



CAI Indiana MSP QPA #58993
Statement of Requirements for
Information Technology Project Services

Agency: Indiana Office of Technology (IOT)

Project Name: ServiceNow OCM

Date: 12/06/24

Statement of Requirements (SOR)

Information Technology Project Services

Solicitation Schedule

Activity	Date
Issue Request for Information Technology (IT) Project Services	12/6/24
Deadline for IT Project Vendors to Submit Written Questions, via Q&A Template, to CAI.SOIN.Projects@cai.io by 2:00pm EDT	12/16/24
Answers to Written Questions	12/20/24
Proposals Due in VectorVMS by 2:00pm EDT	1/3/24
Evaluation of Proposals	1/17/24
Best and Final Offers	1/24/24
Services Awarded	1/31/24
Services Start	Upon fully executed work order and issuance of purchase order

The above timeline is only an illustration of the Request for ITCS process. The dates associated with each step are not to be considered binding. Due to the unpredictable nature of the ITCS process in general, these dates are commonly subject to change. At the conclusion of the evaluation process, all Respondents will be informed of the Evaluation Team's findings.

During the procurement process, IT Vendors are to have no contact with the Agency. Such action may disqualify Respondent from further consideration for an award or contract resulting from this process.

Conflict of Interest

Any person, firm or entity that is actively assisting with and/or participating in the project identified in this solicitation document is prohibited from submitting a proposal to this specific IT Statement of Requirements. For the purposes of this solicitation, a "person" means a State officer, employee, special State appointee, or any individual or entity working with or advising the State.

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Project Background

PROJECT OVERVIEW

1. IT Project Identification

a. Project Purpose and Objective

Provide Organizational Change Management and Training Services for the State of Indiana's ServiceNow Implementation Phases 1 and 2.

- i. Phase 1 scope includes Core System Setup, Configuration Management (CMDB), and IT Service Management (ITSM). The Scope of the ITSM implementation includes Incidents, Requests, Changes, Service Catalog, and Knowledge Management.
- ii. Phase 2 scope includes Strategic Asset Management (SAM) and Strategic Portfolio Management (SPM).

b. Background

The State of Indiana has invested in ServiceNow to replace its existing ITSM system Alemba. The state has hired ServiceNow implementation services to complete the implementation but needs a third party to perform Organizational Change Management tasks to complete a successful roll out. IOT expects to capitalize on the ServiceNow best practices, leveraging these to create a smooth implementation transition.

c. High-Level Project Timeline

Project kickoff is estimated in January. From there it is estimated that there will be a **15–20-week implementation to complete phase 1**. Here is the high-level timeline for Phase 1.

Phase 1 Estimated Timeline

Initiate (1 week)	Execute (8 weeks)	Deliver (4 weeks)	Close (2 weeks)	Agency Rollout (3 weeks)
<ul style="list-style-type: none"> Organize team Formal kick-off Set up/Validate the environment 	<ul style="list-style-type: none"> Run Agile Scrum cycles Define support processes and hyper care approach Execute communications and awareness roadshows Plan for system and UAT 	<ul style="list-style-type: none"> System testing and user acceptance testing Go-live planning Operational readiness Training Go-live in IOT 	<ul style="list-style-type: none"> Operational handover Post-live support Lessons learned Measure value and champion success Formally close Phase 1 	<ul style="list-style-type: none"> Rollout ServiceNow Incident Management to approx. 100 agencies

As Phase 1 nears completion, we will begin Phase 2 (Strategic Asset Management and Strategic Portfolio Management). **The estimated timeline for Phase 2 is 5-8 weeks.**

d. User Roles & Types of Training

- **32,000 State Employees** (End Users) – All employees should have some basic knowledge that ServiceNow exists, what it is used for, and how to link to the portal.
- **16,000 Submitters** (Individuals who frequently or infrequently enter tickets) – How to successfully enter and manage tickets.
- **Fulfillers** (Individuals who perform the work to complete tickets) – Licenses users from all agencies who will be in the instance daily to complete tickets.
- **Approvers** (Individuals who approve tickets) – Licensed users from all agencies who will be in ServiceNow frequently to approve tickets as needed.

e. Total Duration (Months)

6-9 months

f. Drivers for IT Services Needs

Implementation of new ServiceNow ITSM system.

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2. Acronyms/Definitions

Acronym	Definition
MSP	Managed Service Provider
SOW	Statement of Work
SOR	Statement of Requirements
IT	Information Technology
SOI	State of Indiana
MAQ	Management Assessment / Quality
BAFO	Best and Final Offer
IDOA	Indiana Department of Administration
DWD	Department of Workforce Development
DOR	Department of Revenue
APRA	Access to Public Records Act

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3. Project Scope of Work

The SOI requires IT services for the project described in Section 1, “IT Project Identification” above.

Information Technology pre-implementation and post-implementation OCM services required from the IT Vendor shall include:

- Assess Change Readiness across all Stakeholders
- Develop and Execute Change Management Strategy & Plan
- Identify Resistance risks and create Change Resistance Plan
- Create and Execute Change Management Communication Plan
- Create and Execute Help Desk/Technical Support User and End User Training Plans including videos, recordings, documentation, and FAQs.
- Develop Training Materials and Deliver. Provide post-training support
- Develop Change Impact Analysis, Adoption Monitoring, and method to measure impact (post-live).

4. Project Deliverables

The following list identifies the deliverables for the IT services described in Section 3, “IT Project Scope of Work” and for the project described in Section 1, “IT Project Identification” above. The SOI reserves the right to change due dates, in its sole discretion.

- Change Readiness Assessment for all Stakeholders
- Change Management Strategy & Plan
- Change Resistance Plan
- Change Management Communication Plan
- Training Plan for Help Desk/Technical Support Users and End Users including videos, recordings, documentation, and FAQs.
 - Training scope to include changes in business processes and software features.
 - Most training is expected to be virtual. In some instances we may need onsite training in designated training rooms.
- Training Materials including videos, recordings, documentation, and FAQ’s. Training materials to include changes in business processes along with software features.
- Change Impact Analysis, Adoption Monitoring, and Measured Impact (post-implementation)

5. Additional Vendor Information

The following list includes additional information required from the vendor:

- Describe your firm’s OCM approach/methodology
- Describe your firm’s ServiceNow experience and knowledge supporting implementation OCM efforts. Include years of experience, number of clients, and OCM outcomes.
- Change Management Communication Plan

The IT Vendor shall notify the SOI of an anticipated delay of any deliverable, as far in advance of the due date as possible.

Once the project progresses to within 90 days prior to an upcoming phased or final go-live, the SOI expects the IT Vendor to generate IT status reports and updates more frequently as deemed appropriate by the SOI and IT Vendor to ensure timely and valuable feedback leading up to each project go-live.

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Evaluation Process and Criteria

Proposals will be evaluated based upon the proven ability of the Respondent to satisfy the requirements of the ITCS in a cost-effective manner.

Summary of Evaluation Criteria:

Criteria	Points
1. Adherence to Mandatory Requirements	Pass / Fail
2. Management Assessment / Quality (MAQ)	60 available points
3. Cost (Cost Proposal)	35 available points
4. Buy Indiana	5 available points
Total	100 available points

All proposals will be evaluated using the following approach.

Step 1

In this step proposals will be evaluated against Criteria 1 to ensure that they adhere to Mandatory Requirements. Any proposals not meeting the Mandatory Requirements will be disqualified.

Step 2

The proposals that meet the Mandatory Requirements will then be scored based on Criteria 2 and 3 ONLY. This scoring will have a maximum possible score of 95 points. All proposals will be ranked based on their combined scores for Criteria 2 and 3 ONLY. This ranking may be used to create a "short list". Any proposal not making a "short list" will not be considered for any further evaluation.

***NOTE:** Step 2 may include one or more rounds of proposal discussions, oral presentations, clarifications, demonstrations, etc. focused on cost and other proposal elements. Step 2 may include a second "short list".

Step 3

If the State conducts additional rounds of discussions and a best and final offer (BAFO) round which lead to changes in either the MAQ or Cost sections for the listed Respondents, their scores will be recomputed.

The short-listed proposals will then be evaluated based on all the entire evaluation criteria outlined in the table above.

Step 4

The response receiving the highest combined Total score, as outlined in the table above, will receive the award.

The below describes the different evaluation criteria.

Adherence to Requirements [Pass / Fail]

Respondents passing this category move to Step 2 and the proposal is evaluated for Management Assessment/Quality and Price.

Management Assessment / Quality [60 available points]

Proposals will be evaluated based upon the proven ability of the Respondent to satisfy the requirements of this Request for ITCS.

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Cost [35 available points]

Cost scores will be normalized to one another, based on the lowest cost proposal evaluated. The lowest cost proposal receives a total of 35 points. The normalization formula is as follows:

$$\text{Respondent's Cost Score} = (\text{Lowest Cost Proposal} / \text{Total Cost of Proposal}) \times 35$$

Buy Indiana [5 available points]

Respondents qualifying as an Indiana Company will receive 5 points in this category.

It is the Respondent's responsibility to confirm its Buy Indiana status for this portion of the process. If a Respondent has previously registered its business with IDOA and wishes to be certified as a Buy Indiana entity, go to

<https://www.in.gov/idoa/2467.htm>.

Respondents that have not previously registered with IDOA must go to <https://www.in.gov/idoa/2467.htm> and follow the steps outlined in the paragraph above to certify your business' status. The Respondent's Buy Indiana status must be finalized when the solicitation response is submitted.

Respondent must clearly indicate which preference(s) they intend to claim (Respondent will only be evaluated on the criteria selected/cited from IC 5-22-15-20.5). Be sure to allow sufficient time to complete this process, at least twenty (20) business days.

Defining an Indiana Business:

"Indiana business" refers to any of the following:

- (1) A business whose principal place of business is located in Indiana.
- (2) A business that pays a majority of its payroll (in dollar volume) to residents of Indiana.
- (3) A business that employs Indiana residents as a majority of its employees.
- (4) A business that makes significant capital investments in Indiana.
- (5) A business that has a substantial positive economic impact on Indiana.

Substantial Capital Investment:

Any company that can demonstrate a minimum capital investment in Indiana of \$5 million or more in plant and/or equipment or annual lease payments in Indiana of \$2.5 million or more shall qualify as an Indiana business under I.C.5-22-15-20.5 (b)(4).

Substantial Indiana Economic Impact:

Any company that is in the top 500 companies (adjusted) for one of the following categories: number of employees (DWD), unemployment taxes (DWD), payroll withholding taxes (DOR), or Corporate Income Taxes (DOR); it shall qualify as an Indiana business under I.C. 5-22-15-20.5 (b)(5).

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Supplier Response

All items listed below are mandatory. Supply the requested information in the blue-shaded areas and indicate any attachments that have been included. If they are not included, the proposal may be failed and not further considered.

Proposals must be submitted as a single PDF. **When claiming confidential information, if applicable, the State should receive two PDF documents.** See the following section for further detail.

CONFIDENTIAL INFORMATION

Respondents are advised that materials contained in proposals are subject to the Access to Public Records Act (APRA), IC 5-14-3 et seq., and, after award, the entire Request for Projects Services file may be viewed and copied by any member of the public, including news agencies and competitors.

Respondents claiming a statutory exception to the APRA must indicate so on a separate attachment labeled “**Confidential Documentation Listing**”. That document should include the following information:

- List all documents where claiming a statutory exemption to the APRA
- Specify which statutory exception of APRA that applies for each PDF
- Provide a description explaining the manner in which the statutory exception to the APRA applies for each document.

When claiming confidential information, respondents should submit two versions of their response: 1) a confidential version (for the State’s review and evaluation) and 2) a redacted version (for public records requests).

The State reserves the right to make determinations of confidentiality. If the Respondent does not identify the statutory exception, the Procurement Division will not consider the submission confidential. If the State does not agree that the information designated is confidential under one of the disclosure exceptions to APRA, it may seek the opinion of the Public Access Counselor.

Prices are NOT confidential information.

IT Vendor's response shall be submitted in several parts as set forth below. The IT Vendor will confine its submission to those matters sufficient to provide an adequate basis for the SOI evaluation of the IT Vendor. This response will be incorporated by reference into the final statement of work. The following sections and answers to the following questions should be completed in entirety:

COMPANY INFORMATION

1. Official registered name (Corporate, D.B.A., Partnership, etc.), address, and main telephone number.
2. Key contact name, title, address (if different from above address), and direct telephone number.
3. The person authorized to contractually bind the organization for any proposal against this response and subsequent SOW.
4. Brief history, including year established and the number of years your company has been offering IT Project Services.

GENERAL COMPANY PROFILE

1. Describe your competitive advantage (what sets you apart or your company strength).

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- Describe your experience and expertise on project(s) with similar scope to the project described in Section 1, "Project Overview" above. Explain how you will successfully deliver OCM services for this project.

EXECUTIVE SUMMARY (Please limit to two pages)

This section will present a high-level synopsis of the OCM Vendor's proposal. The Executive Summary should be a brief overview of the engagement and should identify the main features and benefits of the proposed work. Provide the attachment name in the following response area.

REFERENCES

Provide three (3) current corporate or governmental references, including company name, contact name, title, address, telephone number, email address, and client relationship synopsis for similar services.

References:

Contact Information	Duration and Brief Summary of Engagement
Company/Entity:	
Contact:	
Title:	
Telephone:	
Email Address:	
Contact Information	Duration and Brief Summary of Engagement
Company/Entity:	
Name:	
Title:	
Telephone:	
Email Address:	
Contact Information	Duration and Brief Summary of Engagement
Company/Entity:	
Name:	
Title:	
Telephone:	
Email Address:	

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VENDOR RESPONSE AREA

1. Staffing

***NOTE:** Respond with "N/A" if you believe the question(s) are not applicable and provide a brief statement as to why.

- a. Provide an overall project organizational chart that includes roles / responsibilities and percentage allocation for your team as well as expected roles / responsibilities for the SOI team to help ensure project success.

- b. Provide resumes of each staff member identified on your team. For any staff member not yet identified, provide the minimum expected qualifications of the position.

- c. Explain why this resourcing approach will be successful in delivering high-quality OCM services.

2. Organizational Change Management (OCM)

***NOTE:** Respond with "N/A" if you believe the question(s) are not applicable and provide a brief statement as to why.

- a. What is your overall approach and methodology to OCM on this project? How will you measure organizational readiness throughout the project?

- b. What experience and expertise do you have in OCM activities for projects of similar size, scope, and complexity?

- c. Provide a high-level example of your OCM plan from a project of similar size, scope, and complexity that defines the strategy, methodology, and tasks.

- d. Explain where your solution has been implemented. Include when the implementation was completed, the solution used, your project role, project duration, project results, number of users, and the outcomes.

- e. Estimate the overall percentage of mandatory SOI requirements that would (1) be satisfied by currently available materials, (2) require modifications only to satisfy, and (3) require some level of customization to satisfy. These three categories should total 100%.

- f. What tools will you use as part of overall project delivery to include communications, scheduling, document management, training, and others?

- g. Describe your approach to schedule management for the project. How will you track and communicate schedule performance? Provide an example of a high-level schedule for this project to include tasks that your team will own and State-owned tasks in an integrated fashion.

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- h. Describe your approach to communication management for the project. How do you plan to get timely feedback to the SOI? How will you measure communication effectiveness? Provide an example of a high-level communication plan for this project to include who receives what, when, and how.

- i. Describe your status reporting process (format, distribution timeline, distribution methodology, etc.) on projects of similar size, scope, and complexity. Provide an example of a status report.

- j. Describe your expectations of the SOI on this engagement. Specifically, what must the SOI provide with respect to the environment, participation, and processes to enable you to be successful on this project?

- k. Describe your overall risk / issue management approach and methodology. Include how risks and issues will be identified, prioritized, and communicated throughout the project.

- l. Identify and describe 3 to 5 potential key overall project risks given your experience and expertise on projects of similar size, scope, and complexity. Describe how your approach will mitigate those risks to this project.

- m. Provide an example of when you escalated a risk / issue to a client that resulted in measurable value and tangible results.

3. Training

***NOTE:** Respond with "N/A" if you believe the question(s) are not applicable and provide a brief statement as to why.

- a. What is your overall approach to training for this project? Specify the types of training and delivery methods you expect for the various types of project stakeholders to include end users of the solution. How will your team develop and deliver training?

- b. What role will you play, the SOI play, in the various training activities for this project?

- c. What experience and expertise do you have when it comes to training activities for projects of similar size, scope, and complexity?

- d. Provide a high-level example of your training plan from a project of similar size, scope, and complexity that defines the strategy, methodology, and tasks.

- e. What are the key risks / issues that you have faced with previous training activities and what mitigation and contingencies did you identify and put in place? What effect did your action(s) have on the overall project?

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- f. Describe how you will ensure training materials will be kept complete and current throughout the project and beyond.

- g. Describe how you determine if training is effective.

4. Cutover and Support

***NOTE:** Respond with "N/A" if you believe the question(s) are not applicable and provide a brief statement as to why.

- a. What is your overall approach to supporting the solution after project go-live? What is your plan for heightened support (hyper-care) while the solution is stabilized post go-live? How long will hyper-care last?

- b. What role will you play in the support activities post go-live? What role do you expect the SOI to play?

- c. What experience and expertise do you have supporting this solution and similar solutions?

- d. Provide a high-level example of your support plan and cutover plan from a project of similar size, scope, and complexity that defines the strategy, methodology, and tasks.

- e. What are the key risks / issues that you have faced with previous cutover and support activities and what mitigation and contingencies did you identify and put in place? What effect did your action(s) have on the overall project?

- f. Describe how you will ensure support staff will be trained and made ready to successfully support the solution.

- g. Describe how you will monitor support activities and how you will adjust support as needed.

- h. Provide any Service Level Agreements (SLAs) the SOI can expect as part of your support of the solution post go-live.

8. Pricing Summary

Provide your proposed pricing for your solution based on the following Pricing Model.

***NOTE:** Total Project Costs are not to exceed amount submitted / proposed. Price must be **ALL INCLUSIVE**, including, but not limited to, any and all travel, delivery costs or destination fees.

For Deliverable Pricing, cost is calculated as (IT Vendor Payment + (IT Vendor Payment * .0045)).

For Fixed Price, payment is calculated as (IT Vendor Payment + (IT Vendor Payment * .0045)).

For Time and Material, Hourly Bill rate is calculated as (IT Vendor Rate + (IT Vendor Rate * .0045)).

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Deliverable Pricing:

Deliverable	Cost
[Deliverable 1]	\$
[Deliverable 2]	\$
[Deliverable 3]	\$
Total IT Project Services costs (sum of all lines above):	\$

Fixed Price / Monthly Fee:

#	Milestone Event	Schedule	Payment
1			\$
2			\$
3			\$
4			\$
5			\$
TOTAL:			\$

Time and Material / Hourly Billing:

Resource's Position and Description	Hourly Bill Rate	Project Hours	Total Costs
Position and Description:	\$		\$
Position and Description:	\$		\$
Position and Description:	\$		\$
Total Project Hours and Cost:			\$