

ADDENDUM No. 3

(please sign and return with the submittal)

QUESTIONS AND ANSWERS:

Note: Spelling, grammar, and punctuation of the questions are shown exactly as submitted by the potential respondents.

No.	Question	Answer
1.	We are preparing our questions for December 9. As we are going through the EDMG RFP we are concerned that there is just not enough time to prepare all the elements by December 23. We not only need to craft the solution but go through a design and review process to assure o'er integrity. Please could we extend the due date into the new year Jan 10? We would not normally ask for so long, but there will be holiday interruptions.	Please review Addendum No. 2 for more details regarding the offers due date.
2.	Are you expecting a single, all-encompassing solution or more of a managed partner offering to provide necessary solutions and services as a package?	The City of Phoenix expects a single, all-encompassing solution
3.	Are you open to SaaS tools or is there a specific preference between SaaS and On prem?	The City is open to a SaaS or OnPrem Solution that meets the City's Security and Privacy standards.
4.	As mentioned in Addendum 1 – Appendix A – “Does the Offeror have a minimum of five (5) years’ experience providing products and services associated with this solicitation?” Can we share the incorporation certificate as proof of experience along with the products and services catalog?	The incorporation certificate can be attached in addition to the required documents demonstrating 5-year experience in deploying your solution to customers that are of similar size as the City of Phoenix.
5.	For the minimum qualification questions 2 and 3, do we need to provide different experiences for both questions or will the same implementation work as experience for both questions? Kindly provide clarification.	Yes, the same experience can be referenced in both questions: 2 and 3, as long as the criteria defined in both questions are met.
6.	Is the City of Phoenix seeking a COTS (Commercial-Off-the-Shelf) product that can be customized and configured to fulfill the requirements?	Yes, the City is seeking a configurable COTS (commercial off the shelf) solution. The City does not desire customization of the solution.
7.	Approximately how many reports and dashboards are estimated for this engagement?	Vendor's solution will determine the number of reports and dashboards based on the Planning and Discovery Phase. Refer to Addendum No.2 -

		Attachment C - Functional & Technical Requirements.
8.	Is there an existing solution? If yes, kindly share the name of the incumbent vendor.	No, there isn't an existing solution.
9.	What is the volume of data (in GB) that needs to be migrated to the new solution?	Data migration is out-of-scope. We are looking for a solution that can accomplish the business objectives without copying, moving, or duplicating data. The solution must scan the data from its source location.
10.	How many dashboards and reports need to be migrated from the previous solution or from the data sources and what is the complexity level of these?	None; the City does not own an existing EDMG solution. Report migration does not apply.
11.	We are assuming that all the data sources have APIs built for integration. Is our assumption correct?	No. You will be provided with database access to the databases and file permissions to the data stores. You may choose to use your own pre-built APIs that are available in your solution.
12.	What is the expected project kick-off date and go-live date for this engagement?	The final project initiation and completion date will be determined in the project planning phase. Offerors shall consider using your past experience in solution implementation to guide you on your proposal response.
13.	What will be the total no. of admin users? What is the expected year-on-year increase in the number of admins?	The anticipated number of admin users is five. There is no expected year-on-year increase in the number of admins.
14.	What will be the total no. of users and how many concurrent users should be considered? What is the expected year-on-year increase in the no. of users?	The anticipated number of admin users is five. Unlimited concurrent users with no expected year-on-year increases.
15.	We will provide Level 2 and Level 3 support to the City. However, does the City need Level 1 support (supporting end users) as well for the end users, or will the City provide Level 1 support to them?	The City can provide level 1 support as long as City staff is trained and have access to tech. support.
16.	Kindly share the approx. budget that has been allocated for this engagement.	The City does not have a published budget regarding this RFP.
17.	Is the work required to be performed on-site, or can it be performed remotely from the US, offshore (India), or in a hybrid model?	Please review Section 3. Scope of Work, Subsection 3.5 Staffing Requirements, item No. 2 of the RFP document.
18.	How many data sources will be scanned? Data sources examples are: ETL tools, BI tools like Tableau and	This will be determined during the initiation/planning phase of the project with the selected vendor.

	PowerBI, Databases like Oracle, SQL Server, Data Lakes and Warehouses, Content Mgt Systems like Sharepoint, Cloud Storage Solutions, Systems like ERP and CRM.	
19.	If the approximate number of columns to be scanned is available, please provide	This will be determined during the initiation/planning phase of the project with the selected vendor.
20.	How often will the target data sources be scanned to update the catalog?	Monthly at a minimum or more frequently as determined by business need. Final confirmation to be determined in the initiation/discovery phase.
21.	Is there an existing glossary - how many terms exist?	We have business glossaries for public open data. Business glossaries need to be defined for internal data sources as per the City Core Use Cases.
22.	Approximately, how many data stewards will be entering governance context? Licensing is not done by user, however, over many years of collecting data, an average data steward creates 238 new governance assets per month	We estimate 5 to start, growing to 50 total.
23.	Is the City of Phoenix mastering citizen or other domains currently?	No.
24.	MDM: For an initial pilot implementation to master citizen data a. How many golden records are targeted to be mastered b. How many source systems will contribute unconsolidated citizen records c. How many unconsolidated records would be ingested to create a net quantity of golden/mastered records	This will be determined during the initiation/planning phase of the project with the selected vendor.
25.	Has the offeror established and does it manage a baseline of network operations and expected data flows for users and systems? Can you provide clarity on the intention of this question and applicability for a SaaS based solution.	We are looking to understand how your solution addresses the National Institute of Standards and Technology (NIST) requirements for access and security as related to your solution workflows.
26.	Criticality of Section 3.9: How critical is the response to Section 3.9 in the overall evaluation process, and would an omission of a detailed support/maintenance plan impact the scoring of the proposal?	The requirements under Subsection 3.9 "Additional Services and Enhancement" will be evaluated. Please review Item No. 6 under "Experience and Qualifications" of Phase 1 in Section 4. Evaluation Process.

27.	Mandatory vs. Optional: Is it mandatory to provide a full maintenance and support model in the response, or can the City allow for flexibility or phased planning in this area during contract negotiations?	Yes, this is mandatory. The City is seeking to understand the support model of your solution implementation.
28.	Scalability of Vendor Services: If our company were to propose a limited maintenance and support structure, would the City consider augmenting those services with internal resources or other third-party vendors?	No.
29.	Consequences of Omission: Could you clarify the potential consequences if a vendor does not provide a detailed response to Section 3.9? For example, would it result in disqualification or significantly reduce the overall score?	Please review the answer provided to question No. 26.
30.	Level of Detail Expected: What level of detail does the City expect in the response for ongoing maintenance and support? Is it sufficient to outline general capabilities, or must a fully scoped plan be included with roles, SLAs, and augmentation details?	Provide us with your standard. This is an evaluation question. We are looking to understand what the support model is for your solution implementation.
31.	Service Level Agreements (SLAs) – (3.6h, g) <ul style="list-style-type: none"> • Do you have specific Uptime and Availability requirements? • Are there predefined SLA requirements (e.g., response times, issue resolution) that the City expects for ongoing support, or should the vendor propose a recommended SLA structure? 	It is expected that the “to be” EDMG solution will be available 24/7 (100% uptime) to ensure availability to users during business hours as well as batch processes during non-business hours (e.g. scanning data sources). The specific response-time terms of the SLA for incidents (based on severity and business impact) will be defined during contract negotiation with the selected vendor but should align with industry standards.
32.	Scope of Implementation Maintenance & Support <ul style="list-style-type: none"> • Scope: <ul style="list-style-type: none"> o What is the dataset, data type (Mongo, Relational etc.) number of data sources, size and where are they located (Cloud, Premise etc.)? (3.1a, 3.8) o Can you help define the scope for phases and deliverables listed as part of section 3.8? • Could you provide a clear set of deliverables and processes supported and maintained? (3.9) 	Scope of Implementation Maintenance & Support <ul style="list-style-type: none"> • Scope: <ul style="list-style-type: none"> o This will be determined during the initiation/planning phase of the project with the selected vendor o All configured use cases must be supported. • The need for additional services and enhancements will be determined as needs evolve. • Product updates, bug-fixes, security patches, incident management and troubleshooting.

	<ul style="list-style-type: none"> • What aspects of ongoing maintenance and support does the City expect the vendor to provide directly (e.g., system updates, troubleshooting, governance oversight), versus tasks that the City’s internal team will handle? (3.9) • Does the City prefer a fully managed support model (vendor-driven) or a hybrid model where responsibilities are shared between the vendor and City staff? (3.9) • Could you elaborate on the types of “enhancements” the City envisions for the EDMG solution, and whether these will be predefined or determined as needs evolve over time? (3.9) 	<ul style="list-style-type: none"> • We are looking to understand what support model options are supported for your solution implementation. • The need for additional services and enhancements will be determined as needs evolve.
33.	<p>Staff Augmentation Requirements</p> <ul style="list-style-type: none"> • Can the implementation, staff augmentation and the actual solution be separate awards? (3.9) • Where are you envisioning the staff augmentation would be blended with the internal maintenance and support team? (3.9) • Does the City envision staff augmentation as a long-term resource model, or is it intended for specific phases, such as onboarding new departments or implementing enhancements? (3.9) 	<p>The initial use cases need to be configured. After which the City may elect to expand solution capabilities and on-board additional departments into the identified solution under a future scope of work. It is the City's intent to use staff augmentation for any future enhancements post implementation, if needed.</p>
34.	<p>References and Client Examples (Attachment ‘W’ and Client Examples)</p> <ul style="list-style-type: none"> • Due to time limitations and the need for legal approval, could we use publicly documented references for the initial round and provide specific clients is short listed? (Minimum Qualification) • We are an EDMG company that have been building data management and governance-based solutions. For the stated reasons above, can we use our experience in building data solutions for the last decade as reference? (Minimum Qualification) • Due to PII concerns, our legal is asking if we can anonymize the resumes. Our company has a deep bench and specific assignment is done relative to projects placing the right experience and skill to right project. (Minimum Qualification) 	<p>References furnished must include names, addresses, and contact information as listed in the "Years in Business and References" Submittal.</p> <p>Yes, the resumes can be anonymized. Client examples and referrals can be industry independent but must be of similar size and complexity as the city of Phoenix.</p>

	<ul style="list-style-type: none"> • Please clarify on Minimum Qualification item 1 and 2, can the client examples and referrals be industry independent? 	
35.	<ul style="list-style-type: none"> • Will the City please extend the submission deadline by three (3) weeks to January 13, 2025, and allow additional time beyond December 9th for inquiries? • 1.3 Timeline: Schedule of Events <ul style="list-style-type: none"> o Please clarify the time zone for all deadlines. • What is the maximum file size accepted by the City's email system? • Is the City open to using existing City contracts with vendors in lieu of entering into a new contract? • Is the City able to provide a transcript or recording of the Pre-Offer Conference held on December 2? 	<ul style="list-style-type: none"> • Please review Addendum No. 2 for more details regarding the offers due date • 1.3 Timeline: Schedule of Events <ul style="list-style-type: none"> o As listed in Subsection 1.3 Timeline "All times are Phoenix local time." • "...Offers sent by email may need to be sent in parts with multiple emails" as listed in Subsection 2.12 Submission of Offers. • No, the purpose of this RFP is to award to one entity to provide the services listed in the RFP and its documents. • The Pre-Offer Conference held on December 2, 2024 was not recorded nor its transcript was collected.
36.	<p>Stakeholder Engagement: How many of the 36 departments / stakeholders are expected to participate in the initial project phases? How will addition of future departments / stakeholders be prioritized?</p>	<p>We anticipate participation by 3 departments throughout all project phases. Future departments and stakeholders will be identified after project completion by internal City staff.</p>
37.	<p>Dependencies: Are there any existing contracts or parallel data migration projects upon which this implementation will depend?</p>	<p>No.</p>
38.	<p>Legacy Systems: Are there any pre-existing challenges with legacy systems that we should anticipate?</p>	<p>The city does not anticipate any challenges in this area.</p>
39.	<p>Scalability Needs: What are the city's anticipated data growth rates over the next 5–10 years?</p>	<p>The City anticipates data growth rate of 10% per year.</p>
40.	<p>City Core Use Cases: Should all highlighted core use cases be equally prioritized and pursued concurrently, or are some considered more critical/time sensitive than others?</p>	<p>The selected vendor will provide a recommended schedule for completing each Core City Use Case deliverable as well as surfacing any dependent tasks/activity. The final priority and sequence of tasks will be determined in the planning phase with approval by the City project manager, assigned to this RFP.</p>
41.	<p>Metadata Management: How much collaboration will be required across departments to centralize and standardize business metadata definitions? Is there a large degree of overlap in use of different data domains across the city?</p>	<p>It is not anticipated that the selected vendor will devote significant time collaborating directly with data stewards to standardize business terms. The selected vendor will recommend a process and standard of excellence in this area during Core City Use Case</p>

		implementation for scalability and repeatability by the City.
42.	Regulatory Environment: Could you provide an overview of the regulatory and compliance standards to which the City of Phoenix will be held? To which regulatory bodies will the City need to demonstrate adherence to these standards?	Any applicable guidelines and regulations will be provided to the selected vendor during the initiation/discovery phase.
43.	Pre-Existing Governance Efforts: how much work has the City already done to define business glossaries, data retention policies, data identification and sensitivity rules, data access permissions, etc.?	As described in Section 3. Scope of Work, Subsection 3.1 Background and Current State Overview, the City does not have a current EDMG solution or data catalog. Any applicable policies and guidelines will be provided to the selected vendor during the initiation/discovery phase.
44.	Pre-Existing Governance Org Structure: Do governance teams, roles, and processes already exist within the city or will these need to be formed as the engagement progresses?	Data liaisons, data owners and department stakeholders have been identified. A formal governance framework will need to be formed incorporating your solution and best practices.
45.	Training Requirements: Are there specific expectations around the training program format (e.g., on-site, virtual, hands-on)?	Virtual and hands-on training sessions. Specific objectives will be discussed in the discovery and planning phase.
46.	Testing Scope: Could you clarify the depth of testing expected, such as performance testing for peak loads or end-to-end integration testing?	Types of EDMG testing should include standard software testing: functional (unit, integration, system, and user acceptance) and non-functional (performance, security, usability and compatibility). Smoke testing against the production system will also be part of go-live activities.
47.	Change Management: How will changes in priority during implementation phases be managed, and what tools will be used for tracking changes?	Your Project Management Body of Knowledge (PMBOK) based project plan and change management process. The tools and method will be jointly determined by the project managers during the project initiation phase. All proposed changes will be approved by the Deputy CIO before implementation.
48.	Would the City be willing to consider a two-week extension for the offer due date?	Please review Addendum No. 2 for more details regarding the offers due date.
49.	Can you provide target business objectives that you hope to achieve with the core use cases?	Please refer to Section 3. Scope of Work, Subsection 3.2 Objectives and Subsection 3.3 Future State Vision of the RFP document.

50.	Can you share a sample of your standard business SLAs that the solution should support?	The City does not have a standard SLA for all departments. The SLA and support model will be defined in the Testing and Validation Phase (Section 3. Scope of Work, Subsection 3.8. Implementation Service Requirements, Item D).
51.	Can you list prioritized Master data domains for MDM for the core use cases? For e.g., Employee, Product, Finance, etc.	The City Core Use Case to “classify reference/master data: Spatial database tables and non-spatial database tables” as listed in Addendum No. 2 - Attachment C-Functional & Technical Requirements, will include MDM domains of name, latitude/longitude and address at a minimum. The final list will be determined after the discovery and planning phase.
52.	Can you list all data types in scope (structured, unstructured, video, audio etc.) for the core use cases?	Structured data sources include: Relational Database Management System (RDBMS), procedural and scripting code, and hosted BI/reporting environments. Cloud environments and spatial applications contain both structured and unstructured (documents, images, audio, video) data.
53.	Do you have existing data and technologies that are present for PII, Privacy, Data masking etc.? If so, can you provide more details on existing data and technologies?	The City leverages Varonis to discover sensitive data for some internal data assets. Varonis is an example of a structured data source the city will need the EDMG solution to be able to connect to for data classification information and to be used in the data catalog functionality. (City Core Use Case).
54.	<ul style="list-style-type: none"> • Existing structures <ul style="list-style-type: none"> o "Within departments, data owners and data stewards have been identified and subject-matter-experts participate in the development of applications to support program objectives. There are a number-of data related standards, security policies, and Administrative Regulations (AR) that have been developed" o What team is currently responsible or more closely aligned for data governance & management? How are they staffed? Are they centralized or staffed in different teams? 	The data services team in ITS is responsible for data governance and management. the 25-person team is centralized and coordinated with different departments' teams. The contractor is expected to tag & categorize the data after gathering and cataloging the data using their solution. The selected vendor is expected to meet the City Core Use Case “to connect to, scan, and automatically extract the most granular metadata from data assets contained in relational

	<ul style="list-style-type: none"> o Is the Contractor expected to tag & categorize the data or manage the information gathering and cataloging process? o What role with the Contractor's strategy play within existing framework? Are they expected to work within guidelines or is there freedom to suggest better strategy to overwrite existing material? o Does the city have existing guidelines for role level security, permissions, and other definitions for sensitivity? Are these definitions centralized or differ based on team? 	<p>database management system (RDBMS), procedural and scripting code, hosted BI/reporting environments, cloud environments, and spatial applications." as listed in Addendum No.2 - Attachment C - Functional & Technical Requirements. The City does not have a data governance framework, we are open to a better strategy using your solution. All applicable standards and Administrative Regulations that must be met will be shared with the selected vendor during the planning phase.</p>
55.	<ul style="list-style-type: none"> • External Data o "Currently there is no centralized inventory of these external data assets nor is the data lineage, sensitivity, or quality known. As a result, there is little visibility into these assets and inability to perform impact and risk analysis when issues arise such as unexpected values, timing, or structural changes." o To what extent is the Contractor expected to be able to capture those? o What level of detail is expected to be available in the catalog? Are these sources expected to be scanned and ingested like internal data? o How many of these items are managed by external partners? Are they aware and able to participate in this initiative and whose responsibility will it be to manage them? 	<p>The city will provide details about the external data to be used during the planning and discovery stage. We are currently using external data in our dashboards and applications. The configured solution will have the same level of detail for internal and external data and follow the same ingestion process. Data sharing agreements are in place with external partners. The City's Core Use Cases will be applied when accessing external data. External partner data will be managed by the City's project manager.</p>
56.	<ul style="list-style-type: none"> • AI o "Classifies generative AI and ML data outputs and manage related model inputs and outputs" o What are the city's goals for AI and how does this initiative fit into it? Have AI projects been put on hold due to limitations in being able to identify the data outputs to be used? 	<p>The city's goal is to use AI to drive innovation, create efficiencies in City services, and enhance resident engagement while understanding the need for transparency. As described in Addendum No. 2 - Attachment C- Functional & Technical Requirements, the city wishes to leverage the EDMG solution AI capabilities for data management (catalog, quality, classification, workflows). To ensure AI is responsibly governed, any inputs or outputs using AI need to be flagged.</p>

The balance of the specifications and instructions remain the same. Bidder must acknowledge receipt and acceptance of this addendum by signing below and returning the entire addendum with the bid or proposal submittal.

Name of Company: _____

Address: _____

Authorized Signature: _____

Print Name and Title: _____