 branches across the U.S. and overseas, with offices on five continents. We are a major IT supplier to many state government agencies, including the PGC and the PFBC, as well as other public



and private sector entities. We are a strong and diverse firm with a global presence, as depicted in Figure 3.

CAI Worldwide Presence

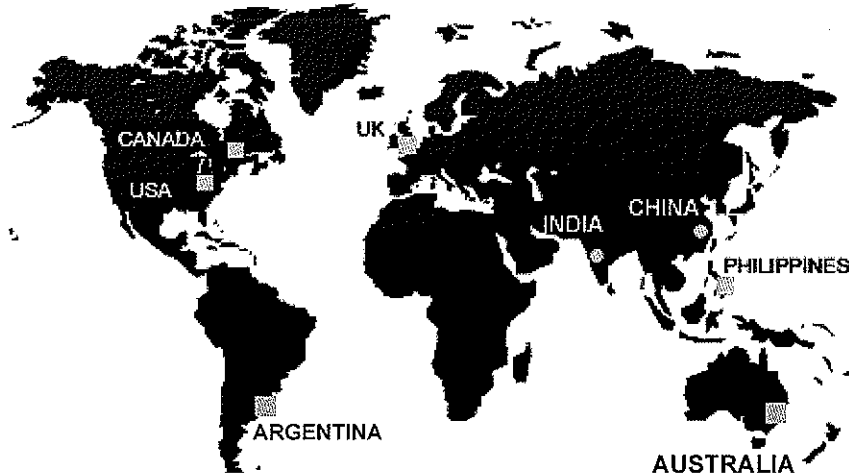


Figure 3: CAI's Worldwide Presence

In Pennsylvania, we have experience supporting all departments within the Commonwealth state government as well as large firms such as Tyco Electronics, The Hershey Company, and Johnson Controls (formerly York International). Our private-sector clientele include most major commercial firms based in Pennsylvania, such as Highmark and FedEx Ground (Pittsburgh), PPL, Penn Treaty America (Allentown), CIGNA, and Rohm & Haas (Philadelphia). Out of state, our clientele spans the spectrum of Fortune 1000 firms and Federal, state, and local government, summarized in Figure 4.

Computer Aid Clients

<p>Manufacturing</p>	<p>Government</p>
<p>Retail</p>	
<p>Services</p>	<p>Education</p>
<p>Insurance</p>	<p>Utilities</p>

Figure 4: CAI's Clients

We have been in continuous operations since 1981 and have seen consistent growth despite major recessions in 1990-1991 and 2008-2010. We have accomplished this by providing meaningful, measurable value to our clients and deploying continuous improvement to our own practices over the decades. Our business model focuses on remaining abreast of industry best practices and deploying them within the immediate environments that we support. Within the U.S., we support public-sector and commercial clients across most of the country, with a presence in 33 states as shown in Figure 5.

CAI Presence (U.S. Clients)

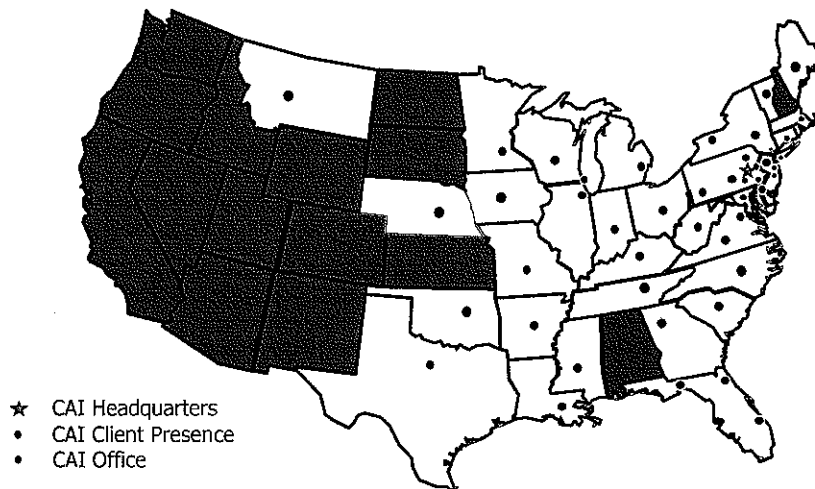


Figure 5: CAI's U.S. Presence

We provide all aspects of IT and business process support to more than 100 state agencies and local governments in a dozen states.

Given CAI's capacity for providing a wide range of consulting services, our experience in governmental IT support, and our specific experience developing wildlife licensing RFPs, we are well positioned to provide West Virginia with the services required to develop an RFP of the highest quality.

Pennsylvania Game Commission and Pennsylvania Fish & Boat Commission

In a four-year project for these two clients, we provided strategic consulting and oversight services for a massive new system to generate fishing and hunting licenses electronically at hundreds of business locations and county offices across Pennsylvania. Our efforts involved writing the RFP, helping evaluate responses, assisting in contract negotiations, overseeing the work of the selected vendor, and coordinating the business process reengineering (BPR) resulting from automating a totally manual process across the enterprise.



CAI supported the PGC and the PFBC from 2005 to 2009 in a major project calling for a commercial vendor to issue fishing and hunting licenses using point of sale

(POS) devices at retail stores, county offices, and other locations across the Commonwealth. The Automated Sportsmen's Licensing Service (ASLS) affected multiple IT systems and business processes for the Commissions; it also impacted more than two million public users, e.g., citizens who purchase hunting and fishing licenses, as well as several thousand retail outlets which sell hunting and fishing licenses and permits. This was a major initiative for the Commissions, since they derive virtually 100 percent of funding from the sale of fishing and hunting licenses. Teaming with a commercial firm to provide a government-regulated service also represented a major shift in strategic operations for the client.

Reference

Brian Barner, Deputy Director
Office of Administration,
Boating and Engineering
Pennsylvania Fish & Boat Commission
1601 Elmerton Avenue
Harrisburg, PA 17110
717-705-7902
bbarner@state.pa.us

CAI conducted the RFP development and release. Our objective was to create an accurate and detailed RFP in the shortest time possible with the detail necessary to ensure maximum, cost-effective functionality from the successful vendor. We maintained control of detailed requirements throughout the RFP development process. We assisted the Commissions throughout proposal evaluation, vendor selection, and contract negotiations.

Specifically, we solicited business and system requirements from stakeholders; researched technical alternatives; researched all applicable state IT standards, including those relating to security; wrote the RFP; took a leading role in responding to vendor questions; assisted in proposal evaluation; and helped with contract negotiations.

Throughout this process, CAI was responsible for maintaining effective and productive communication channels among both state Commissions, the governor's office, the vendor community, and ultimately the successful vendor. Cooperation among multiple stakeholders was facilitated through regular meetings and status reports managed by CAI. We coordinated both Commissions' needs in major project decisions through joint discussions and requirements reviews.

Reference

Paul Mahon, Assistant Director
Bureau of Automated Technology Services
Pennsylvania Game Commission
2001 Elmerton Avenue
Harrisburg, PA 17110
(717) 705-6544

CAI was successful in portraying the business context of the initiative as part of RFP development, aspects of which are summarized in the accompanying graphic in Figure 6. Both Commissions were eager to move from paper to electronic licenses; neither had cash to invest in the initiative. Following industry trends,

the winning bidder was to receive all profit from a transaction fee. The fee in turn was expected to cover both the amortized costs of implementation as well as the vendor's ongoing operating costs. The commercial advantage to the vendor arose from a guaranteed revenue stream for the life of the contract.



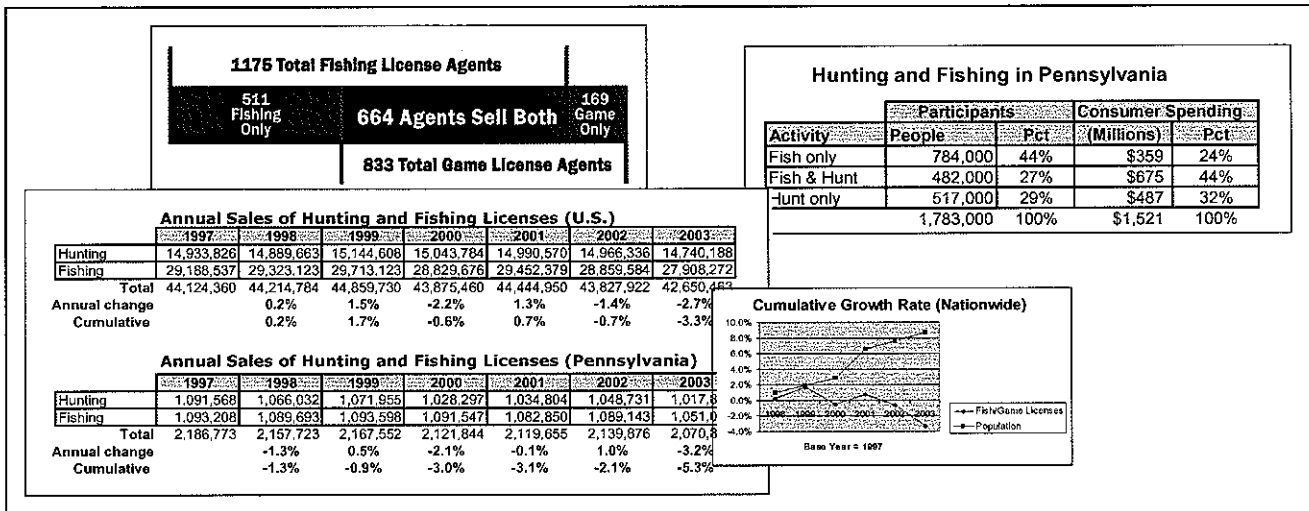


Figure 6: PA Hunting and Fishing License, Graphical Depiction

Post vendor-selection, CAI assisted with enterprise project management from the standpoint of the Commonwealth, its licensing agents, the public, and the vendor. For the IT-related components, we served in a project management office (PMO) capacity and reviewed all management work products submitted by the vendor. We also created, coordinated, and executed all test scripts and reviewed the results. From the business perspective, we assisted with maintenance and review of master implementation plans, including conversion/cutover activities performed by Commonwealth staff.

The system was implemented for fishing licenses in late 2007; it was timed to coincide with release of 2008 fishing licenses without negatively impacting holiday sales at retail outlets. It was implemented for hunting licenses in June 2009; timed for release of 2009 hunting licenses on July 1, 2009.

Project Results

As the coordinating vendor for over four years, CAI developed the RFP with the PGC and the PFBC, finalized and released the RFP, oversaw procurement, and assisted in evaluating vendor responses. CAI was also responsible for administering user acceptance testing (UAT) for each release of the hunting and fishing licensing system. Finally, we provided implementation and post-implementation support by assisting both Commissions and the vendor who built the licensing system throughout the project's life cycle. Our positive relationship with the Commissions continues as we continue to be retained for support, maintenance, and oversight of the production system.

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.

Vendor Response:

Background

Fish and wildlife activity has a history dating back to Colonial America, originally for food and safety reasons. Today approximately 87 million Americans participate in hunting, fishing, and other recreation associated with wildlife, generating \$122 billion in economic activity across the U.S.¹ In West Virginia also, wildlife recreation dates back to the Colonial era. Today almost 602,000 people hunt and fish in West Virginia, and the revenue from their licenses helps the state apply stewardship to public lands and make them available for appropriate recreational activity. In the most recent year, 1,005,953 licenses were sold generating \$16,507,953 in revenue, a 2% increase over the 2008 reporting year. The goWILD! online license sales and the agent electronic POS system continue to grow in popularity and the two systems together accounted for 70 percent of license revenues for the 2009 license year. This is an increase of more than 30 percent from the license revenues generated by the two systems in 2007.²

As noted in the RFQ, the West Virginia Department of Commerce, Natural Resources Division currently maintains a group of non-integrated systems for selling hunting, trapping, and fishing licenses; maintaining hunter safety certification; and a license revocation process. The current systems use a mix of paper-based, internet-based, and POS technology.

The current trend in IT is to use a vendor solution for common business functions. This trend prevails among your colleagues in most other states, who have neither the staff nor the budget to create and maintain state-of-the-art licensing systems, including distribution and oversight of hardware devices and associated help-desk support. Our review of multiple RFPs issued over the past several years supports this trend: states are able to leverage vendors' collective experience and market competition to obtain POS systems without investing significant start-up money. In our opinion,³ the only prudent alternative is to outsource the new system, thereby allowing the vendor to leverage its own or any available public-domain system and customize it for the state. We thus strongly support the DNR in seeking an ASLS; our proposal focuses on the logistics for preparing for the RFP and subsequent implementation of a POS service, tailored to the desired result, whether custom build or outsource.

The technology exists today for full electronic integration to match the applicant with other information on file, such as prior-year license(s), hunter certification, and license revocation. After applying state-specific business rules, these systems then generate licenses in various media, generally on durable paper. Certainly over the long term, West Virginia will want to consider utilizing as many of the state-of-the-art features as feasible.

¹ US Fish and Wildlife Service, 2006 National Survey of Fishing, Hunting and Wildlife – Associated Recreation

² West Virginia Division of Natural Resources Annual Report 2009 – 2010, November 2010

³ We present our credentials in proposal section 2.3, Qualifications and Experience.



In terms of the market supported by the newly automated processes, we encourage you to consider two key demographics on agents and sportspeople. During the customer specific requirements gathering phase, we will use data on file at the DNR to help identify high-volume agents as a means of targeting functional requirements. This is important for several reasons. License sales at agents' account for 45% of all licenses sold in West Virginia. Large retail vendors are key players in this market, with specific "requirements" that many states choose to address.

The ASLS will have an immediate impact on more than 600,000 people in the state. This is the other key demographic data relevant to the new ASLS. As you undoubtedly know, West Virginia sportspeople approach hunting and fishing with passion, and the new POS process will be closely watched as you implement it across the state. This is a highly visible project that must be delivered on time, with 24x7 availability and high-quality results.

Understanding the Problem

The West Virginia Department of Commerce, Natural Resources Division currently has several non-integrated systems for selling hunting, trapping, and fishing licenses; maintaining hunter safety certification; and license revocation. The current systems use a mix of paper-based, internet-based (goWILD!), and POS technologies.

With the exception of the internet-based system, license buyer data (such as name, address, date of birth) is not captured or stored in a manner to permit subsequent retrieval for use by the DNR. None of the limited data captured is shared between systems.

The DNR does approximately \$16.5 million in annual license sales broken out by system technology as follows:

SYSTEM	% OF ANNUAL SALES
Paper-based	30
Internet-based	25
Point-of-sale	45

Although the DNR has a paper-based game checking system, the system does not capture and store data on successful hunters in such a manner for subsequent retrieval by the DNR.

The goWILD! Internet-based system, implemented in 2003, allows the sale of hunting and fishing licenses online. The goWILD! system is maintained and supported by the DNR.

Utilizing selected agents throughout the state, the POS system maintains a database of customer information and electronically records sales transactions and performs funds transfers. The DNR does not have the capacity to effectively use the sales information for research and marketing.

Other agents throughout the state make use of a paper-based system. Although the sales transactions are scanned into the database, the system does not support electronic fund transfer or sweeps, making audit reconciliation difficult and labor intensive; it is often difficult to collect funds from these agents. Like the POS system, this system lacks the capacity to effectively use this information for research and marketing. DNR may also experience problems associated with agent



remittance, including slow payment and delinquent accounts, that can be eliminated with the implementation of a new system.

Successful hunters are required to report to an official game-check station for retagging and checking of certain species. A variety of data is collected from the tags. Unfortunately, only a small portion of the data is entered into a database at the Elkins Operations Center.

The DNR maintains a hunter education certification system, since virtually all hunters are required to present proof of successful completion of the hunter education course before purchasing a hunting or trapping license. Hunter education information is manually entered into a database, is not merged with other databases, and is therefore of limited use to the DNR.

The DNR also operates a trapping, hunting, and fishing license revocation system. Paper revocation lists are distributed to Natural Resource police officers. Because the systems are not integrated, law enforcement personnel are not alerted when an individual with a revoked license purchases a new license. Because the data is not entered into the system, the DNR is not notified with when a revokes sportsperson purchases a hunting or fishing license through the paper system.

In order to address these deficiencies, the state is embarking on an effort to develop and issue an RFP to correct this situation. The immediate need is to locate a vendor to develop the RFP. This response from CAI responds to that need.

Our Proposed Methodology and Work Plan

This section of the proposal contains our methodology and work plan, with both visual extracts from Microsoft Project and narrative descriptions of the scope of work. For the preparation of the work plan, we have assumed a start date of September 1, 2011. This start date will be adjusted upon award and contract signing.

We have estimated the project at approximately 15 months: seven months to prepare and release the RFP, two months for bidders to prepare proposals, three months for the state to evaluate proposals and to make a selection, and three months to negotiate and sign a contract. We have prepared our tasks in roughly chronological order, acknowledging that some tasks will overlap. The narrative below summarizes the tasks.

Approach

We propose to build a requirements document for inclusion in the RFP using our existing requirements repository, built from requirements from multiple other states and CAI research. This repository allows us to track, categorize, and accurately report requirements and assign ownership to each. We can thus leverage the existence of approximately 1,500 detailed requirements from similar RFPs and effectively use the other states as a state-of-the-industry safety net. We will use this as a framework for rapidly consolidating detailed requirements for West Virginia's RFP. This is one technique CAI proposes to accelerate the RFP development in order to assist WV in meeting their overall goal of a successful implementation in a reasonable timeframe.

The resultant West Virginia-specific requirements will be organized into a logically-categorized document for inclusion in the RFP. We will also prepare, for inclusion in



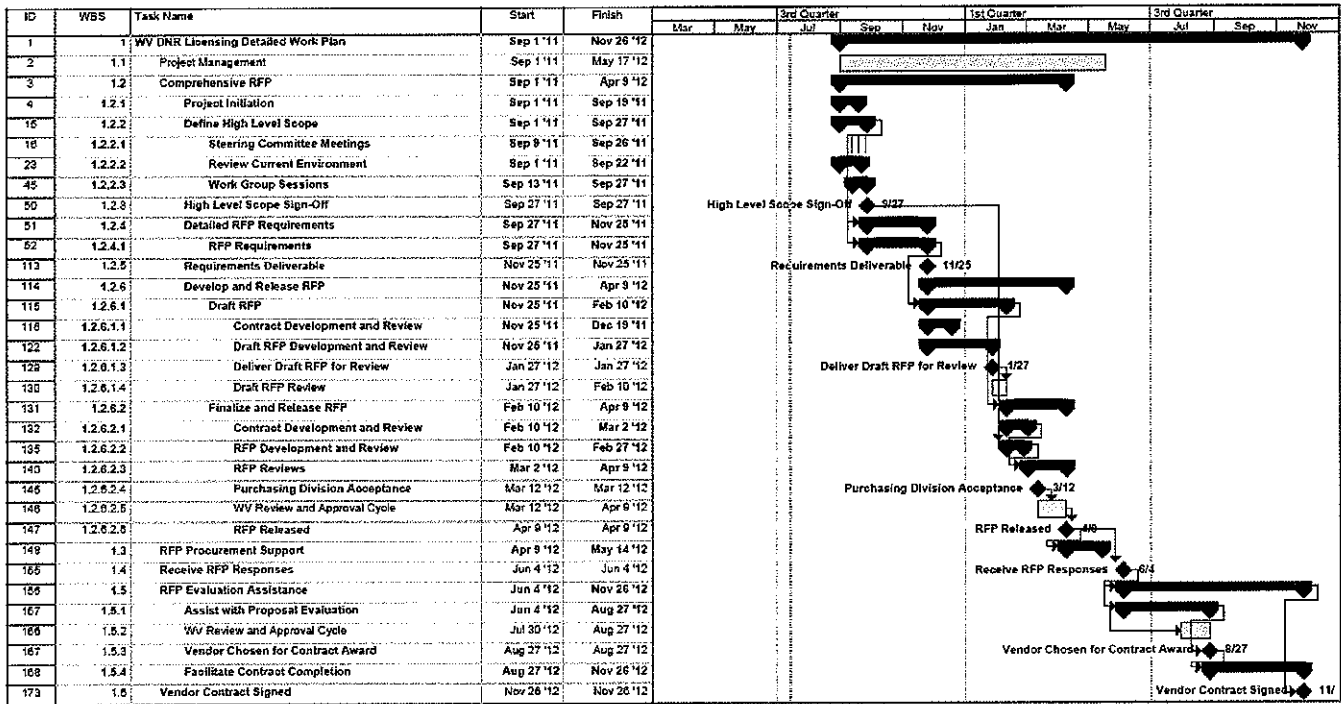
the RFP, a requirements-response matrix for (mandatory) use by proposing vendors to assure that their solution meets all of West Virginia's requirements. This matrix will also provide the evaluation team with a valuable tool that can be used to clinically judge how completely each of the proposed solutions satisfies the RFP requirements. A sample outline of the requirements document, as well as a partial requirements-response matrix, appear in **Appendix D: Sample Requirements Document & Checklist**.

In order to consolidate detailed requirements as quickly as possible, we believe the most effective use of our composite time is to establish a steering committee and four separate and overlapping workgroups, described below. We assume some WV employees may serve on multiple groups and/or provide different roles on each.

- **Steering Committee** has ultimate responsibility for the RFP development project, including approval of the financial model and major system boundaries. We propose a half-day planning session in Week 2; we also assume the committee will meet at least monthly throughout the life of the project.
- **Functional Workgroup** will confirm detailed requirements.
- **Business/Finance Workgroup** will review the financial model for the new system, including its impact on the respective budget. We expect this group to address issues related to the final contract, project milestones, penalties for the SLA, and issues related to the business relationship between WV and the Prime Contractor. We assume the WV Project Manager will serve on this committee, possibly with comptrollers or other legal and/or fiscal representatives.
- **Technical Workgroup** will focus on interfaces with existing systems, the disaster-recovery requirements, issues related to telecommunications and networking, and detailed technical requirements for the SLA. The workgroup should contain technical representatives, possibly including non-technical program staff.
- **Implementation/Support Workgroup** will focus on issues related to rolling out the new devices, agent training, help desk, and post-implementation support. In the interest of sustaining project focus, we anticipate that this workgroup will start several weeks after the others.

The accompanying Gantt chart provides a summary of our proposed schedule, with milestones highlighted. We believe this is the appropriate schedule needed to create, release and evaluate an RFP.





The remaining subsections follow the structure of our project plan.

Project Management

Project management occurs as an ongoing task throughout the life of the project; this section describes our approach. In managing projects, we follow the methodology of the Project Management Institute (PMI); for most projects, we address the multiple components of the PMI Body of Knowledge (PMBOK) as discussed in **Appendix B**.

Project Management Plan

We will create a project management plan using the accompanying PMI structure customized as needed for the scope of the RFP development process.

TOPIC		COMMENTARY
1	Introduction	
1.1	Purpose	These will be relevant to the final project report.
1.2	Definitions, Acronyms, and Abbreviations	
1.3	References	
2	Project Overview	
2.1	Project Purpose, Scope, and Objectives	We have summarized our understanding of the project in this proposal.
2.2	Assumptions and Constraints	Please review our narrative under the Assumptions heading on page 38.
2.3	Project Deliverables	These are defined in our proposal and will carry



RFQ No. DNR211046

STATE OF WEST VIRGINIA
Purchasing Division

PURCHASING AFFIDAVIT

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

DEFINITIONS:

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

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

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

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

WITNESS THE FOLLOWING SIGNATURE

Vendor's Name: Computer Aid, Inc.

Authorized Signature: *James P. Cooney* Date: July 21, 2011

State of Pennsylvania

County of Dauphin, to-wit:

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

My Commission expires April 18, 2015

AFFIX SEAL HERE

NOTARY PUBLIC *Debra L. Leshak*

