



CITY OF ATLANTA

Kasim Reed
Mayor

SUITE 1900
55 TRINITY AVENUE, SW
ATLANTA, GA 30303
(404) 330-6204 Fax: (404) 658-7705
Internet Home Page: www.atlantaga.gov

DEPARTMENT OF PROCUREMENT
Adam L. Smith, Esq., CPPO, CPPB, CPPM, CPP,
CIPC, CISCC, CIGPM, CPPC
Chief Procurement Officer
asmith@atlantaga.gov

October 18, 2016

Dear Potential Bidders:

Re: FC-9224, IT Service Management Project

Attached is one (1) copy of **Addendum Number 3**, which is hereby made a part of the above-referenced project.

For additional information, please contact Mr. Clinton L. Johnson, Contracting Officer, at (404) 330-6099 or by email at cljohnson@atlantaga.gov.

Sincerely,

A handwritten signature in blue ink that reads "Adam L. Smith".

Adam L. Smith

ALS/clj

ADDENDUM NO. 3

This Addendum No. 3 forms a part of the Invitation to Bid and modifies the original solicitation package and any prior Addenda as noted below and is issued to incorporate the following:

1. **A total of Seventy-Four (74) Questions and Answers** (see Addendum No. 3 - Attachment No. 1).

Addendum No. 3 for FC-9224, IT Service Management Project on behalf of the Department of Atlanta Information Management is available for pick-up in the Plan Room: City Hall, 55 Trinity Avenue, Suite 1900.

The bid due date has not been modified. Bids are due on Wednesday, November 2, 2016 and should be time stamped in no later than 2:00 p.m. EST and delivered to the address listed below:

Adam L. Smith, Esq., CPPO, CPPB, CPPM, CPP,
CIPC, CISCC, CIGPM, CPPC
Chief Procurement Officer
Department of Procurement
55 Trinity Avenue, S. W.
City Hall South, Suite 1900
Atlanta, Georgia 30303

****All other pertinent information is to remain unchanged****

Acknowledgment of Addendum No. 3

Bidders must sign below and return this form with their bid to the Department of Procurement, 55 Trinity Avenue, City Hall South, Suite 1900, Atlanta, Georgia 30303 as acknowledgment of receipt of this Addendum.

This is to acknowledge receipt of **FC-9224, IT Service Management Project on behalf of the Department of Atlanta Information Management** on this the _____ day of _____, 20__.

Legal Company Name of Bidder

Signature of Authorized Representative

Printed Name

Title

Date

FC-9224, IT Service Management Project - Addendum No. 3
Questions and Responses
Attachment No. 1

Question No.	Reference	Page No.	Addendum Questions	City of Atlanta - Addendum Answers
1	How to Submit	3	Will the City of Atlanta accept USB jump drives in lieu of CD-ROMs?	Yes, in addition to the required one (1) original and seven (7) copies of the bid submittal.
2	Bid Guarantee	6	Please confirm that this bid guarantee does not apply to this solicitation.	There are no bid guarantees associated with FC-9224, IT Service Management Project. Bid Guarantees Not Applicable.
3	Surety Bonds	13	As mentioned multiple times throughout the document, please confirm that no bonds of any type are required for this solicitation.	There are no surety bonds associated with FC-9224, IT Service Management Project.
4	Bid Bond	25-36	Please confirm that a bid bond is not required for this solicitation.	There are no bid bonds associated with FC-9224, IT Service Management Project.
5	Form 4.2	38	Please confirm that this form is not required for this solicitation.	There are no bid bonds associated with FC-9224, IT Service Management Project.
6	Form 7	41	Is the "Total Amount of Contract Including Change Orders" required for each reference? Based on our NDAs with our commercial/private customers, we are unable to share this information.	Please specify Total Amount of Contract plus change orders %, exceed amount, average or range.
7	Submittal Checklist	42	Do the "Not Applicable" forms (e.g. Bid Bond Forms) still need to be included in our official bid or can the documents be left out of our response?	If forms are not applicable, you do not need to complete them.
8	Master Technology Agreement	45-75	Is it the expectation of the City of Atlanta that the Master Technology Agreement is accepted in its entirety? Or is the supplier able to suggest revisions? If revisions are allowed, is the City of Atlanta requesting that the revisions be provided as part of our bid?	Yes, the City is requiring Bidders to submit revisions and redlines for the Master Technology Agreement with their bid submittal.
9	Exhibit D - Bid Schedule & Pricing Information	78	On the Cost Worksheet, we assume that 'Hours' refer to the overall total number of hours per resource to complete that particular phase/module of work, would you also like to see a breakdown of hours per week per resource as it may vary by role?	Please provide hours as listed on the Cost Worksheet. The additional breakdown maybe be provided, but is not a requirement for the Cost Worksheet.
10	Exhibit D - Bid Schedule & Pricing Information	78	How should the 'Travel & Living' expenses be listed given that it's not based on hours or rate but rather a fixed price? I assume that we just put the total in the 'Cost' column under (Rate x Hours). Please confirm.	Provide total T&L expenses in the "Cost" column. Provide estimated cost per trip in the "Rate" column and number of trips in the "Hour" column.

11	Exhibit D - Bid Schedule & Pricing Information	78	On the Cost Worksheet, what is the difference between 'Hourly Rate' and 'Rate'?	Please provide rate as it is offered. The "Hourly Rate" and "Rate" is the same.
12	Exhibit D - Bid Schedule & Pricing Information	78	Is the City of Atlanta looking for training costs to be included in the proposal pricing? More specifically: • Administrative Training? • IT Staff Training? • End User Training?	Training costs are to be included in the proposal.
13	Cost Worksheets	79-83	Are we required to use the job titles listed throughout the worksheets (e.g. Engagement Manager) or can we use our standard resource labels? What if a particular phase requires a role that is not included on the worksheet?	Differing role(s) can be listed next to Cost Sheet role for which the suggested role aligns.
14	Exhibit E - Scope of Services	85	Is there a particular format required for the personnel resumes?	No specific format is requested for the resumes.
15	Scope Assumptions	86	Can you please confirm that you have 4 ServiceNow environments (e.g. Dev, Test, Stage, & Production)?	The city will have Development, Test and Production environments.
16	Scope Assumptions	86	Will the City of Atlanta be flexible on the on-site requirement for all delivered services if the supplier can prove their ability to remote deliver portions of the project at a cost savings to the City?	City of Atlanta's preference is on-site. However, we will consider remote services.
17	Scope Assumptions	86	The cost worksheets request pricing in hourly or time & material rate, but the scope is requesting deliverable based billing. Is City of Atlanta requesting Fixed Fee bidding for the project?	The City is seeking fixed bids for the project (This fixed bid should encompass the hourly or T&M rates)
18	Scope Assumptions	87	What is the City of Atlanta basing the 240 calendar day project completion requirement on? Does this number include Phases 1 & 2?	The City seeks to complete Phases I & II within 240 calendar days, however, we are flexible if it exceeds that estimate. Please note, we requested independent pricing for each phase in the statement of work (SOW)
19	Scope Close Out Documents	88	Regarding Configuration Manual, is the City of Atlanta willing to accept that the configuration documentation is actually collected and managed within the City of Atlanta's ServiceNow instance or do you require a separate external document?	The configuration manual is a separate external document.
20	Scope Quality Assurance	89	What specifically is the City of Atlanta looking to be covered in the one year warranty?	Defects in the delivered services will be covered in the one year warranty.
21	Scope Deliverables	90	Are the list of deliverables (e.g. Project Plan) a requirement of the suppliers bid or a listing of the deliverables expected by phase of the project?	Yes, the list of deliverables should include a detailed project plan which encompasses all the deliverables regardless of phase. Reference page 90 on the SOW

22	Scope Deliverables	90	Will the City of Atlanta provide QA resources for User Acceptance testing or is the supplier being asked to perform UAT?	The City of Atlanta clearly stated on the SOW section 1.6 (testing) on page 93 that the vendor/supplier is responsible for all testing.
23	Exhibit E - Scope of Services	90	What version of MS Project does your organization currently use so we can ensure we create the requested Project Plan in a version that is compatible to your system?	We currently use MS Project 2007
24	Exhibit E - Scope of Services	90	Can some of the qualification documents listed in Section 1.1.C be combined? For example, can the Quality Assurance/Quality Control Plan include the implementation methodology, methodology tools, Agile methods, contractor roles and responsibilities, etc. or do you prefer a separate document per each of the deliverable requirement listed in this section?	Separate documents are ideal, but we are flexible to a consolidated document
25	Exhibit E - Scope of Services	90	Will the City of Atlanta be responsible for creating and executing the overall change management/communication plan or should this be included in the training component?	City of Atlanta is responsible for the overall change management/communication plan
26	Scope	92	Is the City of Atlanta open to the supplier's recommendation for the order of processes implemented?	No, the City of Atlanta has identified two separate/independent phases with the order of processes based on our process maturity levels
27	Exhibit E - Scope of Services	93	Although the Contractor will act as the lead for User Acceptance Testing (UAT), will the City of Atlanta provide business analysts/testers to support the UAT effort?	Section 1.6 (testing) on page 93 explicitly states the vendor's responsibility for UAT, however, the city of Atlanta will be involved to ensure we provide testers that validate the end users various functionalities as per the requirements
28	Exhibit E - Scope of Services	93	Does the City of Atlanta require the Contractor to use specific test/defect management tools? If so, will the City of Atlanta provide the Contractor licenses/access to those tools or will access be the sole responsibility of the Contractor?	This is the sole responsibility of the contractor.
29	Exhibit E - Scope of Services	93	Does the City of Atlanta have any specific testing methodology or viewpoint that we should be aware of as we consider our approach to performance, unit, system and acceptance testing?	City of Atlanta does not have any specific testing methodology.
30	Exhibit E - Scope of Services	93	Will the City of Atlanta provide mocked data for the tests or is it the responsibility of the contractor to create the necessary data needed to perform the test?	It is the responsibility of the contractor to create the necessary data to perform the tests.
31	Exhibit E - Scope of Services	93	Will the City of Atlanta provide licenses for a test environment dedicated specifically to testing?	City of Atlanta will have a test environment

32	Exhibit E - Scope of Services	94	Please define what the City of Atlanta is looking for in the "configuration manual " Same request for "training manual" and "administrative and operations manual."	Configuration Manual - Describes the systems functions and how they are configured for the City of Atlanta's ITSM Implementation. <u>Training Manual</u> - Document to help users learn and use the system. <u>Administrative & Operations</u> - Document that provides instructions on how to perform day-to-day functions within the system and the operational activities to keep the City of Atlanta's ITSM solution in an optimal state which is inclusive of the necessary monitoring.
33	Payment Milestones	95	Is the City of Atlanta open to adjusting the payment milestone percentages?	No
34	Feature Requirement Document	107	Are the requirements listed in this section finalized and inclusive of all desired features, reports and processes? Can we expect additional changes once the project starts?	The city of Atlanta comprehends avoidance of scope creep. However, we are also cognizant of potential change orders.
35	Feature Requirement Document (Constraints)	114	Please confirm that the City of Atlanta will complete the cleansing of the Active Directory data prior to Phase 1 of the ServiceNow implementation.	Yes it should be cleaned prior to Implementation
36	Feature Requirement Document	116	Please list the specific "3 rd Party Additional Integrations" that are in scope.	Please reference 131 on the solicitation document.
37	Feature Requirement Document (A4.1)	120	Is the City of Atlanta providing the troubleshooting training or is the supplier being asked to provide this training?	The verbiage "troubleshooting training" refers to knowledgebase articles and a checklist of questions that could be posed to the customer during troubleshooting.
38	Feature Requirement Document (B1.29)	123	What is the Vendor Management Process?	Reference page 119 on the solicitation document. It is essentially automating an existing manual process.
39	Feature Requirement Document (B3.2)	126	Is the City of Atlanta expecting ServiceNow to automatically identify problems or provide City of Atlanta workers to create problems by identifying Incidents?	Please reference page 126 on the solicitation document. An example is also provided to address this question
40	Feature Requirement Document (Service Catalog)	126-127	How many total unique catalog items is the City of Atlanta looking to include within their catalog?	We estimate 50 unique catalog items, however, the system should be configured to accommodate scalability for an increase in the service catalog items.
41	Feature Requirement Document (B5.5)	128	What configuration management tool is being used by City of Atlanta?	Microsoft SCCM
42	Feature Requirement Document (B5.7)	128	What Software titles are in-scope for this project?	City of Atlanta has an exhaustive list of software titles/applications and do not comprehend relevance of the question. The system should be configured to store software titles and modify information

43	Feature Requirement Document (B9.1)	131	Please confirm if these items are in-scope as they are listed as "desired" and not mandatory? For all other items within the scope sections, should the supplier assume the answer is the same for "desired" items?	Desired items are in-scope.
44	Feature Requirement Document (CMDB)	133	Is the City of Atlanta planning to use ServiceNow Discovery or some other form of auto-discovery? If so, please indicate which auto-discovery tool will be used.	City of Atlanta is not using servicenow discovery
45	Feature Requirement Document (Project Management)	134-135	Most items are listed as "desired," so is Project Management in-scope? Project Management was not listed as a Phase 1 or 2 process.	We provided the FRD for context, however, we specifically indicated all processes within scope for Phase 1 and 2 in the SOW
46	Feature Requirement Document	141	Is it the Contractor's responsibility to procure mobile devices for testing usability requirements?	City of Atlanta will provide approved standard mobile devices for testing
47	Feature Requirement Document	141	What kinds of Configuration Items (CIs) are on the network? (ex. Physical Servers, Virtual Servers, Routers, Switches)? How many?	All of the listed Configuration items in the examples provided and City of Atlanta does not have a precise count.
48	Service Management Software Required Submittal Form	173	Should the Vendor's response under 'Comply' or 'Non Comply' be documented with a 'Yes', 'No' or by placing an 'X' in the box that correlates to our response? Which do you prefer?	Please document your response with an "X" if you comply and "X" if you do not comply. If you do not comply, please provide a reason and response for non-compliance per the submittal instructions.
49	Service Management Software Required Submittal Form	173-218	The form appears to be all software functionality based and it is our understanding that ServiceNow was selected due to it's ability to deliver all of the requested functionality. Are the services providers expected to provide a response to this form within their bid?	The City of Atlanta specified on page 172 that this requirement to provide responses is mandatory
50	General Question		Does the City of Atlanta have a formal training department that will have responsibilities during the implementation?	Contractor is responsible for training system administrators for City of Atlanta. City of Atlanta project team will facilitate training for the end users
51	General Question		Can you describe the City of Atlanta's internal training capabilities?	We are not certain on the relevance of this question. City of Atlanta's internal training has the following resources e.g., Classrooms, projectors, labs, smartboards, Smart TVs, etc.
52	General Question		Is there a preferred method of training you'd like us to consider? (Examples: train-the-trainer, CBT, direct to end-user training, etc.)	Train the trainers.
53	General Question		Does the project involve any kind of data migration of existing tickets from the current system to the new system? Or will existing tickets be completed and closed prior to migration to the new system?	City of Atlanta will not be migrating data, however, we ask for an import of that historical data that can be easily accessed and referenced.

54	General Question		Will the Contractor be responsible for legacy/historical data conversion?	No
55	General Question		Are there any specific data retention requirement(s) for migrating historic information (audit/compliance, reporting, etc.) that we need to be aware of?	City of Atlanta does will provide access to data that needs to be imported. Data retention requirements is not a concern
56	General Question		Is there currently an ITSM governance structure / organization in place?	City of Atlanta has an ITSM Governance structure.
57	General Question		How many different service requests do you have today in Heat and Numara? How many do you expect to migrate to ServiceNow?	Approximately 30 service request types.
58	General Question		How many authorized users will have access to the system - Users include 1st level, 2nd level technicians etc., and other users who log into the application? Of those, how many are concurrent users?	Authorized users - approximately 250. The 250 could all be concurrent users
59	General Question		Is anyone in your organization who will be supporting this project certified in ITIL? If so to what level?	90% of the AIM (IT organization) is ITIL Foundation Certified. We also have an ITIL Expert on board
60	General Question		What is your current average load for tickets generated/handled on a daily/weekly/monthly basis?	Approximately 5000 tickets monthly
61	General Question		Please provide the breakdown of ServiceNow licenses purchased by the City of Atlanta.	City of Atlanta does not comprehend the relevance. Licenses are approximately 250
62	General Question		Will the City of Atlanta provide style guides, themes, and/or graphics for the self-service portal?	City of Atlanta will collaborate with the contractor to provide this information
63	General Question		Does the City of Atlanta already have approved budget for this project? If so, can you share the amount.	City of Atlanta does have an approved budget and we are not sharing the amount
64	General Question		Is the City of Atlanta willing to extend the deadline of the bid response by 2 weeks?	Yes. This has been extended to November 2nd, 2016
65	General Question		If there are redlines to the "bid package documents, what is the process for back and forth legal review?	The City of Atlanta does not allow redlines to the bid document, however we do allow legal review and redline discussions during the agreement drafting, once a winning bidder is selected and City Council approved.
66	General Question		Can a portion of the technical resources be remote/virtual?	City of Atlanta's preference is on-site. However, we will consider remote services.
67	General Question		Can the technical resources be from non-US countries?	City of Atlanta's emphasis is on the deliverables and SOW.

68	General Question		Is there preference given to Georgia based businesses?	The City of Atlanta, Department of Procurement has a Local Bidder Program that you are welcome to participate in. Please contact our Department of Procurement Front Office at 404-330-6204 or DOP@atlantaga.gov for more information on how to sign up.
69	General Question		If the Georgia State business license is expired, can it be renewed upon selection?	Yes, a winning bidder is required to have a valid Georgia Business License from the Georgia Secretary of State before entering into an official Agreement between vendor and the City of Atlanta.
70	General Question		Who helped the City of Atlanta in preparing the bid document?	The Bid Document was prepared by the Department of Procurement with the assistance of the City's Internal Stakeholders such as Risk Management and Department of Atlanta Information Management.
71	General Question		How many ServiceNow licenses will the city of Atlanta have?	City of Atlanta does not comprehend the relevance. Licenses are approximately 250
72	General Question		Are we permitted to scope for Organizational Change Management (OCM)?	No, City of Atlanta is responsible for OCM
73	General Question		Can accelerator approaches be used? If so, how are any one-time fees captured in the pricing worksheet?	City of Atlanta referenced specifics in the SOW broken down in two phases. We made no mention of an accelerator approach
74	General Question		If additional roles are needed, how are they captured in the pricing worksheet?	Differing roles can be listed next to Cost Sheet role for which the suggested role aligns.