



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

Solicitation

NUMBER
CPR12026

PAGE
1

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

RFQ COPY

TYPE NAME/ADDRESS HERE

VENDOR

SHIP TO

CONSOLIDATED PUBLIC RETIREMENT BOARD
 BUILDING 5, ROOM 1000
 1900 KANAWHA BOULEVARD, EAST
 CHARLESTON, WV
 25305-0720 558-3570

DATE PRINTED
05/31/2013

BID OPENING DATE: 06/19/2013 BID OPENING TIME 1:30PM

LINE	QUANTITY	UOP	CAT. NO.	ITEM NUMBER	UNIT PRICE	AMOUNT
ADDENDUM NO. 7 REQUEST FOR BEST AND FINAL OFFER (BAFO)						
THE WEST VIRGINIA STATE PURCHASING DIVISION FOR THE AGENCY, THE WEST VIRGINIA CONSOLIDATED PUBLIC RETIREMENT BOARD, IS REQUESTING BEST AND FINAL OFFERS FROM ALL VENDORS QUALIFIED TO SUBMIT SAID OFFERS PER THE SPECIFICATIONS CONTAINED IN RFP CPR12026 AND THE ATTACHED BEST AND FINAL OFFER REQUEST. THIS REQUEST IS LIMITED SOLELY TO THOSE VENDORS AND NO OTHER OFFERS WILL BE CONSIDERED.						
0001	1	LS	920-49			
NEW LINE OF BUSINESS SOLUTION FOR CPRB						
***** THIS IS THE END OF RFQ CPR12026 ***** TOTAL:						

SIGNATURE		TELEPHONE	DATE
TITLE	FEIN	ADDRESS CHANGES TO BE NOTED ABOVE	

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

**Request for Best and Final Offer
for
RFP CPR12026**



West Virginia Consolidated Public Retirement Board

New Line of Business Solution

Contact Individual:

**Krista Ferrell, Buyer Supervisor
WV Purchasing Division
2019 Washington Street, East
Charleston, WV 25305-0130**

Phone: (304) 558-2596

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krista.s.ferrell@wv.gov

May 24, 2013

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1 GENERAL INFORMATION

1.1 Purpose

In accordance with Section 6.2.4 of RFP CPR12026, the State of West Virginia is soliciting Best and Final Offers (BAFO) from those vendors who are determined to be reasonably susceptible of being selected for award.

The State has completed its review of the Technical Proposals and the Cost Proposals for the vendors reasonably susceptible for award. During this review, the Evaluation Committee identified a number of issues which it determined should be clarified.

To expedite the process of obtaining and evaluating the BAFOs, the State has opted to develop a common Request for BAFO which incorporates those items determined to require clarification and provide it to all vendors determined to be reasonably susceptible of being selected for award. The State expects vendors to complete and submit their BAFOs by the date specified in Section 1.3 and does not anticipate the granting of any requests for extension that may be submitted by vendors.

1.2 Relationship to RFP CPR12026

This Request for BAFO is related to and a component of RFP CPR12026. All provisions of RFP CPR12026 remain applicable except as amended through published RFP Addenda or through this BAFO solicitation.

1.3 BAFO Schedule of Events

The following Schedule of Events represents the State's estimate of the anticipated schedule that will be followed. When a specific time of day is referenced, it means Eastern Time Zone. Unless otherwise specified, the time of day for the following events will be between 8:00 a.m. and 5:00 p.m. The State reserves the right, at its sole discretion, to adjust this schedule as it deems necessary. The Purchasing Division will communicate any substantive adjustments to the BAFO Schedule of Events in one or more addendums.

Table 1 BAFO Schedule of Events

Date	Activity
05/31/2013	Request for BAFO issued to qualified vendors
06/07/2013	Questions due from vendors by COB
Wk. of 06/10/2013	Answers provided to vendor questions
06/19/2013	BAFO Technical proposal opening date
TBD	BAFO Cost proposal opening date
TBD	Final evaluation of vendors and recommendation for award
TBD	Contract negotiations complete
TBD	Project starting date

1.4 Inquiries

Inquiries regarding specifications of this Request for BAFO must be submitted in writing to the State Buyer with the exception of questions regarding the proposal submission which may be oral. All inquiries of specification clarification must be addressed to:

Krista Ferrell, CPPO, CPPB
Purchasing Division
2019 Washington Street, East
P.O. Box 50130
Charleston, WV 25305-0130
Email: krista.s.ferrell@wv.gov
Phone: (304) 558-2596
Fax: (304) 558-4115

No contact between the vendor and any State employees or contractors assisting the State regarding the subject matter of this Request for BAFO is permitted without the express written consent of the State Buyer. Violation may result in rejection of the bid. The State Buyer named above is the sole contact for any and all inquiries after this Request for BAFO has been released.

1.5 Verbal Communication

Any verbal communication between the vendor and any State personnel is **not** binding. Only information issued in writing by an official written addendum by the Purchasing Division is binding.

1.6 Addenda

If it becomes necessary to revise any part of this Request for BAFO, an official written addendum will be issued by the Purchasing Division.

1.7 Proposal Submission

Proposals must be received in **two distinct parts**: technical and cost.

- **Technical proposals** must not contain any cost information relating to the project.
- **Cost proposals** shall be sealed in a separate envelope and will not be opened initially.

All proposals must be submitted to the Purchasing Division prior to the date and time stipulated in this Request for BAFO as the opening date. All bids will be dated and time stamped to verify official time and date of receipt.

1.8 Vendors Should Allow Sufficient Time for Delivery

In accordance with *West Virginia Code* §5A-3-11, the Purchasing Division cannot waive or excuse late receipt of a proposal, which is delayed or late for any reason. Any proposal received after the bid opening date and time will be immediately disqualified in accordance with State law.

Vendors responding to this Request for BAFO shall submit:

One original technical and cost proposal plus twelve convenience paper copies and twelve convenience copies of each proposal on CDs should be delivered to:

**Purchasing Division
2019 Washington Street, East
P.O. Box 50130
Charleston, WV 25305-0130**

The technical proposal should be in MS Word format; the cost proposal should include the completed cost spreadsheets specified in Section 5.3.2 of the RFP (although they may be accompanied by PDF versions of the same material).

All printed copies of proposals and the electronic version provided on CDs should be clearly labeled so as to be easily identifiable with the vendor's submission. The Word and Excel files should be provided in an "unlocked" form that allow WVCPRB to edit, insert comments, "cut-and-paste" and annotate the documents and spreadsheets with comments and revisions during its evaluation. Finally, we point out that WVCPRB's internal review of the electronic version of the response is greatly facilitated if the proposal is a single MS Word document.

WVCPRB recognizes that vendors may wish to copy the required cost spreadsheets into their cost proposals in picture format (to ensure that bid information cannot be altered). While this approach is acceptable, the vendor should also provide the source Excel spreadsheets (unprotected) as .xls files on the CDs containing the cost proposal.

Separate CDs should be used for the Technical and Cost Proposals. Vendors should not include cost information on the CDs that contain the Technical Proposal.

The outside of the envelope or package(s) and the CD labels for both the technical and the cost proposals should be clearly marked as either "BAFO Technical Proposal" or "BAFO Cost Proposal" and include the following information:

Vendor:	_____
Buyer:	Krista Ferrell
Req #:	CPR12026
Opening Date:	Monday, June 10, 2013
Opening Time:	1:30 p.m.

1.9 Contract Provisions

The RFP and the vendor's response will be incorporated into the contract by reference. The order of precedence shall be the contract, the Request for BAFO, any addendum to the RFP, the RFP itself, the vendor's BAFO, and the vendor's proposal in response to the RFP.

2 CLARIFICATIONS

2.1 Items of Clarification

Vendors are advised to make all necessary adjustments to their Technical Proposal and Cost Proposal to reflect the clarifications provided in the following sections of this BAFO document.

2.1.1 Vendor Bound by Terms

Clarification is provided for Section 1.2 of the RFP with respect to WVCPRB expects the proposals to remain valid for at least one hundred eighty (180) days from the proposal receipt deadline as noted in Section 1.3 of this BAFO document.

2.1.2 Schedule of Events

Clarification is hereby provided that vendors should adjust their proposed phasing and timeline to conform to WVCPRB's revised Procurement Schedule as noted in Section 1.3 of this BAFO document.

2.1.3 Initial Plan

As a result of the clarification provided in this document, vendors should provide an updated initial high level work plan (RFP Section 5.3.1.5, Exhibit 7), clearly identifying that the implementation is phased according to the requirements and clarification provided for Appendix D Section 2.6.1.8, and indicate the elements included in each project phase. Vendors should also include a high-level project schedule based on the target dates stipulated in Appendix D (see Section 2.3), presented in a Gantt chart or other suitable format.

2.1.4 Vendor Certifications and Affirmations

Clarification is hereby provided in reference to Section 5.3.1.3 of the RFP in that vendors should provide updated responses to the Vendor Certifications and Affirmations as detailed in Section I-1.1 of the vendor's technical proposal.

2.1.5 Corporate Background

Clarification is hereby provided with reference to Section 5.3.1.3 of the RFP in that vendors should provide updates to Section I-2.1 of the vendor's proposal with respect to certain corporate background information:

- A. The names, titles, and length of tenure of the top five officers of the company (or its subsidiary or operating division responsible for this project). For any whose time in the position is less than a year, provide the name of his or her predecessor and the reason for the change in position.
- B. Any change in the ownership status of the company in the past three years (or any forthcoming change).

Vendors should also provide updated corporate background information for all proposed sub-contractors:

- A. A description of all work to be subcontracted to and/or products to be provided by third parties.
- B. Descriptive information relating to the nature and duration of the previous relationship of all subcontractors and/or third parties with the prime contractor.
- C. Explanation of any existing contractual relationships between the prime and subcontractors, or among subcontractors

2.1.6 Project Staffing and Key Personnel

Clarification is hereby provided in reference to Section 2 of Appendix D, and Section 5.3.1.3 of the RFP, that vendors should provide updated project staffing information.

Vendors should provide updated Preliminary Project Staffing Plan (RFP Section 5.3.1.5, Exhibit 13) and Resource Summary By Phase (RFP Section 5.3.1.5, Exhibit 23).

Vendors should also update the staffing plan to identify key personnel, including, but not limited to, the Project Manager, the lead analyst or Deputy Project Manager, and at least one additional senior full-time staff member. Updated team members' resumes should also be provided (RFP Section 5.3.1.5, Exhibit 14).

The vendor should confirm its understanding that these designated key staff members should not be reassigned for at least a year following the commencement of the portion of the project for which they are responsible without WVCPRB's prior written agreement.

For all key personnel being proposed to WVCPRB, the vendor is requested to identify all other projects / procurements on which the same staff members are currently working and / or for which the same staff members are being proposed.

The vendor should provide a list of all its active retirement projects (development and implementation) that are ongoing at the time the BAFO response is submitted to WVCPRB and describe its approach for supporting this project in view of those prior commitments.

2.1.7 Sub-Contractors

Clarification is hereby provided in reference to Section 2.2.2.2 of Appendix D in that vendors should provide an updated list of proposed sub-contractors. The updated information should specifically identify the tasks that each sub-contractor is to perform. Vendors should provide an updated listing of sub-contractors, including Subcontractor Letter of Commitment (reference RFP Section 5.3.1.5, Exhibit 21), examples of Subcontractor Agreements (reference RFP Section 5.3.1.5, Exhibit 22) key subcontractor personnel, and provide updated resumes for these key sub-contractor staff (reference RFP Section 5.3.1.5, Exhibit 14).

2.1.8 Cost Schedules

Clarification is hereby provided in reference to Section 5.3.2 of the RFP in that vendors should complete the attached BAFO Cost Proposal Schedules reflecting the effect of all revisions made by the vendor in response to clarifications provided by the State or other revisions that the vendor determined were necessary for their Best and Final Offer.

Vendors should take care to assure that their BAFO Technical Proposal and BAFO Cost Proposal reflect the solution being offered.

2.1.8.1 Cost Proposal Format

Clarification is provided that the vendor's BAFO Cost Proposal should be in the format as provided in Section 3.2 of this BAFO document.

2.1.8.2 WVCPRB Bid Summary

Clarification is provided that Functional Project Elements on which the cost proposal will be evaluated, are limited to the following:

- a. Hardware
- b. Commodity Software
- c. Services
- d. LOB Application License Fee
- e. LOB Application Source Code (WV Specific)

Other line items should not be added to the Functional Project Elements of the Bid Summary.

2.1.8.3 Schedule 1 – Hardware Costs for Functional Project Elements

Clarification is provided that Schedule 1 is to be used by the vendor to list all hardware components required to effect the functional requirements portion of the proposed solution. Contingency budgets are not acceptable line items for inclusion.

2.1.8.4 Schedule 2 – Commodity Software Costs for Functional Project Elements

Clarification is provided that Schedule 2 is to be used by the vendor to list all commodity software components required to effect the functional requirements portion of the proposed solution. Contingency budgets are not acceptable line items for inclusion.

2.1.8.5 Schedule 3 – Services (Functional Project Elements)

The following clarifications are provided with respect to Schedule 3 - Services (Functional Project Elements):

- Hourly rates identified on Schedule 3 should be fully loaded to capture all direct and overhead expenses, travel, per diem, and any other travel-related expenses.
- Separate line items designating hours and hourly rates for vendor staff travel should not be included in this schedule.

- Cost Elements with associated hourly rates and estimated hours are anticipated to be staff related positions which correspond to the vendor's preliminary project staffing plan.
- Clarification is hereby provided in reference to Section 5.3.2 of the RFP that vendors are expected to provide a description for any cost items included on rows in the Cost Proposal which include a generic "Other" description.

2.1.8.6 Schedule 3A – Out Year Support

Clarification is provided that while Cost Elements and Hours are not required for each year during the Out Year Support period, vendors should propose levels of service, and years of support, based on the average costs experienced by previous implementation clients, with IT staffing levels similar to WVCPRB. Any years left blank will be assumed to be zero.

To clarify Section 2.13.2.4 of Appendix D, any annual increases in hourly rates, base maintenance and support and/or license fees in total **shall not** exceed 3% of the initial year one purchase price compounded annually. While the Schedule 3A cost sheet includes a 3% multiplier in the formulae, the formulae may be edited so vendors may propose a percentage increase of less than 3%. Vendors shall bid on Schedule 3A their actual increases proposed. **Proposals including any annual increases greater than 3% will be disqualified.**

2.1.9 Rates for BAFO

Clarification is hereby provided in reference to Section 6.2.4 of the RFP that vendors may not increase the hourly rates proposed in the BAFO Cost Proposal for any position above the hourly rate proposed for that position in the vendor's original Cost Proposal.

2.1.10 Phasing the Project

Clarification is provided to Section 2.6.1.8 of Appendix D, to express that WVCPRB strongly desires the order of Phase 4 of the implementation to address Membership before Benefits.

2.1.11 Assumptions

Following a review of the assumptions submitted by vendors in their Technical Proposals and Cost Proposals, the following clarifications are offered to vendors for their consideration to make any necessary adjustments to their Technical and Cost Proposals.

2.1.11.1 Invoices, Progress Payments and Retainage

One or more vendors assumed:

- The specified 15% holdback on each invoice would be reduced to 5%.
- Project management services will be paid for on a monthly basis,
- A deliverable-based payment schedule would be adopted that provides more payment points than described in the RFP,

- Consideration will be given to a payment schedule to better align cash receipts with delivered results, effort expended and costs incurred.
- Fees related to any third party hardware/software purchased through the vendor will be payable without retainage and split into 50% upon order placement and the remaining 50% upon delivery.
- The license fee for the vendor's solution would be paid in full upon contract execution, without holdback.

WVCPRB offers the following clarification with regard to Section 4.8 of the RFP:

- WVCPRB intends to follow the payment schedule and procedure as described in the referenced Section.
- The vendor is response for specifying all HW/SW needed for its product and the installation. The timing of the payment for HW/SW, regardless of the supplier, will be in accordance with the schedule in Section 4.8 of the RFP.
- WVCPRB does not intend to pay software license fees until delivery of a working solution (the earliest of which would be completion of a working conference room pilot).

One or more vendors indicated a requirement for the State to procure "upgrade subscription" fees at the first production phase rollout.

To clarify, the State is anticipating a complete system solution at the final phase production rollout, we would anticipate these "upgrade subscription" fees would only be viable at the beginning of the "Warranty Period".

2.1.11.2 Business Process Engineering

One or more vendors assumed WVCPRB will modify business processes to accommodate the vendor's framework, technical architecture and existing practices already incorporated into the proffered LOB solution.

While WVCPRB acknowledges and embraces the prospect of business process reengineering through the implementation of the new LOB solution, clarification is provided to Section 2.6.1.1 of Appendix D in that some business processes may require customization of the vendor's product, as opposed to revision of the existing business practice. WVCPRB anticipates some current processes are unique and will be automated in the new solution, but may retain a workflow that mirrors the existing process.

2.1.11.3 Expansive Requirements

One or more vendors indicated that they have priced their proposal based on the specific requirements presented in the RFP with the attendant assumption that any expansive requirements that include phrases such as "at a minimum", "not limited to" and "etc." will be

subjected to the Change Control Process if additional requirements are identified outside of the specific requirements presented.

Clarification is provided for Appendix D Section 2.6.1.4 (Vendor Responsibility for Detailed Requirements Definition) that WVCPRB's environment is governed by a myriad of rules, regulations, "standard" operating procedures, and long-standing practices (formal and informal, documented and undocumented). Developing a full set of all of the rules, regulations, procedures, and practices that need to be accommodated in the new solution is a critical, integral part of the project – and the key to its eventual success. Vendors should factor into their proposals, in terms of manpower, cost, and schedule, their responsibility to completely explore and define all such rules, regulations, policies, procedures, practices, and calculations – both written and unwritten (i.e., policy of long standing) – that currently exist and those to be added in the new environment. WVCPRB wishes to clarify that phrases such as "at a minimum", "not limited to" and "etc." were used to avoid long enumerated lists and were not meant to be limited by context, feasibility, suitability or commonly accepted standards of reason, nor is usage of such phrases alone sufficient to invoke the Change Control Process.

2.1.11.4 Project Timetable – Major Deliverables and Detailed Business Requirements

One or more vendors assumed WVCPRB can and will provide the RTM sooner than 90 days after the project start date. One or more vendor also assumes a thirty day period to deliver the updated RTM (Table 1, NBR 9b) is not adequate or desirable.

WVCPRB wishes to clarify, as specified in Section 2.3 of Appendix D, WVCPRB will develop and provide to the vendor the Requirements Traceability Matrix (RTM) within the time period referenced in Table 1. WVCPRB desires that the vendor update and return it to WVCPRB, also within the time period indicated in Table 1.

One or more vendors assumed that all general statements of objectives and requirements, such as those in RFP Section 4.4 and Appendix D, Section 1, are for summary purposes and the actual requirements are those set out in Appendix D, Section 2.4 and as supplemented, defined and/or responded to in the vendor's proposal.

WVCPRB offers clarification that the more detailed requirements provided in Appendix D, 2.4 are to be fulfilled in conjunction with the general objectives and requirements as provided in RFP Section 4.4 and Appendix D, not in lieu of such objectives and requirements.

2.1.11.5 High Level Deliverables

One or more vendors identified acceptance criteria for high level deliverables and included a payment schedule in conjunction with the acceptance criteria.

To clarify, WVCPRB has identified acceptance criteria for the high level deliverables as cross-referenced in the narrative summaries in Appendix D, Section 2.3. Also, the schedule for progress payments has been defined in Section 4.8 of the RFP.

2.1.11.6 Interfacing, Bridging, and Legacy Systems

One or more vendors assumed that WVCPRB will be responsible for any additional licensing costs required to expose documents or other content from the Imaging System to members, retirees, or employers via the web.

To clarify, WVCPRB expects the vendor to be responsible for all licensing issues outside of the existing applications in use today, up to and including any Imaging license fee necessary for public facing exposure.

2.1.11.7 Benefit Estimates

One or more vendors assumed that the metric desired by WVCPRB regarding the ability to quantify hits and/or determine the most/least popular tool(s) used regarding benefit estimates would be satisfied by the ability to measure, for a given time period, the number of benefit estimates generated with further breakout by plan, type, age.

WVCPRB would like to clarify that with regard to Appendix D, Section 2.4.4.5 (Benefit Estimates), what is meant by the ability to quantify the most/least popular tools is the ability to gauge the utility of a particular facet of the benefit estimate calculator provided on the member self-service website.

2.1.11.8 Death

One or more vendors assumed with regard to Requirement ID 14 in Appendix D, Section 2.4.4.7 (Death Processing), that "determine all information" includes the ability to capture the information required for death processing in the vendor's baseline LOB solution.

WVCPRB would agree that the information captured by the baseline LOB solution be included, but we would also clarify that death processing information be determined using relevant West Virginia statute and WVCPRB policy guidelines.

2.1.11.9 Qualified Domestic Relation Orders (QDROs)

One or more vendors assumed QDRO Requirements 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 14 and WVCPRB's desire to have such requirements exposed via the web pertains to the ability to view the updated account status by WVCPRP staff.

WVCPRB offers clarification that regarding Appendix D, Section 2.4.4.21 (QDRO), it is intended that the updated account status be available for view via web by both WVCPRB staff and the affected member(s) subject to the Qualified Domestic Relations Order.

2.1.11.10 Reporting

One or more vendors assumed the LOB solution baseline functionality provided by the correspondence module enabling WVCPRB users to generate ad-hoc correspondence to individual members, will meet the WVCPRB desire for the ability to generate correspondence to members who appear on a report.

WVCPRB would like to clarify Appendix D, Section 2.4.5.4 (Reporting), in that the envisioned ability is to generate a report identifying members who meet specified criteria, generate correspondence in a batch for those members by linking the report results to the desired correspondence module, as opposed to generating the correspondence on a one-by-one basis

One or more vendors assumed the desired functionality of Requirement ID 21, in Appendix D, Section 2.4.5.4 will be satisfied by the ability to use the Windows 7 Snipping Tool or export the report to Excel and delete/redact the information.

In clarifying Appendix D, Section 2.4.5.4, while both of those tools may be of use in various situations, neither gets to the pith of the desired ability. WVCPRB would like to be able to easily and securely redact various pieces of information from a report in order to limit access to sensitive data while still retaining a version of the un-redacted report. The redacted report should also allow for WVCPRB to easily and quickly identify which portions of the data on the report have been redacted for printing or display.

One or more vendors assumed the standard reports provided by their baseline LOB solution which include a default format, sort and filter, meets the desired functionality of Requirement ID 27 in Appendix D Section 2.4.5.4.

WVCPRB offers clarification that the ability to summarize the report output as well as the ability to save a format for later use is still desired, as well as the ability to format, sort and filter query results into a report.

2.1.11.11 Reports/Correspondence

One or more vendors agreed to facilitate the redesign of all current WVCPRB forms and correspondences with the assumption that if the vendor trains WVCPRB staff on the correspondence process and toolset, then WVCPRB will be responsible for generating the form and correspondence templates, including the finalization of all wording.

WVCPRB would like to offer clarification to Appendix D Section 2.4.6.3.3 (Paper and Electronic Forms [eForms] and the Web) that WVCPRB desires the selected vendor to redesign all existing forms and letters (and/or combine where appropriate to reduce their number – subject to agreement from WVCPRB), and to design all new forms and letters.

2.1.11.12 Print on Demand

One or more vendors assumed that access to publications and information via links on the self-service or organization web-site where PDF files can be downloaded meets the requirements regarding the desired ability to support a web-based ordering system to permit customers (with appropriate security) to request information, educational materials, etc.

WVCPRB would like to clarify that in Appendix D, Section 2.4.6.3.4 (Print on Demand), refers not only to the ability of a single individual to print a single document, but also to a participating employer with thousands of member employees to be able to order bulk amounts of a publication from the website or a self-service portal.

2.1.11.13 Hardware

2.1.11.13.1 General

One or more vendors assumed:

- WVCPRB will be responsible for any necessary or required upgrades to the infrastructure during the project to meet performance criteria.
- WVCPRB IT will use its existing network management tools, processes and be responsible for monitoring hardware performance, security threats, backups, disaster recovery, etc.
- The specification "ability to provide end-to-end performance monitoring and control" referred to the ability of WVCPRB to utilize their existing network and server monitoring software such as Orion to meet this requirement.

To clarify, as outlined in Section 2.5 (Technical Requirements) of Appendix D, WVCPRB considers it essential that the vendor propose and implement application, capacity and performance monitoring capabilities for all components of its solution. The vendor's proposal should indicate agreement that the vendor accepts the responsibility to acquire, install, configure, test and make ready for use the full hardware environment. Additionally, WVCPRB considers it critical for the vendor to accept responsibility for acquiring, installing, configuring and testing the required software on the hardware already installed by the vendor at the WVCPRB-specified location(s). In providing its recommended hardware configuration and recommended commodity software, the vendor should clearly delineate existing hardware components/software that are usable as is vs. existing hardware/software that requires upgrade vs. new hardware components/software that WVCPRB needs to purchase to support the proposed solution.

Vendors should provide updated List and Specification of Required Hardware (reference RFP 5.3.1.5, Exhibit 1) and List of Required Commodity Software (reference RFP 5.3.1.5, Exhibit 2), as necessary.

2.1.11.13.2 Alternative Hardware

One or more vendors assumed both parties (the successful vendor and WVCPRB) would work together to identify alternative hardware and software when change is dictated by the marketplace.

To clarify, as stated in Section 2.14.1 of Appendix D, the vendor is requested to provide in its proposal detailed specifications and configuration information for all of the hardware components necessary to support the proposed solution, including separate environments required in accordance with Section 2.5.2 Separate Production, Development, Test, Training and Query Environments. The vendor's recommended hardware configuration should support all RFP requirements and be capable of expansion to support future functionality as described in this RFP. Additionally, as stated in Section 4.4.5 of the RFP, WVCPRB greatly desires a solution which meets or exceeds all functional and performance requirements set forth in this RFP for 10 years after the end of the warranty period defined herein.

2.1.11.13.3 Hardware and Software Budgets

One or more vendors assumed the Hardware and Software costs presented will be used to establish a single budget for the project for use in procuring any necessary component for the project. Additionally, one or more vendors assumed the vendor will not be liable for additional hardware costs unless the proposed fixed price budget is exhausted, even if more equipment is acquired than originally estimated or WVOT is able to acquire equipment at lower prices.

To clarify, as outlined in Section 2.5.5 (Hardware) and Section 2.5.6 (Software) of Appendix D, WVCPRB considers it critical for the vendor's proposal to indicate agreement that the vendor accepts the responsibility to acquire, install, configure, test and make ready for use the full hardware environment. Additionally, WVCPRB considers it critical for the vendor to accept responsibility for acquiring, installing, configuring and testing the required software on the hardware already installed by the vendor at the WVCPRB-specified location(s). Should the vendor's proposed hardware configuration and/or commodity software (or the version specified or the number of copies / licenses indicated) prove inadequate to support the new solution – in terms of functionality, performance, availability or scalability – WVCPRB greatly desires the vendor to be responsible for acquiring such additional hardware and software as may be necessary to bring the solution in to compliance with RFP requirements at no additional cost to WVCPRB.

2.1.11.13.4 Hardware Procurement

One or more vendors assumed that if WVCPRB were to exercise the options related to Hardware and Commodity Software procurement by the vendor, there would be no associated holdback and the vendor would be able to invoice, upon delivery, for the full amount. Additionally, one or more vendors assumed that in the event the vendor is requested to provide any third party product, it shall do so via a dedicated reseller within its organization. Additional terms will be required in connection with such resell and WVCPRB shall enter into all license and maintenance agreements directly with the third party vendors.

To clarify, as stated in Sections 2.5.5 and 2.14.1 of Appendix D, WVCPRB considers it critical for the vendor to acknowledge and accept the responsibility to acquire, install, configure, test and make ready for use the full hardware environment. In addition, in the situation in which the vendor acquires the hardware/software items, WVCPRB would expect the vendor to provide assistance in the negotiation and provision of license and maintenance agreements. Additionally, any payment schedule will follow the guidelines set forth in Section 4.8 of the RFP.

2.1.11.13.5 Network Vulnerability Assessment

One or more vendors agreed to rectify, at their expense, any reasonable vulnerabilities identified in their technical architecture. Additionally, one or more vendors assumed that WVCPRB would be responsible for costs associated with correcting any infrastructure or network computing environment related vulnerabilities (i.e., operating systems, switches, firewalls, etc.).

To clarify, as highlighted in Section 2.5.8.1.7 of Appendix D, WVCPRB believes that all costs associated with any rectification effort relating to the implementation of the LOB solution and

the WVCPRB internal network should be borne by the successful vendor. If appropriate, vendors should adjust their proposals to reflect this clarification.

One or more vendors assumed that WVCPRB will be independently contracting the NVA vendor separately from this procurement and did not include costs for this activity in their cost proposal. Additionally, one or more vendors assumed that the NVA vendor is able to test all corrections within five (5) business days from receipt and that said obligation shall be included in the NVA vendor contract, will be enforced by WVCPRB and that the NVA vendor shall remit to WVCPRB for payment to the LOB vendor all delay related costs/impacts.

To clarify, the WVCPRB does intend to independently contract with an NVA vendor, separate from this RFP. As of this date no NVA vendor has been contracted. As such, no negotiations have taken place, nor are there stipulations or restrictions in place. Once an NVA vendor has been selected and a contract negotiated, the successful LOB vendor will be notified.

2.1.11.13.6 Third Party Hardware and Software

One or more vendors assumed WVCPRB will procure all third party hardware and software and WVCPRB will enter into a separate purchase and license agreements with any other software vendor(s) related to the commodity third-party components that are part of the vendor's solution architecture as well as for the required hardware as identified by the vendor. Additionally, one or more vendors assumed that all specified hardware and software will be acquired, duly licensed and made available in the timeframes outlined in the RFP.

To clarify, as noted in Sections 2.5.5 and 2.5.6 of Appendix D, WVCPRB considers it critical for the vendor to accept responsibility for acquiring, installing, configuring, and testing all (including accounting and imaging) required hardware in the West Virginia Office of Technology (WVOT) data center and in the separate Disaster Recovery site, as well as the required software. Only if WVCPRB chooses to exercise Options 1 and/or 2 will WVCPRB be responsible for the acquisition of the hardware and/or software for the LOB solution.

2.1.11.13.7 System Availability

One or more vendors assumed given the four hour per week scheduled down-time guideline, the State did not intend, as stated on page 219, that 90% of the .1% downtime should be scheduled.

To clarify, as provided on page 219 of Appendix D (Section 2.5.8.1), the four hours per week scheduled down time referenced pertains to the **public portal web site only, not the internal LOB solution.**

2.1.11.13.8 Technical Requirements

One or more vendors assumed:

- The second geographically separated data center will be hosted and managed at the vendor's data center outside the borders of West Virginia.

- WVOT has software and/or hardware devices that can be leveraged to transmit data from the Production environment to the Disaster Recovery Instance on a periodic basis.

To clarify Appendix D, Section 2.5.2, WVCPRB desires that any redundant components be located at two geographically separated data centers (West Virginia's primary and secondary data centers) to ensure system availability/business continuity in the case of the loss of either data center, or LOB solution failure of any single component failure (i.e. failover capability), or to perform routine migration activities.

Additionally, WVCPRB considers it critical for the vendor to accept responsibility for acquiring, installing, configuring and testing all required hardware in the West Virginia Office of Technology (WVOT) data center and in the separate Disaster Recovery site. (Note: The power at both the WVOT site in Charleston and at the Disaster Recovery site is fully conditioned. Although the list of specified hardware is expected to include an estimate of the amount of power and air conditioning required, there is no need for any UPS or surge protection on equipment installed at those sites.) In providing its recommended hardware configuration, the vendor should clearly delineate existing hardware components that are usable as is vs. existing hardware that requires upgrade vs. new hardware components that WVCPRB needs to purchase to support the proposed solution.

Vendors should provide an updated List of Required Commodity Software (reference RFP 5.3.1.5, Exhibit 2).

2.1.11.14 Electronic Signatures

One or more vendors assumed with regard to electronic signatures, that since the vendor solution contains functionality that has been acceptable in other states, the same functionality is acceptable and meets the requirements in the State of West Virginia.

To clarify, functionality rendered in another state may not satisfy the functional requirements of West Virginia. Vendors should refer to the applicable passage of the WV Code referenced in Appendix D, Section 2.5.3.5 (Directory Services Security Architecture), to ensure their solution complies with WV Code.

2.1.11.15 Changes to Requirements

One or more vendors assumed that should either WVCPRB or the vendor identify a change that would affect the timing, price, schedule, scope or other aspects related to this engagement, that party will inform the other party and the parties will discuss and agree on a change order to address any adverse impact to the vendor before implementing such changes.

WVCPRB wishes to clarify that should either party identify a change that would affect the timing, price, schedule, scope or other aspects of the proposed project, adverse impact to either party should be discussed and agreed to by both the vendor and WVCPRB, not just those impacts which could adversely affect the vendor alone. WVCPRB offers clarification that Appendix D Section 2.6.1.5 (Multiple Products, Services, and Methodologies) indicates that each vendor should be proficient in risk management, the identification of and mitigation strategies related to all facets of risks associated with the project.

2.1.11.16 Credit Memos

One or more vendors made a general assumption that while they have quoted blended hourly rates for bundled services, credit memos will be calculated based on the hourly rates quoted for "Customization of Scripts."

WVCPRB would clarify that "Customization of Scripts" is considered an incremental cost which may not necessarily be reflective of the dollar value of effort avoided by virtue of eliminating a particular requirement. WVCPRB would suggest the hourly rates quoted in the corresponding Cost Elements categories on Schedule 3 (e.g. Requirements Analysis, Software Modifications Development, etc.) should be used as the basis for credit memo calculation.

One or more vendors assumed that when there is a change order such that both the vendor and WVCPRB agree to remove a design requirement resulting in a "credit memo", then the vendor will be able to set a time by which the WVCPRB must request the deleted requirement be re-introduced in order to utilize the prior "credit memo".

To clarify, WVCPRB has indicated in Appendix D, Section 2.6.3.6 (Requirements Analysis), that CPRB intends to use credit memos to offset any Change Control Request (CCR), regardless of whether or not the credit memo was for the same or previously eliminated requirement. Being that a credit memo can be used for any CCR, credit memos are not expected to expire until the end of the warranty period.

2.1.11.17 Change Orders

One or more vendors assumed change orders will be billed on payment schedules to be negotiated with each change order.

To clarify Section 2.6.3.7 of Appendix D, payments for work related to change orders will be included in the phase deliverable in which it is implemented, accepted by the agency, and paid when the payment for that phase is appropriate.

2.1.11.18 Conformity

One or more vendors assumed the information and guidance provided by WVCPRB will conform to applicable statutes, code, policies and procedures and that once a design is approved by WVCPRB, any subsequent changes to that design (caused by changes in the foregoing or the correction of erroneous input from WVCPRB or initiated by an external governing body) will be subjected to the change control process.

Clarification is provided for Appendix D Section 2.6.1.4 (Vendor Responsibility for Detailed Requirements Definition) that WVCPRB's environment is governed by a myriad of rules, regulations, "standard" operating procedures, and long-standing practices (formal and informal, documented and undocumented). Developing a full set of all of the rules, regulations, procedures, and practices that need to be accommodated in the new solution is a critical, integral part of the project – and the key to its eventual success. Vendors should factor into their proposals, in terms of manpower, cost, and schedule, their responsibility to completely explore and define all such rules, regulations, policies, procedures, practices, and calculations –

both written and unwritten (i.e., policy of long standing) – that currently exist and those to be added in the new environment.

2.1.11.19 Legacy System Maintenance

One or more vendors assumed there will be no new (or changes to) legacy systems workflows or spreadsheets, and databases during the course of the project that will materially alter the RFP requirements during the implementation effort.

WVCPRB offers clarification that in accordance with Appendix D Section 2.6.3.6 (Requirements Analysis), throughout the course of the project the RFP requirements ALWAYS pertain, unless during GAP analysis, the users agree to eliminate an RFP requirement AND a written agreement to that effect is prepared by the vendor and signed by the WVCPRB Project Manager. Also in accordance with Appendix D Section 2.6.3.7.2 (Legislative Changes) it is the vendor's responsibility to ensure the "currency" of the LOB application software for any legislation that is in effect at the time of contract signing, regardless of whether or not the legislation existed at the time the vendor's proposal was submitted.

2.1.11.20 Project Governance

One or more vendors assumed the project team will agree to define a 'material' standard regarding deliverable acceptance, and will agree that deliverables will be accepted with immaterial defects or deficiencies, and also assumes the project schedule and resulting payments will not be delayed as a result of them.

To clarify, throughout Appendix D, WVCPRB has identified acceptance criteria for deliverables. WVCPRB does not anticipate refining those criteria further to incorporate acceptable levels of deficiency in order to facilitate payment to the vendor.

2.1.11.21 Project Schedule

One or more vendors assumed that activity start and end dates, acceptance criteria and other such constraints would be discussed as part of the final contract and be based on criticality.

To clarify, for the various implementation activities identified in the RFP, WVCPRB has defined objective criteria for the transition of such processes.

2.1.11.22 Prompt Deliverable Sign-off

One or more vendors assumed that if formal sign-off or feedback is not received by the vendor from WVCPRB within a specified timeframe, a vendor submitted deliverable will be considered accepted.

To clarify, in Section 2.6.1.7.1 of Appendix D, WVCPRB acknowledges the need for the prompt review of written deliverables. However, the vendor cannot assume that an absence of formal sign-off or feedback within five business days of deliverable submittal constitutes WVCPRB's acceptance of that deliverable.

One or more vendors assumed that once WVCPRB has accepted a deliverable, that deliverable prevails in the event of any conflict and is controlling.

WVCPRB offers clarification to Appendix D, Section 2.6.3.6 (Requirements Analysis), that vendors should take note of, and confirm in their proposals, the following: under no circumstances may WVCPRB's approval of system design and/or specifications abrogate the RFP requirements. WVCPRB staff invested a great deal of time in developing the RFP requirements. The vendor, not WVCPRB staff, is responsible for ensuring that all RFP requirements are correctly reflected in vendor design and/or specification documents. Absent a specific written agreement to eliminate or modify an RFP requirement, signed by the WVCPRB Project Manager, that RFP requirement remains operative.

2.1.11.23 Time Limit for Decisions

One or more vendors included the following assumptions:

- If WVCPRB has been formally requested in writing to communicate a critically required decision needed to continue the work plan that WVCPRB will respond with a decision within five workdays, empowering the WVCPRB Project Manager to make the decision if WVCPRB fails to respond in the time allotted by the vendor.
- The project leadership team will agree to define a decision tree for escalating decisions and that those decisions will be resolved within 5 business days.

To clarify, as noted in Section 2.6.1 of Appendix D, while WVCPRB expects the vendor's project management approach to ensure, among other items, that there is an established path to escalate project issues, no provisions have been made in the RFP for a time limit by which decisions must be reached.

2.1.11.24 Vendor Responsibility for All Contractual Activities, Products, and Deliverables

One or more vendors assumed circumstances outside the vendor's control would require cost, schedule, scope or other issues related to this engagement to be amended through the change order process.

WVCPRB wishes to clarify RFP Section 5.3.1.3, with regard to Vendor Certifications and Affirmations, in that WVCPRB desires the vendor to affirm their responsibility for the life of the contract for all contractual activities, products, and deliverables offered in the proposal whether or not that contractor directly performs or provides them.

2.1.11.25 Work Process Manual

One or more vendors assumed a single Work Process Manual can be delivered after the last, large internal staff implementation.

To clarify, as noted in Section 2.9.1.3 of Appendix D, the work process manual and on-line help facility should be delivered in final draft form at least three weeks prior to the time of each functional cutover, with a corrected version delivered at least one week prior to cutover. Further, WVCPRB desires that a working draft of both hardcopy and on-line help be available at

the beginning of User Training and User Acceptance testing so that WVCPRB staff responsible for testing the applications can have access to the help facilities during their testing.

2.1.11.26 Training

One or more vendors assumed that a core WVCPRB training team members will be available during the Build phase to provide course reviews, define WVCPRB specific exercises and data, assist with resolving issues, and assist in the development of the Business Process Overviews that will be developed as part of the process training.

To clarify, as noted in Section 2.10.3 of Appendix D, WVCPRB desires the vendor to be responsible for every part of this task but the actual delivery of the training which will be done by the four-five members of WVCPRB staff trained by the vendor. WVCPRB has not committed to the availability of core WVCPRB training team members during the Build phase.

2.1.11.27 Change Management

One or more vendors assumed WVCPRB will designate at least one resource in a full-time capacity to assist with change management activities. Additionally, one or more vendors assumed WVCPRB will be responsible for any additional costs that may be associated with mailings, awareness campaigns, newsletters, etc. with regards to delivering communications.

As provided in Pre-Bid Question 8, in Addendum 5, WVCPRB has not requested a formal change management program.

2.1.11.28 Vendor and User Acceptance Testing

One or more vendors assumed:

- The approved detailed project work plan will apply the 4:1 design to testing ratio and identify the agreed upon duration and end-date for this testing.
- During acceptance testing, WVCPRB may find a need to expand the testing group in order to complete testing in the prescribed timeframes.
- WVCPRB will have completed their testing by the UAT end-date, with the exception of re-testing defects in achieving the established criteria and that all such re-testing shall proceed promptly and without delay.

With regard to Section 2.11 of Appendix D, WVCPRB would clarify the desire that training and testing activities not be abbreviated in order to meet project implementation schedules; it cannot be assumed by the vendor that when testing commences WVCPRB can allocate 100% of its resources to this effort. Therefore, WVCPRB requires that a fixed ratio apply to the time devoted to WVCPRB training and testing relative to the time devoted to vendor requirements definition, design, and development. We propose a 4:1 ratio – i.e., if the time required for the vendor to design, build, and test a particular functional rollout phase is eight months, then up to two months should be allocated to WVCPRB staff for training and test execution. WVCPRB does not anticipate allowing deviations from the fixed ratio during the course of the project, except by express written approval of WVCPRB.

Also, WVCPRB acknowledges the importance of testing. Section 2.6.1.9.1 (Initial Plan) of Appendix D advises the vendors when developing their work plans to be sensitive to the fact that the months of January through March (annuity payroll and legislative session); July, August, September (TRS and annuity payroll), and October through January (PERS) are periods of high levels of business activity for WVCPRB.

WVCPRB wishes to clarify Appendix D, Section 2.11.3, in that regardless of the project schedule, User Acceptance Testing for a rollout phase is anticipated to achieve a 99 percent success rate of the major processes run to completion without major error or issue for the testing to be considered complete. WVCPRB reserves the right to exercise UAT until the desired criteria for cutover are met with satisfaction.

2.1.11.29 Criteria for Final Cutover

With regard to Criteria for Final Cutover, one or more vendors have made the following assumptions:

- Checking account, reserve balances and General Ledger account reconciling is an utmost priority and can be met by two approaches to meet this requirement: 1) Including these requirements as part of the LCT test cases which can be executed in a controlled environment as needed, 2) Referencing including checking account, reserve balances and General Ledger accounts as part of Parallel Testing.
- The PIR statement should be removed because it rarely makes sense to delay a project and incur additional costs for non-critical PIRs that can be prioritized and resolved as part of a broader, mutually-agreed Release management strategy.

To clarify, WVCPRB expects the vendor to follow the criteria for final cutover as outlined in Section 2.11.4 of Appendix D. In addition to the referenced criteria, there should be no critical PIRs outstanding and no more than 25 non-critical PIRs outstanding.

2.1.11.30 Programmer Support

One or more vendors assumed the hourly rates for extending any vendor resources providing additional service the programmer support beyond the one-year warranty period will include a 3% annual escalation effective every July 1st starting July 1, 2016.

To clarify Section 2.13.2.4 of Appendix D, any annual increases in hourly rates, base maintenance and support and/or license fees in total **shall not** exceed 3% of the prior year. While the Schedule 3A cost sheet includes a 3% multiplier in the formulae, the formulae may be edited so vendors may propose a percentage increase of less than 3%. Vendors shall bid on Schedule 3A their actual increases proposed. **Proposals including any annual increases greater than 3% will be disqualified.**

Throughout the duration of WVCPRB's use of the vendor's implemented solution, WVCPRB expects any annual increases in hourly rates, base maintenance and support and/or license fees in total to be limited to 3% of the prior year.

WVCPRB would also provide clarification that, as noted in Section 2.13.2.1 of Appendix D, the warranty period encompasses a twelve-month period after the final turnover and acceptance of the last phase of the project, the date of which is yet to be determined.

2.1.11.31 Production Support

One or more vendors assumed that WVCPRB will have primary responsibility for the daily operating and maintaining the implemented environment (with the exception of defect resolution and operations support) upon "Go-Live" of the last implementation into production. To meet the Post Implementation IT Support requirements, the vendor proposed one full-time solution developer for the 12-month period beginning immediately upon final system cutover and acceptance, and ending 12 months later. To meet the Post Implementation Operations Support requirements, the vendor proposed one full-time solution operator for the 12-month period beginning immediately after final system cutover and acceptance, and ending 12 months later. The vendor assumed any additional resource requirements above the levels stated will be provided on a time and materials basis utilizing the costs for additional services provided in the cost proposal.

Clarification is provided, as noted in Sections 2.13.2.2 and 2.13.2.4 of Appendix D, that WVCPRB desires, during the 12 month post-implementation period beginning immediately after final system cutover and acceptance and ending 12 months later, a constant, uninterrupted 12 month period of on-site, full-time programmer support and a constant, uninterrupted 12 month period of on-site, operations support beginning with the date of final cutover to and acceptance of the new environment. For each type of support, the vendor should provide one or more persons who provided programming support and operations support during implementation. The vendor may provide alternates so long as the person assigned to the support effort is not new to the project.

2.1.11.32 Miscellaneous Additional Topics

One or more vendors assumed:

- WVCPRB will provide appropriate access to WVCPRB systems and data required to accomplish project tasks including access to the building and facilities during working hours and as required during non-working hours such as nights, weekends and holidays.
- Vendor project team members (onsite and remote) will have access to necessary environments 20 hours each day, including weekends and holidays, except for predefined, and limited, periods for required maintenance.

To clarify, as outlined in Section 2.13.3.6 of Appendix D, any access to WVCPRB systems and data required to accomplish project tasks including access to the building and facilities during working hours and as required during non-working hours such as nights, weekends and holidays will be provided in accordance with stated WVCPRB and WVOT policies and with WVCPRB Project Manager (and when appropriate WVOT) approval.

2.1.11.33 IT Security Certification and Accreditation

One or more vendors assumed WVCPRB will be independently contracting the independent security contractor separately from this procurement and did not include costs for this activity in their cost proposal. Additionally, one or more vendors assumed that the independent security contractor is able to test all corrections within five (5) business days from receipt.

To clarify Section 2.13.3.4 of Appendix D, WVCPRB does intend to contract with an independent security contractor, separate from this RFP. As of this date no independent security contractor has been selected. As such, no negotiations have taken place, nor are there stipulations or restrictions in place. Once an independent security contractor has been selected and a contract negotiated, the successful LOB vendor will be notified.

2.1.11.34 Options

One or more vendors assumed the vendor would be able to invoice WVCPRB on a monthly basis, in full, for hours expended on Options 4, 5, and 7, Post-Implementation IT support, Post-Implementation operations support, and Out Year Support.

To clarify, if WVCPRB authorizes the referenced Options, the payments for those options are expected to be added to the vendor's quoted prices for the phases in which the work was incorporated and that the phase-related payments be made as proposed in Section 4.8 of the RFP.

One or more vendors assumed the scope of work for options concerning data cleansing or the defined contribution plan will be constrained by the hours identified in their cost proposal.

To clarify, Section 2.14.4 of Appendix D does specify the data cleansing and data quality effort is anticipated to consist of seven (7) stages, totaling 2,000 man-hours of effort. Requirements pertaining to the defined contribution plan are provided in Appendix D Section 2.4.4.8. However, should the vendor's assumption be addressing the DROP option, Section 2.14.7 includes the desired functionality related to the option, without regard to man-hours necessary to accomplish the requirements.

2.1.11.35 WVCPRB Involvement on Project Team

One or more vendors assumed in their Proposed Staff Loading By Phase:

- An over reliance on WVCPRB staff participation on the project team.
- A greater level of technical expertise than current WVCPRB staff possess.

To clarify, Section 2.13.3.5 of Appendix D indicates eight CPRB staff members are expected to be assigned to the project. Vendors should not expect a broad variance from this proposed commitment.

To clarify, as provided in Section 4.2.4.1 of the RFP, WVCPRB currently utilizes an old, VSAM-based legacy system. A staff of two programmers currently is responsible for supporting the

system. The system lacks an integrated relational database, is comprised of many old batch COBOL, on line CICS, VISION RESULTS (DYL), and SAS programs.

3 RESPONSE FORMAT

3.1 General BAFO Technical Proposal Response Format

Vendors should either acknowledge or address each of the clarification items included in this Request for BAFO. Vendors should use the table format provided below for their responses to the Technical Proposal portion of their BAFO referencing the BAFO section and the section of their Technical Proposal being addressed. The response to the clarification or other revision should clearly explain the basis for the revision. This format is intended to assist the Evaluation Committee in completing its review and evaluation of the vendors' BAFO Technical Proposals.

BAFO Section Reference	Proposal Reference	Response to Clarification or Explanation

3.2 BAFO Cost Proposal Schedules

Vendors should provide updated Cost Proposals as part of their BAFO using the attached BAFO Cost Proposal Schedules.