REQUEST FOR PROPOSALS FOR

Resource and Service Management Project

ISSUING OFFICE

Pennsylvania Turnpike Commission

Information Technology Department

RFP NUMBER
13-10360-4447

DATE OF ISSUANCE

November 6, 2013

REQUEST FOR PROPOSALS FOR

13-10360-4447

Resource and Service Management Project

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PART I

GENERAL INFORMATION FOR PROPOSERS

I-1. Purpose. This request for proposals (RFP) provides interested Proposers with sufficient information to enable them to prepare and submit proposals for consideration by the Pennsylvania Turnpike Commission (Commission) to satisfy a need for the IT Resource and Service Management Project.

I-2. Issuing Office. This RFP is issued for the Commission by the Information Technology Department.

I-3. Scope. This RFP contains instructions governing the proposals to be submitted and the material to be included therein; a description of the service to be provided; requirements which must be met to be eligible for consideration; general evaluation criteria; and other requirements to be met by each proposal.

I-4. Problem Statement. The Commission is interested in improving the consistency and quality of its IT services. It is also interested in increasing the transparency of the costs associated with providing those services.

The scope of the work to be performed by a single supplier includes:

- Developing a comprehensive Business Reference Model reflecting the programs administered by the Commission and associating the Commission's information technology resources.
- Assisting the Commission in improving IT Service Management processes. This includes the integration of a Software as a Service (SaaS) application which will provide both initial enablement and ongoing support.
- Assisting the Commission in improving IT Financial Management by linking technology costs to business services. This includes the integration of a SaaS application which will support both initial cost collection/allocation as well as ongoing cost transparency.

Part IV provides a detailed description of the work to be performed within a 24 month period following the issuance of a purchase order. This work is detailed in four task areas as follows:

- Task Area I – Business Reference Modeling and Technology Mapping
- Task Area II – IT Service Management
- Task Area III – IT Financial Management
- Task Area IV – General Project Management and Administration

Responses to this RFP must address all four task areas.

I-5. Type of Contract. It is proposed that if a contract is entered into as a result of this RFP, it will be a combination of a fixed-price and a time and materials based contract. Task Areas I and IV will be fixed price. Task Areas II and III will be time-and-materials, with not-to-exceed limits, and payments based upon the successful completion of milestones in the Proposer's work plans as agreed upon with the Commission. The Commission may in its sole discretion undertake negotiations with Proposers whose proposals as to price and other factors show them to be qualified, responsible, and capable of performing the work.

I-6. Rejection of Proposals. The Commission reserves the right to reject any and all proposals received as a result of this request, or to negotiate separately with competing Proposers.

I-7. Subcontracting. Any use of subcontractors by a Proposer must be identified in the proposal. During the contract period use of any subcontractors by the selected Proposer, which were not previously identified in the proposal, must be approved in advance in writing by the Commission.

I-8. Incurring Costs. The Commission is not liable for any costs the Proposer incurs in preparation and submission of its proposal, in participating in the RFP process or in anticipation of award of contract.

I.9. Questions and Answers. Written questions may be submitted to clarify any points in the RFP which may not have been clearly understood. Written questions should be submitted by email to RFP-Q@paturnpike.com with **13-10360-4447** in the Subject Line to be received no later than **2:00 PM** local time on **Monday, November 18, 2013.** All questions and written answers will be posted to the website as an addendum to and become part of this RFP.

I-10. Addenda to the RFP. If it becomes necessary to revise any part of this RFP before the proposal response date, addenda will be posted to the Commission's website under the original RFP document. It is the responsibility of the Proposer to periodically check the website for any new information or addenda to the RFP.

The Commission may revise a published advertisement. If the Commission revises a published advertisement less than ten days before the RFP due date, the due date will be extended to maintain the minimum ten-day advertisement duration if the revision alters the project scope or selection criteria. Firms are responsible to monitor advertisements/addenda to ensure the submitted proposal complies with any changes in the published advertisement.

I-11. Response. To be considered, proposals must be delivered to the Pennsylvania Turnpike Commission's Contracts Administration Department, Attention: Stephanie Newbury, on or before **2:00 PM** local time on **Thursday, December 12, 2013.** The Pennsylvania Turnpike Commission is located at 700 South Eisenhower Boulevard, Middletown, PA 17057 (Street address). Our mailing Address is P. O. Box 67676, Harrisburg, PA 17106.

Please note that use of U.S. Mail, FedEx, UPS, or other delivery method, does not guarantee delivery to the Contracts Administration Department by the above listed time for submission. Proposers mailing proposals should allow sufficient delivery time to ensure timely receipt of their proposals. If the Commission office location to which proposals are to be delivered is closed on the proposal response date, due to inclement weather, natural disaster, or any other cause, the deadline for submission shall be automatically extended until the next Commission business day on which the office is open. Unless the Proposers are otherwise notified by the Commission, the time for submission of proposals shall remain the same.

I-12. Proposals. To be considered, Proposers should submit a complete response to this RFP, using the format provided in PART II. Each proposal should be submitted in **4** hard copies of the Technical Submittal and **4** hard copies of the Cost Submittal. In addition to the hard copies of the proposal, **one complete and exact copy of the entire proposal (Technical and Cost, along with all requested documents) on CD-ROM or Flash Drive in Microsoft Office or Microsoft Office-compatible format.** The electronic copy must be a mirror image of the hard copy. Proposer should ensure that there is no costing information in the technical submittal. The CD or Flash drive should clearly identify the Proposer and include the name and version number of the virus scanning software that was used to scan the CD or Flash drive before it was submitted. The Proposer shall present the proposal to the Contracts Administration Department only. No other distribution of proposals will be made by the Proposer. Each proposal page should be numbered for ease of reference.

An official authorized to bind the Proposer to its provisions must sign the proposal. If the official signs the Proposal Cover Sheet (Exhibit A to this RFP) and the Proposal Cover Sheet is attached to the proposal, the requirement will be met. For this RFP, the proposal must remain valid for at least 120 days. Moreover, the contents of the proposal of the selected Proposer will become contractual obligations if a contract is entered into.

Each and every Proposer submitting a proposal specifically waives any right to withdraw or modify it, except as hereinafter provided. Proposals may be withdrawn by written or fax notice (fax number (717) 986-8714) received at the Commission's address for proposal delivery prior to the exact hour and date specified for proposal receipt.

<u>Overnight Delivery Address:</u>
Contracts Administration Department
Attn: Stephanie Newbury
PA Turnpike Commission
700 South Eisenhower Blvd.
Middletown, PA 17057

<u>US Mail Delivery Address:</u>
Contracts Administration Department
Attn: Stephanie Newbury
PA Turnpike Commission
P.O. Box 67676
Harrisburg, PA 17106

However, if the Proposer chooses to attempt to provide such written notice by fax transmission, the Commission shall not be responsible or liable for errors in fax transmission. A proposal may also be withdrawn in person by a Proposer or its authorized representative, provided his/her identity is made known and he/she signs a receipt for the proposal, but only if the withdrawal is made prior to the exact hour and date set for proposal receipt. A proposal may only be modified by the submission of a new sealed proposal or submission of a sealed modification which complies with the requirements of this solicitation.

I-13. Economy of Preparation. Proposals should be prepared simply and economically, providing a straightforward, concise description of the Proposer's ability to meet the requirements of the RFP.

I-14. Discussions for Clarification. Proposers who submit proposals may be required to make an oral or written clarification of their proposals to the Issuing Office through the Contract Administration Department to ensure thorough mutual understanding and Proposer responsiveness to the solicitation requirements. The Issuing Office through the Contract Administration Department will initiate requests for clarification.

I-15. Best and Final Offers. The Issuing Office reserves the right to conduct discussions with Proposers for the purpose of obtaining "best and final offers." To obtain best and final offers from Proposers, the Issuing Office may do one or more of the following: a) enter into pre-selection negotiations; b) schedule oral presentations; and c) request revised proposals. The Issuing Office will limit any discussions to responsible Proposers whose proposals the Issuing Office has determined to be reasonably susceptible of being selected for award.

I-16. Prime Proposer Responsibilities. The selected Proposer will be required to assume responsibility for all services offered in its proposal whether or not it produces them. Further, the Commission will consider the selected Proposer to be the sole point of contact with regard to contractual matters.

I-17. Proposal Contents. Proposals will be held in confidence and will not be revealed or discussed with competitors, unless disclosure is required to be made (i) under the provisions of any Commonwealth or United States statute or regulation; or (ii) by rule or order of any court of competent jurisdiction. All material submitted with the proposal becomes the property of the Pennsylvania Turnpike Commission and may be returned only at the Commission's option. Proposals submitted to the Commission may be reviewed and evaluated by any person other than competing Proposers at the discretion of the Commission. The Commission has the right to use any or all ideas presented in any proposal. Selection or rejection of the proposal does not affect this right.

In accordance with the Pennsylvania Right-to-Know Law (RTKL), 65 P.S. § 67.707 (Production of Certain Records), Proposers shall identify any and all portions of their Proposal that contains confidential proprietary information or is protected by a trade secret. Proposals shall include a written statement signed by a representative of the company/firm identifying the specific portion(s) of the Proposal that contains the trade secret or confidential proprietary information.

Proposers should note that "trade secrets" and "confidential proprietary information" are exempt from access under Section 708(b)(11) of the RTKL. Section 102 defines both "trade secrets" and "confidential proprietary information" as follows:

> Confidential proprietary information: Commercial or financial information received by an agency: (1) which is privileged or confidential; **and** (2) the disclosure of which would cause substantial harm to the competitive position of the person that submitted the information.
>
> Trade secret: Information, including a formula, drawing, pattern, compilation, including a customer list, program, device, method, technique or process that: (1) derives independent economic value, actual or potential, from not being generally known to and not being readily ascertainable by proper means by other persons who can obtain economic value from its disclosure or use; **and** (2) is the subject of efforts that are reasonable under the circumstances to maintain its secrecy. The term includes data processing software by an agency under a licensing agreement prohibiting disclosure.
>
> 65 P.S. §67.102 (emphasis added).
> The Office of Open Records has determined that a third party must establish a trade secret based upon factors established by the appellate courts, which include the following:
> the extent to which the information is known outside of his business;
> the extent to which the information is known by employees and others in the business;
> the extent of measures taken to guard the secrecy of the information;
> the value of the information to his business and to competitors;
> the amount of effort or money expended in developing the information; and
> the ease of difficulty with which the information could be properly acquired or duplicated by others.
>
> See Crum v. Bridgestone/Firestone North Amer. Tire., 907 A.2d 578, 585 (Pa. Super. 2006).
>
> The Office of Open Records also notes that with regard to "confidential proprietary information the standard is equally high and may only be established when the party asserting protection shows that the information at issue is either 'commercial' or 'financial' and is privileged or confidential, and the disclosure ***would*** cause substantial competitive harm." (emphasis in original).

For more information regarding the RTKL, visit the Office of Open Records' website at www.openrecords.state.pa.us.

I-18. Debriefing Conferences. Proposers whose proposals are not selected will be notified of the name of the selected Proposer and given the opportunity to be debriefed, at the Proposer's request. The Issuing Office will schedule the time and location of the debriefing. The Proposer will not be compared with other Proposers.

I-19. News Releases. News releases pertaining to this project will not be made without prior Commission approval, and then only in coordination with the Issuing Office.

I-20. Commission Participation. Unless specifically noted in this section, Proposers must provide all services to complete the identified work. The Commission's Chief Information Officer (CIO) will serve as project executive for this effort and will have final approval authority for the deliverables produced as a result of this project. A Commission project manager, designated by the CIO, will address routine project issues as necessary. Other Commission participation will be limited to providing information about existing applications, participating in walkthroughs, and validating reports and test results.

The Commission will make limited work and meeting space available; however, Proposers should plan to locate the project team off site and to make use of its own reproduction facilities and logistical support.

I-21. Cost Submittal. The cost submittal shall be placed in a separately sealed envelope within the sealed proposal and kept separate from the technical submittal.

I-22. Term of Contract. The term of the contract will commence on the Effective Date (as defined below) and will end within 24 months. The Commission shall fix the Effective Date after the contract has been fully executed by the Proposer and by the Commission and all approvals required by Commission contracting procedures have been obtained. If additional related services are deemed to be required by the Commission upon the successful and timely completion of the original scope of work, the Commission may extend scope and end date of the contract to cover the related services.

I-23. Proposer's Representations and Authorizations. Each Proposer by submitting its proposal understands, represents, and acknowledges that:

a. All information provided by, and representations made by, the Proposer in the proposal are material and important and will be relied upon by the Issuing Office in awarding the contract(s). Any misstatement, omission or misrepresentation shall be treated as fraudulent concealment from the Issuing Office of the true facts relating to the submission of this proposal. A misrepresentation shall be punishable under 18 Pa. C.S. 4904.

b. The price(s) and amount of this proposal have been arrived at independently and without consultation, communication or agreement with any other Proposer or potential Proposer.

c. Neither the price(s) nor the amount of the proposal, and neither the approximate price(s) nor the approximate amount of this proposal, have been disclosed to any other firm or person who is a Proposer or potential Proposer, and they will not be disclosed on or before the proposal submission deadline specified in the response section of this RFP.

d. No attempt has been made or will be made to induce any firm or person to refrain from submitting a proposal on this contract, or to submit a proposal higher than this proposal, or to submit any intentionally high or noncompetitive proposal or other form of complementary proposal.

e. The proposal is made in good faith and not pursuant to any agreement or discussion with, or inducement from, any firm or person to submit a complementary or other noncompetitive proposal.

f. To the best knowledge of the person signing the proposal for the Proposer, the Proposer, its affiliates, subsidiaries, officers, directors, and employees are not currently under investigation by any governmental agency and have not in the last four (4) years been convicted or found liable for any act prohibited by State or Federal law in any jurisdiction, involving conspiracy or collusion with respect to bidding or proposing on any public contract, except as disclosed by the Proposer in its proposal.

g. To the best of the knowledge of the person signing the proposal for the Proposer and except as otherwise disclosed by the Proposer in its proposal, the Proposer has no outstanding, delinquent obligations to the Commonwealth including, but not limited to, any state tax liability not being contested on appeal or other obligation of the Proposer that is owed to the Commonwealth.

h. The Proposer is not currently under suspension or debarment by the Commonwealth, or any other state, or the federal government, and if the Proposer cannot certify, then it shall submit along with the proposal a written explanation of why such certification cannot be made.

i. The Proposer has not, under separate contract with the Issuing Office, made any recommendations to the Issuing Office concerning the need for the services described in the proposal or the specifications for the services described in the proposal.

j. Each Proposer, by submitting its proposal, authorizes all Commonwealth agencies to release to the Commission information related to liabilities to the Commonwealth including, but not limited to, taxes, unemployment compensation, and workers' compensation liabilities.

I-24. Insurance. Proposer will comply with the Insurance requirements as described in Exhibit B-Insurance Requirements.

PART II

INFORMATION REQUIRED FROM PROPOSERS

The Commission is interested in receiving proposals which are straightforward and concise. Proposals must be submitted in the format, including heading descriptions, outlined below. To be considered, the proposal must respond to all requirements in this part of the RFP. Any other information thought to be relevant, but not applicable to the enumerated categories, should be provided as an appendix to the proposal. All cost data relating to this proposal should be kept separate from and not included in the Technical Submittal. Each proposal shall consist of two (2) separately sealed submittals. The submittals are as follows: (i) Technical Submittal, in response to Part II-1.A.through II-1.H**.** hereof; (ii) Cost Submittal, in response to Part II-2 hereof.

The Commission reserves the right to request additional information which, in the Commission's opinion, is necessary to assure that the Proposer's competence, number of qualified employees, business organization, and financial resources are adequate to perform according to the RFP.

The Commission may make such investigations as deemed necessary to determine the ability of the Proposer to perform the work, and the Proposer shall furnish to the Issuing Office all such information and data for this purpose as requested by the Commission. The Commission reserves the right to reject any proposal if the evidence submitted by, or investigation of, such Proposer fails to satisfy the Commission that such Proposer is properly qualified to carry out the obligations of the agreement and to complete the work specified.

II-1 Technical Submittal.

A. Proposal Cover Sheet (Exhibit A)

Show the name of your firm, Federal I.D. number, address, name of contact person, contact person's email and telephone number date and the subject: IT Resource and Service Management Project**, RFP 13-10360-4447.** In addition it is required that all information requested in Exhibit A be provided including information pertaining to location of office performing the work, contact information, listing of all Pennsylvania offices and total number of Pennsylvania employees, and location of company headquarters.

B. Table of Contents

Include a clear identification of the material by section and by page number.

C. Cover Letter and Executive Summary

This letter must be signed by an individual who is authorized to negotiate terms, render binding decisions and commit your firm's resources.

Summarize your understanding of our organization, your understanding of the work to be done and make a positive commitment to perform the work necessary. This section should summarize the key points of your submittal. (Limit to two pages.)

D. Firm Overview (Limit to two pages.)

Provide a brief history and description of your firm's business organization and its consulting service expertise and experience as it relates to the requirements discussed in Part IV of this RFP. Include the location of offices and the number and types of consultants or other relevant professional staff in each office. Discuss your firm's presence in and commitment to the Commonwealth of Pennsylvania. Include a discussion of the specific expertise and services that distinguish your firm.

If you propose to subcontract any of the tasks in your response, the subcontracted firm or firms must be identified in this section. The role of the firm or firms should be explained along with a discussion of the specific expertise and services that the firm or firms contribute to the overall value of your proposal.

E. Personnel

Identify the primary person(s) who will be responsible for managing the relationship with the Commission during the project.

Part IV of this RFP defines the statement of work for this engagement in four task areas. follows:

- Task Area I – Business Reference Modeling and Technology Mapping
- Task Area II – IT Service Management
- Task Area III – IT Financial Management
- Task Area IV – Project Management and Administration

By task area, provide the names, proposed roles, background and experience, current professional licenses, office location and availability of the consulting personnel that would perform the services as described in Part IV of this RFP.

Proposer must submit a current resume for all proposed staff listing relevant experience and applicable professional affiliations. Resumes should be provided as Appendix A of your response.

F. Relevant Experience and Expertise (Limit to six pages.)

Provide a narrative statement regarding your consulting service capabilities and experience as related to Part IV of this RFP. Include the following, by individual task area, for Task Areas I, II and III:

1. A statement regarding your understanding of the requirements of the task area and your ability to provide consulting services in accordance with the same.
2. A description of your firm's experience in providing similar consulting services to other clients, especially other governmental entities and/or similar public/private sector transportation organizations. Include the same information for any subcontractor firms included in your proposal. Describe the business practices that enable you to complete these tasks in an efficient, timely and, at times, expeditious manner.
3. List all clients for which your firm has performed similar work, as described by the specific task area, within the past three years. Although it is not required at this time, the Commission may request Proposers to provide specific reference data at a later date.

If applicable, include a statement regarding any other related specialized consulting services your firm may offer.

G. Approach

Task Area I - Business Reference Modeling and Technology Mapping

In the body of the Technical Proposal, include the following:

1. A description of your firm's approach / methodology for creating a Business Reference Model similar, in content and structure, to the Canadian Municipal Reference Model, Version 2.
2. A description of your strategy for discovering and addressing the full extent of the Commission program and service universe.
3. A description of how you propose to extend your methodology to include both the identification and mapping of system and technology assets (including hardware, software, network and human resources) deployed throughout the Commission.
4. A work plan, including tasks, dependencies, durations and deliverables for development of the Business Reference Model and technology mapping. Include a Gantt chart.
5. A description of quality assurance criteria and processes your team will use to confirm the completeness and correctness of the model and mapping.

In Appendix B of your response include:

1. Examples of data collection templates you propose to use.
2. A description and representative samples of any deliverables proposed above.
3. Representative sections of a Business Reference Model developed by your firm, for another similar-size client.

Task Area II - IT Service Management

In the body of the Technical Proposal, include the following:

1. A description of your proposed approach to implementation and population of a service catalog, including description of how your team will leverage the BRM and inventory mapping to support this task area.
2. A description of your firm's proposed approach to the design and implementation of IT service management improvements and the configuration and integration of the Incident, Problem, Change, Project/Portfolio and IT Asset Management modules of the ServiceNow application.
3. A work plan, including tasks, dependencies and durations for the installation, configuration and pilot of the ServiceNow solution and implementation of improved service management processes. Identify milestones and deliverables. Include a project Gantt chart.
4. A description of quality assurance criteria and processes your team will use to confirm the completeness and correctness of the ServiceNow implementation.
5. A description of your proposed approach to providing post-implementation support, including the roles you will fill and the scope of services you expect to provide.

In Appendix C of your response, include a description for each deliverable identified in your technical proposal for this task area.

Task Area III - IT Financial Management

In the body of the Technical Proposal, include the following:

1. A description of your firm's approach / methodology for implementing an IT Financial Management program. Describe how your team will leverage the work products and processes of the previous two task areas to support this task area and describe how you will integrate Apptio with the service catalog and management components of Task Area II.
2. A generic identification of the Commission data sources (e.g., chart of accounts, headcounts) which will be required to support executive and detail level reporting and a mapping to the metrics the data will support.
3. A work plan, including tasks, dependencies and durations for installation, configuration and implementation of the Apptio application. Identify milestones and deliverables. Include a project Gantt chart.
4. A description of quality assurance criteria your team will use to confirm the completeness and correctness of the Apptio implementation.
5. A description of your proposed approach to providing post-implementation managed services, including the roles you will fill and the scope of services you expect to provide.

In Appendix D of your response, include a description for each deliverable identified in your technical proposal for this task area.

Task Area IV – Project Management, Training and Administration

In the body of the Technical Proposal, include the following:

1. Your view of the critical success factors related to the management of this project.
2. Explain how you will verify that the critical success factors are being achieved.
3. Your understanding of how Task Areas I, II and III are related to one another. Describe any on-going interdependencies.
4. Your proposed approach to keeping Commission management informed of project events and progress.
5. A description of your plan and approach for providing training and educational services throughout the project.

In Appendix E of your response, include a sample project status report.

H. Commitment to Diversity and Inclusion
The Turnpike Commission is committed to the inclusion of disadvantaged, monitory and woman firms in contracting opportunities. Responding firms shall clearly identify DBE/MBE/WBE firms expected to participate in the Contract, in their Proposal. Proposed DBE/MBE/WBE firms must be certified by the Pennsylvania Unified Certification Program (www.paucp.com) at the time of the submission of the proposal. The utilization of disadvantaged, minority and women-owned businesses are encouraged and will be considered a factor in the evaluation determination.

II-2 Cost Submittal.

The information requested in this section shall constitute your cost submittal. **THE COST SUBMITTAL SHALL BE PLACED IN A SEPARATE SEALED ENVELOPE WITHIN THE SEALED PROPOSAL AND ON A CD-ROM, SEPARATE FROM THE TECHNICAL SUBMITTAL.**

Proposers should **not** include any assumptions in their cost submittals. If the proposer includes assumptions in its cost submittal, the Issuing Office may reject the proposal. Proposers should direct in writing to the Issuing Office pursuant to Part I-9, Questions and Answers of this RFP any questions about whether a cost or other component is included or applies. All Proposers will then have the benefit of the Issuing Office's written answer so that all proposals are submitted on the same basis.

The Proposer must complete Exhibit C (Cost Breakdown). Proposer must provide information that identifies the Resources (by position) that will be devoted to the effort, the average loaded rate for those resources and the number of hours each will devote to the effort. The table must also identify any other direct costs that went into calculating the Proposer's cost.

A. The sum of the loaded rates times the number of hours for each position, plus the other direct costs must equal the total fixed price cost for Task Areas I and IV.
B. Time and material estimates for Task Areas II and III should equal the not-to-exceed cost for approved milestones.

Any costs not provided in the cost proposal will be assumed as no charge to the Commission.

Financial commitments to DBE/MBE/WBEs should be identified in the Cost Submittal and should be expressed in terms of the percentage of the total cost of the proposal.

Invoicing should occur monthly:

A. Proposers should expect to invoice the total fixed price cost for Task Area I on the invoice representing the month in which formal acceptance of the final deliverable for the task area is achieved.
B. Invoicing for Task Areas II & III should be based upon the completion of project milestones identified in the Proposer's work plan and agreed upon by the Commission. These charges should be reflected in the invoice covering the month during which the milestone was completed.
C. Invoicing for Task Area IV should occur monthly with costs distributed equally over the 24 month term of the contract.

The Contractor shall only perform work on the Contract after the Effective Date is affixed and the fully-executed contract sent to the selected Proposer. The Commission shall issue a written Notice to Proceed to the selected Proposer authorizing the work to begin on a date which is on or after the Effective Date. The Contractor shall not start the performance of any work prior to the date set forth in the Notice of Proceed and the Commission shall not be liable to pay the Contractor for any service or work performed or expenses incurred before the date set forth in the Notice to Proceed. No Commission employee has the authority to verbally direct the commencement of any work under the Contract.

PART III

CRITERIA FOR SELECTION

III-1. Mandatory Responsiveness Requirements. To be eligible for selection, a proposal shall be (a) timely received from a Proposer; and (b) properly signed by the Proposer.

III-2. Technical Nonconforming Proposals. The two (2) Mandatory Responsiveness Requirements set forth in Section III-1 above (a&b) are the only RFP requirements that the Commission will consider to be non-waivable. The Issuing Office reserves the right, in its sole discretion, to (1) waive any other technical or immaterial nonconformities in the proposal, (2) allow the Proposer to cure the nonconformity, or (3) consider the nonconformity in the evaluation of the proposal.

III-3. Proposal Evaluation. Proposals will be reviewed, evaluated, and rated by a Technical Evaluation Team (TET) of qualified personnel based on the evaluation criteria listed below. The TET will present the evaluations to the Professional Services Procurement Committee (PSPC). The PSPC will review the TET's evaluation and provide the Commission with the firm(s) determined to be highly recommended for this assignment.

The Commission will select the most highly qualified firm for the assignment or the firm whose proposal is determined to be most advantageous to the Commission by considering the TET's evaluation and the PSPC's determination as to each firm's rating. In making the PSPC's determination and the Commission's decision, additional selection factors may be considered taking into account the estimated value, scope, complexity and professional nature of the services to be rendered and any other relevant circumstances. Additional selection factors may include, when applicable, the following: geographic location and proximity of the firm, firm's Pennsylvania presence or utilization of Pennsylvania employees for the assignment; equitable distribution of work; diversity inclusion; and any other relevant factors as determined as appropriate by the Commission.

Award will only be made to a Proposer determined to be responsive and responsible in accordance with Commonwealth Management Directive 215.9, Contractor Responsibility Program.

III-4. Evaluation Criteria. The following criteria will be used, in order of relative importance from the highest to the lowest, in evaluating each proposal:

1. Proposer and Personnel Qualifications and Experience
    a. Proposer's relevant experience and expertise in performing consulting services as they relate to the requirements discussed in Part IV of this RFP. The Proposer's experience in business modeling and IT service and financial management will all be considered in the evaluation of this factor.
    b. Qualifications, experience and competency of professional personnel who will be assigned to the contract by the Proposer including tenure with firm, length of time in the industry and type of experience.
    c. Financial ability of the Proposer to undertake a project of this size.
    d. Response of references if the Commission elects to solicit them.

2. Approach
    a. Understanding of the Commission's needs and scope of work.
    b. Soundness of proposed approach, methodology, and deliverables for conducting consulting, systems integration and managed services as related to the requirements discussed in Part IV of this RFP.

c. Quality, completeness and applicability of sample deliverables provided.
d. Responsiveness, organization, succinctness and clarity of Proposal.

3. Cost.
While this area may be weighted heavily, it will not normally be the deciding factor in the selection process. The Commission reserves the right to select a proposal based upon all the factors listed above, and will not necessarily choose the firm offering the best price. The Commission will select the firm with the proposal that best meets its needs, at the sole discretion of the Commission.

4. Disadvantaged, Minority and Women Business Enterprise (D/M/WBE).
This refers to the inclusion of D/M/WBE firms, as described in Part II-1.H**,** and the extent to which they are expected to participate in the Contract. Participation will be measured in terms of total dollars committed or percentage of total contract amount to certified D/M/WBE firms.

PART IV

WORK STATEMENT

IV-1. Objectives.

General.

The Commission is interested in providing greater structure in its technology environment and in improving its ability to understand and evaluate the true cost and allocation of its technology investments.

Specific.

Critical components of this general objective include:

a. Determining the functional and organizational aspects of the core business of the Commission and associating the enterprise-wide inventory of technology resources to the processes they support.
b. Standardizing, honing, and managing IT support processes.
c. Accurately associating technology-related costs to the business services they support.

IV-2. Nature and Scope of the Project.

The scope of work for this project includes the following four Task Areas which are defined in detail in Section IV-4.

- Task Area I – Business Reference Modeling and Technology Mapping
- Task Area II – IT Service Management
- Task Area III – IT Financial Management
- Task Area IV – Project Management and Administration

This is an enterprise level project which calls for experienced consulting services. The scope of the project covers the full span of Commission operations. This includes the offices under the jurisdiction of the Chief Executive Officer (CEO) as reflected in the abbreviated organization chart provided in Chart 1 below.

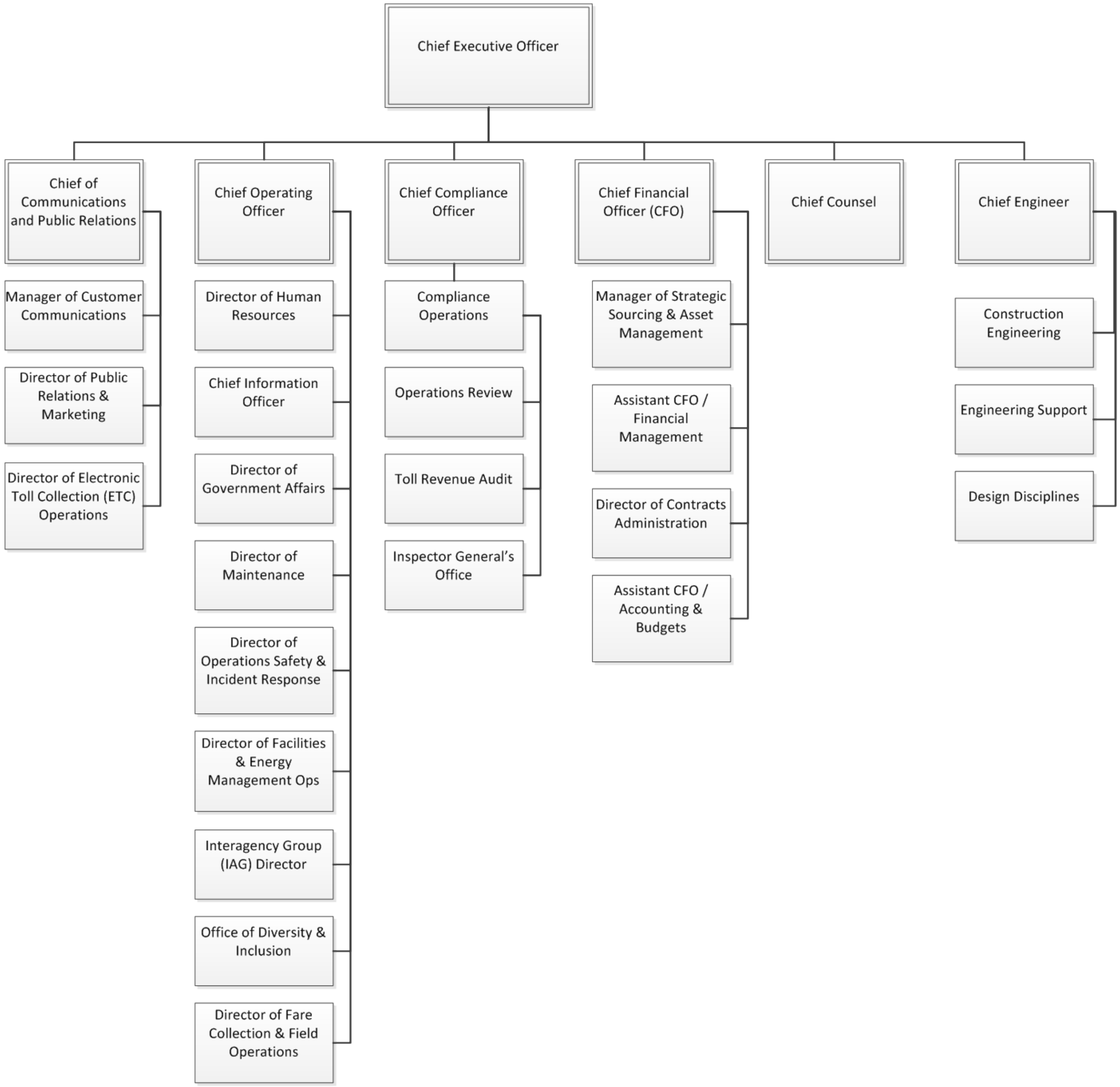

Chart 1

IV-3. Requirements.
The Commission expects project activities and deliverables to be performed in accordance with relevant accepted industry practices. This section describes the standards, guidelines and timeframes that should drive the delivery of services.

1. <u>Task Area I</u>: The Business Reference Model should be patterned after the Canadian Municipal Reference Model, Version 2.

a. The model should cover all programs and services provided by the Commission. It should identify the key processes which contribute to the performance of services.
b. Information technology (IT) resources (hardware, software, network and human) should be mapped to services and processes they support. This includes both in-house as well as contracted resources throughout the offices under the jurisdiction of the CEO.

c. Task Area I should be completed within the first three months of the project.

2.Task Area II: The Commission has identified the ServiceNow Service Desk cloud service as its planned replacement for its current service desk software. Proposals should account for this decision. (Proposers may suggest alternative solutions for Task Area II; however, the suggestions must be justified and supported by verifiable benefits.)

a. The ITIL/ITSM framework should be used to guide Task Area II activities and to support the service catalog created as a result of this task area.
b. Within the first six months of the project, the Supplier should complete the following:
   - All activities associated with the design and implementation of the service catalog
   - Initial ITSM training to Commission management staff
   - The gap analysis between current Commission service management processes, including incident, problem, change, and project\portfolio management and ITSM standards
c. Within the first nine months of the project, the Supplier should complete the following:
   - Full implementation and integration of the ServiceNow Service Desk application to support incident, problem, change, and project\portfolio management.
   - Limited implementation of the IT Asset Management module to support the Commission's inventory of PCs and printers.
   - Implementation of the time keeping module.
   - A detailed training plan for Commission IT staff (to be implemented within the following 15 months)
d. Follow-on activities to provide training and improve service management processes should continue for the duration of the contract period.

For planning purposes, it can be assumed that the ServiceNow Service Desk application will be under contract by the start date of the project covered by this RFP.

3.Task Area III: The Commission has identified the Apptio Service Costing cloud service as its preferred solution for supporting Task Area III, IT Financial Management. Proposals should account for this decision. (Proposers may suggest alternative solutions for Task Area III; however, the suggestions must be justified and supported by verifiable benefits.)

a. The Supplier will be expected to complete activities associated with the initial configuration, integration and population of Apptio services within the first nine months of the project. This includes both the Cost Transparency and Application Optimization modules as described in Part IV-4.
b. The integration must reflect the service catalog and improved processes implemented by Task Area II.
c. Follow-on activities to implement additional data feeds and develop customized reports should continue, in a managed services environment, for the duration of the contract period.

For planning purposes, it can be assumed that Apptio services will be under contract by the start date of the project covered by this RFP.

4.Task Area IV: The Supplier will be expected to manage each of the first three task areas in accordance with project plans preapproved by the Commission's CIO.

The following section describes the specific tasks for this project.

IV-4. Tasks.

This section describes what the Supplier is expected to do and what it is expected to produce. The work required for this project is detailed in four task areas.

The task area descriptions in this section are intended to provide an overview of the work to be performed. The Commission expects the Supplier to apply its experience in performing similar projects for previous clients to identify and perform the tasks required to allow the Commission to meet its stated objectives and goals.

The description of each task area identifies the minimum deliverables that must be provided to the Commission. For each deliverable, the Supplier is expected conduct at least two structured walkthroughs with Commission-designated personnel. A design walkthrough should present the Supplier's plan for the scope, organization and content of the deliverable. This walkthrough should be conducted early in the task plan as a means of validating the alignment of expectations. A second walkthrough should be conducted when the deliverable is considered functionally complete and prior to final formatting and production.

Task Area I: Business Reference Modeling and Technology Mapping

Task Area I- Goals:

a. To establish a common language and structure for describing the business of the Commission from the perspective of its employees and stakeholders.
b. To relate the system and information technology resources (hardware, software, network and human) of the Commission to the business services they support.
c. To support an assessment of how well the distribution of resources compares to business priorities and identify areas that may be under served.

Task Area I - Definitions:

a. Program - A high level Commission initiative undertaken to attain measurable *outcomes*.
b. Service – The provision of specific *outputs* that satisfy the needs of clients and contribute to the achievement of program goals.
c. Process - A linked sequence of activities and tasks that creates value by turning inputs into a more valuable output.
    - A *service delivery process* directly supports or enables the delivery of one or more service outputs.
    - A *management process* supports the management of an organization, including the planning, design, provision and monitoring/evaluation of programs and services.
d. Technology Resource – an asset used to perform activities.
    - An *infrastructure resource* consists of hardware, software and network assets.
    - A *professional resource* consists of personnel with a full-time or part-time responsibility for performing technology-related tasks.
e. Outcome: a result or change for individuals, groups, communities, organizations, communities, or systems.
f. Output: an activity, event or product that reaches people who are targeted.

Task Area I - Task Descriptions:

The selected Supplier will be expected to create a Business Reference Model (BRM) and technology mapping which comprehensively and accurately reflect the work of the Commission. At a minimum, the model should answer the following questions:

a. What *programs* does the Commission enable?
b. For each program, what *services* does it deliver?
c. What *service delivery processes* occur to deliver specific services?
d. What *management processes* occur to support delivery of specific services?
e. To what extent have processes been automated?
f. What *infrastructure and professional resources* are used to support the performance of specific processes?

These questions should be answered in the form of a hierarchy that details the Commission's programs, services, processes and resources as depicted in Chart 2.

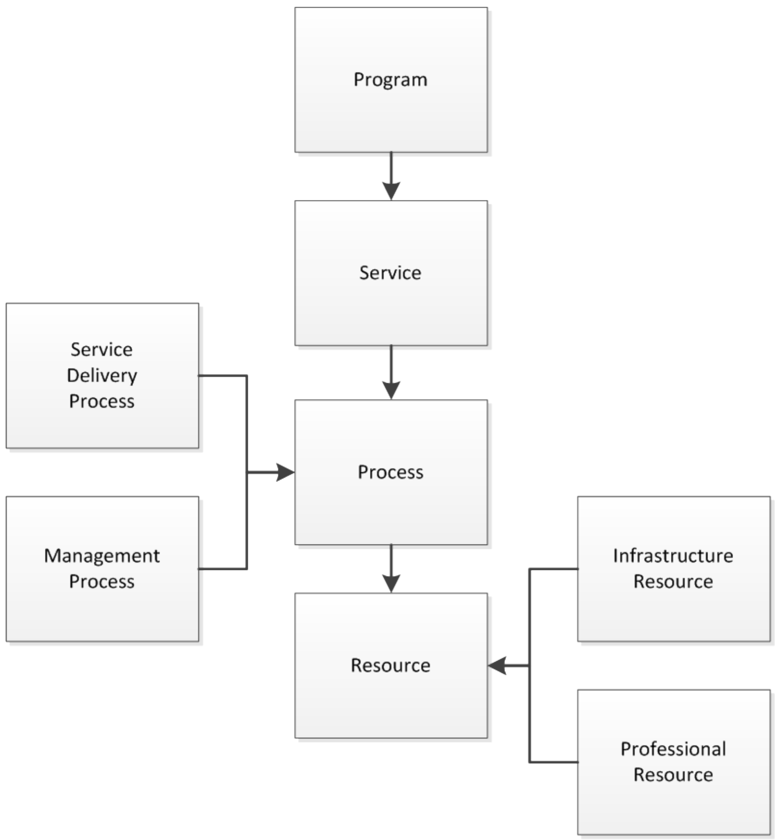

Chart 2

The Supplier will be responsible for managing the scope, timeline and outcomes of this task area.

a. At this time there is no comprehensive inventory of IT resources. It is recognized that IT resources are distributed throughout the organization depicted in Chart 1; however the nature and extent of these resources are not known. Consequently, a complete mapping of resources to processes and services will require a significant discovery process.
b. Information for this task area should be captured and presented at a level of detail adequate to support the Task Areas II and III.

The required deliverables for this task area include:

a. A BRM and technology mapping in the form of a document provided in hardcopy and on CD.
b. Guidelines for maintaining the BRM and technology mapping.
c. A task area close-out report identifying any outstanding issues or incomplete tasks.

<u>Task Area II</u>: <u>IT Service Management</u>

Task Area II - Goals:

a. To develop an extensible service catalog that provides Commission employees with a simple and familiar way to request IT related goods and services.
b. To replace current service desk support software with a new application to support incident, problem and change management.
c. To replace current PC and printer tracking software with a new application which integrated with help desk services.
d. To provide the foundation for the application of ITIL/ITSM standards to processes performed by the Commission's technology staff.
e. To implement a project and portfolio management process that meets the project management and project portfolio and prioritization needs of the Commission's technology staff
f. To implement quality IT services that meet the needs of the Commission through an appropriate mix of people, process and information technology.

Task Area II – Definitions:

a. Incident Management – the activities associated with restoring quality service following a disruptive incident.
b. Problem Management – the activities associated with identifying, documenting and remediating root causes of known problems.
c. Change Management – the activities associated with understanding the potential impact of a change. This includes determining associated risk and projecting likely schedule conflicts.
d. Project\Portfolio Management – the activities associated with the processes and methods used by project managers and project management offices (PMOs) to analyze and collectively manage a group of current or proposed projects. This includes project prioritization and determining the optimal resource mix for delivery and scheduling activities to best achieve an organization's operational and financial goals.

Task Area II - Task Descriptions:

1. The Supplier will be expected to design, populate and implement a centralized service catalog and to configure and integrate the Service Desk components (Incident, Problem, Change, IT Asset Management, and Project \ Portfolio management modules) of the ServiceNow application. As part of this task, the Supplier will be expected to use the Content Management feature of the application to customize the web interface that will be used by Commission employees.

    a. Following the integration of the ServiceNow modules, any in-progress items from the current help desk software, Microsoft Service Manager, should be converted and loaded to Service Desk. The use of Microsoft Service Manager for incident, problem and change management should be discontinued with no loss of functionality or adverse impact to Commission users.

b. Current data related to the Commission's PC and printer inventory should be loaded to the IT Asset Management module. The use of BMC Track-It! for this purpose should be discontinued with no loss of functionality or adverse impact to Commission users.

The Commission will continue to use the Microsoft configuration management database.

2. The activities associated with the implementation of the ServiceNow service catalog and Service Desk modules should support technical and business users in performing the following functions:

   a. Browsing the service catalog to support requests for defined technical services
   b. Fulfillment of services through the configuration of a Commission-specific workflow
   c. Quickly restoring quality service following a disruptive incident (incident management)
   d. Accurately identifying, documenting and remediating root causes of known problems (problem management)
   e. Fully understanding the potential impact of a change. This includes determining associated risk and projecting likely schedule conflicts (change management).
   f. Allowing for two way communication between users and service desk staff

3. The Supplier will be expected to identify and reflect best practices, as defined by ITIL/ITSM standards in each of these activities. In addition, the Supplier will be expected to provide training throughout the period of the contract.

   a. The Supplier will be expected to provide introductory ITSM training to Commission managers and supervisors. The number of managers and supervisors to be trained will not exceed 20. Training may be delivered on-line or on-site (in Commission facilities). If on-site training is proposed, no more than 10 managers and supervisors may be scheduled for a single session.

   b. The Supplier will be expected to provide ITIL fundamentals training to designated Commission staff. The number of staff to be trained will not exceed 80. Training may be delivered on-line or on-site (in Commission facilities). If on-site training is proposed, a maximum of ten Commission staff should be scheduled per session.

   c. The Supplier will also be expected to provide additional training to educate designated Commission IT service support staff in any areas for which gaps exist between current and improved processes. This training should be targeted to specific subsets of staff based upon their assigned responsibilities.

4. The Commission will expect the Supplier to manage the ServiceNow implementation for the duration of the contract period. Managed services during this period should include:

   a. Refining functionality of the processes supported the ServiceNow implementation.
   b. Providing operational governance.
   c. Preparing Commission staff to assume post-turnover responsibility for managing the ServiceNow implementation.

5. The Supplier will be responsible for managing the scope, timeline and outcomes of this entire task area. The required deliverables for this task area include:
   a. An operating ServiceNow instance supporting the Commission's service catalog and its incident, problem, change, asset, and project\portfolio management functions.
   b. Related user and technical documentation.

c. A gap analysis between current service management processes and ITSM standards including an associated mitigation plan.
d. A training plan and roadmap for ITSM.
e. Recommended metrics for gauging progress in improving IT Service Management outcomes.
f. A task area close-out report identifying any outstanding issues or incomplete tasks, any concerns that might affect future IT Service Management program activities: and options for next steps to support the continued expansion of the IT Service Management program.

Task Area III: IT Financial Management

Task Area III - Goals:

a. To consolidate and allocate enterprise-wide IT cost data to business processes and services.
b. To provide insight into cost drivers for IT resources and services.
c. To enable better informed decisions regarding current and future IT expenditures.

Task Area III – Task Descriptions:

The focus of this Task Area is on identifying, provisioning and modeling the data needed to support analysis of cost drivers and financial data. The Supplier will be expected to define and implement a plan to improve financial transparency - providing a full picture of IT costs, quality and value as they affect the Commission's business. Following implementation, the Supplier will be expected to provide managed services for the remainder of the contract period.

Apptio IT Service Costing has been identified as a core enabling technology for supporting financial transparency. The Supplier will be expected to deploy the Apptio Service Costing foundation from its "out-of-the-box" state. The scope of this effort includes both the Cost Transparency and Application Optimization modules.

1. The Cost Transparency module supports the modeling and measurement of the fully burdened costs of IT resources, projects and services. The scope of work related to the Cost Transparency module includes:

   a. Start-up activities such as populating the Services Library (based upon the work completed through Task Areas I and II) and identifying the exact data sets that must be collected from IT and financial management systems.
   b. Business alignment activities such as the generation and socialization of reports which provide a consolidated view of how costs will be allocated to services.
   c. Implementation activities such as the support to self-service analytics, which provide an intuitive approach for users to create and save reports, and creation of IT executive and financial dashboards.

2. The Application Optimization module analyzes consumption, utilization and cost information. The scope of work related to the Application Optimization module includes:

   a. Extending the cost model to provide specific insight into total cost of ownership (TCO) and performance metrics related to the Commission's SAP implementation and other applications.
   b. Providing reporting capabilities against SAP metadata to enable insights into SAP unit costs, SAP license consumption and utilization, utilization of servers supporting the SAP application, and the SAP application TCO.

3. Following the integration of the Cost Transparency and Application Optimization modules, the Commission will expect the Supplier to administer the Apptio implementation for the remainder of the contract period. At a minimum, Apptio-related managed service tasks should include:

   a. Performing data imports and addressing data quality or mapping issues.
   b. Managing, extending and running reports.
   c. Providing operational governance.
   d. Developing technical and user documentation.
   e. Preparing Commission staff to assume post-turnover responsibility for managing the Apptio implementation.

4. The Supplier will be responsible for managing the scope, timeline and outcomes of this task area. The required deliverables for this task area include:
   a. The integration of the Apptio Cost Transparency and Application Optimization modules.
   b. Related user and technical documentation.
   c. Recommended metrics for gauging progress in improving IT Financial Management outcomes.
   d. A task area close-out report identifying any outstanding issues or incomplete tasks, any concerns that might affect future IT Financial Management program activities and options for next steps to support the continued expansion of the IT Financial Management program.

To be considered successful, the implementation must provide reports which identify and allocate costs at a level that is understood by business unit management at the Commission.

<u>Task Area IV</u>: <u>Project Management and Administration</u>

1. Task Area IV - Goals:

   a. To confirm that the Supplier's work meets the Commission's needs.
   b. To avoid undesirable surprises.
   c. To avoid the requirement for rework.

2. Task Area IV - Task Descriptions:

The Supplier will be expected to assign a project manager and team leads who have experience in successfully delivering projects of a similar size, scope and complexity. The initial project plans submitted as part of the RFP response should be maintained and updated to reflect project progress. The Supplier should arrange for structured walkthroughs throughout the project as described at the beginning of this section. The required deliverables for this task area include the reports described in Section IV-5 of this RFP.

IV-5. Reports and Project Control.

The Supplier will be expected to provide the following project control reports and documentation.

a. <u>Task Plan</u>. A work plan, by task area, which identifies the work elements of the task area, the resources assigned and the time allotted to each activity, and the deliverable items to be produced. The initial task plans provided in response to the RFP should be updated on a regular basis. They should form the basis of progress reporting. Any changes to the work plan that impact scheduling or costs should be brought to the attention of the Commission's CIO immediately upon becoming known.

b. Status Report. A bi-weekly progress report covering activities, problems, and recommendations; the report should be keyed to the work plans.

c. Problem Identification Report**.** An "as required" report, identifying problem areas. The report should describe the problem and its impact on the overall project and on each affected activity. It should list possible courses of action with advantages and disadvantages of each, and include recommendations with supporting rationale.

d. Project Close-Out Report**.** A final report, provided at the conclusion of the contract period which describes lessons learned.