



DATE: September 8, 2017

TO: All Prospective Proposers

FROM: Eric Pfister
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And

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RE: RFP #91533 – Salesforce® Marketing Cloud Implementation Services
Addendum #2 dated 09/08/2017

The following amends the above-referenced RFP documents. Receipt of this addendum is to be acknowledged by completing the enclosed "Acknowledgement of Receipt of Addenda Form" and including it in the Technical Proposal.

- A. The Technical Proposal Due Date and Time is **revised** to no later than **Tuesday, September 19, 2017 at 2:00PM ET**. Technical Proposals are to be submitted electronically to Eric Pfister eric.pfister@umuc.edu and Lauren Jaber at lauren.jaber@umuc.edu and the time of receipt by the Issuing Office will be the time noted on the Proposer's sent email. **Late Proposals cannot be accepted.**

Other milestones in the Solicitation Schedule (p.2) of the solicitation documents may be revised at UMUC's sole discretion and any revisions will be documented and issued via Addendum.

B. Questions from Potential Proposing Firms:

1. *How many users will need access to Marketing Cloud to create and send emails?*

UMUC Response

UMUC will procure the Marketing Cloud licensing separately. Specifics regarding user information will be shared with the awarded firm.

2. *What is the approximate email send volume per year currently?*

UMUC Response

UMUC's send volume is approximately 10MM messages per year from Salesforce and Silverpop.

3. *The focus of the RFP appears to be on student recruitment and retention, but former students and alumni are also mentioned as constituent groups for UMUC. Is UMUC intending to implement Marketing Cloud to service engagement with these groups at a later phase? (Section 2.1)*

UMUC Response

Yes.

4. *Will a single IP be shared for UMUC, or will each business unit manage its own IP? (Section 2.2.1)*

UMUC Response

There will be a single, dedicated IP for all UMUC.

5. *What existing marketing journeys/drip campaigns are in place that UMUC intends to replace? (Section 2.2.2)*

UMUC Response

The vast majority of UMUC's existing communications are sent manually today and are individual messages (not configured or designed as journeys). Three (3) initial student journeys are in scope: inquiries, applicants, and incomplete applications. These journeys will replace existing campaigns. Additional journeys for other segments of the student lifecycle may occur in later phases, however, future journeys are considered out of scope for this RFP.

6. *Is marketing for student recruitment and retention centralized (ie. marketing is handled by one department not each department with its own marketing)? If not, would each department (such as undergraduate, graduate, certificate, etc) require their own marketing tool space? Or will the multiple departments work alongside each other? (Section 2.3.2.2)*

UMUC Response

Yes. UMUC has a centralized recruitment and retention marketing function. However, marketing teams in overseas UMUC offices will likely need their own marketing spaces to keep content separate.

7. *Are any of the systems noted (Salesforce CRM, Peoplesoft SIS, Data Warehouse, student portal, SSO system) already integrated (at any level) with each other? Is there a unique constituent identifier across systems? (Section 2.3.2.5)*

UMUC Response

Yes, the current systems mentioned in the question are already integrated with each other. There is a unique identifier across systems.

8. *Does UMUC intend to implement SSO for Marketing Cloud login? (Section 2.3.2.5)*

UMUC Response

Yes.

9. *Does UMUC intend to create new journeys/drip campaigns in addition to existing journeys/drip campaigns? (Section 2.3.2.6)*

UMUC Response

Yes.

10. *What is the combined size of the subscriber/contact database [UMUC] plan[s] to send to? (Section 2.3.2.7)*

UMUC Response

Exact numbers are not available at this time. For the purposes of this RFP, proposing firms are asked to work off of the assumption that the combined size of the subscriber/contact database that UMUC plans to send to is 500,000.

11. Which tool(s) are currently in use for systems integration? (Section 2.3.2.7)

UMUC Response

UMUC currently supports multiple integration methods. Proposing firms should provide a technical proposal based on the environment details given in the RFP, and subsequent Addenda. A detailed discussion will be available to shortlisted firms per Section III, Article 2, Paragraph 3.

12. Will all systems noted (Salesforce CRM, Peoplesoft SIS, Data Warehouse, student portal, SSO system) supply actionable data to Marketing Cloud? (Section 2.3.2.7)

UMUC Response

The answer to this question depends on the definition of “actionable data”. Data will be supplied by Salesforce CRM, Peoplesoft SIS, and the Data Warehouse. A detailed discussion will be available to shortlisted firms per Section III, Article 2, Paragraph 3.

13. Is there currently a student and/or staff center in place for managing preferences at UMUC? Where are these preferences currently stored (Silverpop, CRM, etc)? (Section 2.3.3.1.4)

UMUC Response

Students can opt-out of future UMUC messaging. This is currently stored in Silverpop and Salesforce. No student or staff center for managing communication preferences exists.

14. What SMS platform currently exists at UMUC? Does UMUC intend to supplement the existing platform with Marketing Cloud SMS? (Section 2.3.3.1.7)

UMUC Response

UMUC does not currently have an SMS platform. UMUC intends to use Marketing Cloud SMS in the future.

15. What is the current student portal platform? Is it Salesforce Communities? (Section 2.3.3.1.7)

UMUC Response

The current student portal is Peoplesoft. UMUC does not use SFDC Communities. In the event the student portal is replaced then Salesforce Marketing Cloud will eventually need to publish communications to the new portal.

16. Are there other email service providers being used for email marketing currently besides Silverpop? Will Marketing Cloud replace these? (Section 2.3.3.1.8)

UMUC Response

No other email service providers are being used for email marketing outside of Silverpop. Salesforce Marketing Cloud will be the replacement.

17. Because the Vendor will be responsible for solutioning with additional components procured for this solution outside of Salesforce Marketing Cloud (for example, as noted in the RFP, SMS enablement), can UMUC confirm the list of tools and platforms expected to be integrated into the overall solution?

UMUC Response

At this time, UMUC cannot confirm a complete list of tools and platforms expected to be integrated into the overall solution.

18. Are there any specific implementation timeline/date constraints due to business cycle or software/tool licensing (e.g. SilverPop) that the Vendor should account for?

UMUC Response

Timeline/date considerations include but are not limited to, January and August. These are the heaviest traffic months for UMUC and will need to be taken into account by the awarded firm. Pursuant to Section II Scope of Work, Paragraph 2.2.3. Vendor will make reasonable accommodations to UMUC busy/blackout periods and schedules for sessions/training with UMUC staff in Europe and Asia.

19. Please provide a description of the UMUC user base (roles, number, locations) expected for the training and the Train-the-Trainer requirements.

UMUC Response

Training locations will be at UMUC’s Adelphi, MD and/or Largo, MD facilities. Virtual training may be required for overseas locations. UMUC user based roles will include Admin Users, Marketers, and Business Users.

20. Can more insight be provided into the extent of “Migration of communication history (content and delivery details) from UMUC’s existing SilverPop® system”? Would this entail history of tracking of opens/clicks/sends? What would be the primary use for the engagement history once migrated?

UMUC Response
Additional insight is not available at this time. Proposing firms should provide a technical proposal based on the environment details given in the RFP, and subsequent Addenda. A detailed discussion will be available to shortlisted firms per Section III, Article 2, Paragraph 3.

21. Do[es] [UMUC] currently have a defined process for creating campaigns?

UMUC Response
Yes.

22. Are there efficiencies that [UMUC] look[s] to gain? What [is] the organization[’]s expectations with Marketing Cloud implementation?

UMUC Response
Refer to Section II. Scope of Work. Paragraph 2.

23. Do[es] [UMUC] have or plan to have KPI’s to measure? Ex. % of student conversion, increase in applications, etc.

UMUC Response
Yes, KPIs will be established to measure the effectiveness of the outreach.

24. How would [UMUC] define success of implementing and using Marketing Cloud for campaigns ?

UMUC Response
UMUC is interested in a solution that meets the requirements of the RFP - Section II. Scope of Work.

25. *Who are the users for the systems? Also provide number of users.*

UMUC Response

Please see response to Question #1 and #19.

26. *How do[es] [UMUC] envision them doing their jobs?*

UMUC Response

This information is not relevant to the scope of the RFP.

27. *Expected volume of students to be marketed to.*

UMUC Response

Please see response to Question #10.

28. *Do[es] [UMUC] have a Content team that will create necessary collaterals?*

UMUC Response

Yes.

29. *Will [UMUC] be running A/B testing on [UMUC] programs?*

UMUC Response

Yes.

30. *Will [UMUC's] content be personalized?*

UMUC Response

Yes.

31. *Do[es] [UMUC] see [the] need for creating landing pages for the 3 journeys envisioned?*

UMUC Response

For the purposes of the technical proposal, proposing firms are asked to focus their response on the scope requirements listed in Section II. Scope of Work.

32. What is required for marketing activities and where it resides?

UMUC Response
This information is not relevant to the scope of this RFP.

33. [W]here does the data transformation occur currently?

UMUC Response
This information is not relevant to the scope of this RFP.

34. What tracking data do[es] [UMUC] want to capture? And how long should that data be retained in the system?

UMUC Response
This information will be determined with the awarded firm prior to implementation.

35. What are [UMUC’s] subscriber preferences? Do[es] [UMUC] want to provide preferences per channel or overall?

UMUC Response
Subscriber preferences include both per channel and overall.

36. [RFP Page 31, Sample Contract Section] 2.4, What will be considered as Major change under Clause 2.4?

UMUC Response
Major changes include, but are not limited, to new CEO, acquisition of a new firm, buy-outs, etc.

37. [A proposing firm] would like to understand why 4.4 has not been captured along with 4.2 under the provision of Clause 4.3?”

UMUC Response
This question is not relevant to the scope. Contract terms will be discussed with the awarded firm.

38. *ELECTRONIC FUND TRANSFER SCHEDULE – Whether there are any registration charges for electronic funds transfer vide Contractor Electronic Funds (EFT) Registration Request Form?*

UMUC Response
No.

39. *The RFP references an existing Salesforce environment – what Salesforce solutions are currently deployed at UMUC? If a version of Salesforce CRM is being utilized, is there an expectation that it will be integrated into the broader schema involving PeopleSoft and Marketing Cloud?*

UMUC Response
Salesforce Service and Salesforce Sales Cloud are currently deployed at UMUC. Salesforce and PeopleSoft are already integrated.

40. *At this time, do[es] [UMUC] foresee a need to create multiple Business Units (Parent/Child accounts available with Corporate and Enterprise Editions of Marketing Cloud)? If so, how many and would the configuration for each be similar or will it vary?*

UMUC Response
This information will be discussed with the awarded firm as detailed business requirements are developed. UMUC will consider the awarded firms recommendations during implementation.

41. *In section 2.3.3.1.2 Configuration of middleware – ha[s] [UMUC] selected the middleware option(s) at this time? If so, can [UMUC] share? If not, [is UMUC] selecting middleware options that have a known plug in/API connection with both Salesforce and PeopleSoft?*

UMUC Response
UMUC currently supports multiple integration methods. UMUC is seeking technical proposals that demonstrate a proposing firm’s ability to provide a complete Salesforce Marketing Cloud implementation based on the details given in the RFP, and subsequent Addenda. A detailed discussion will be available to shortlisted firms per Section III, Article 2, Paragraph 3.

42. *In section 2.3.3.1.4 Configuration of Preference Center – Do[es] [UMUC] believe [that UMUC] will need a Custom Preference Center (this is our assumption) or do[es] [UMUC] want a Partner to configure the out of the box version that comes with Marketing Cloud?*

UMUC Response

Additional insight is not available at this time. Proposing firms should provide a technical proposal based on the environment details given in the RFP, and subsequent Addenda. A detailed discussion will be available to shortlisted firms per Section III, Article 2, Paragraph 3.

43. *In section 2.3.3.1.7 Integration with existing systems – What solution [is UMUC] currently using for a Data Warehouse? Do[es] [UMUC] expect Marketing Cloud to integrate directly with PeopleSoft, or will [UMUC] be running PeopleSoft data through a Salesforce CRM/Data Warehouse and subsequently integrating Marketing Cloud through the standard Salesforce Connector directly with Salesforce CRM?*

UMUC Response

UMUC currently supports multiple integration methods. UMUC is seeking technical proposals that demonstrate a proposing firm’s ability to provide a complete Salesforce Marketing Cloud implementation based on the details given in the RFP, and subsequent Addenda. A detailed discussion will be available to shortlisted firms per Section III, Article 2, Paragraph 3.

44. *Is UMUC open to both On-Shore and Off-development resources for the delivery of the Marketing Cloud solution to produce a more cost effective proposal to UMUC? The Project Management and Technical Architect will be On-Shore resources.*

UMUC Response

Yes, UMUC is open to an onshore/offshore resource model. All technical proposals will be evaluated using the criteria from Section III, Article 2. Technical Evaluation Process.

45. *Is UMUC open to a blended rate for delivery resources?*

UMUC Response

Pursuant to Section I. General Requirements, Paragraph 5.2, UMUC is not requesting Price Proposals at this time.

46. *Since UMUC is primarily an on-line university, is UMUC open to having a combination of remote delivery and some on-site as opposed to total on-site (2 campuses)?*

UMUC Response

Delivery methods of deliverables will be negotiated with the awarded firm.

47. *Has UMUC decided on Marketing Cloud Enterprise as its platform? If UMUC chooses Marketing Cloud Professional, what impact will that decision have on the technical requirements of the RFP? If the decision has not been made when is that decision going to be made?*

UMUC Response

Pursuant to Section II. Scope of Work, Paragraph 1. Purpose/Description, UMUC intends to procure the Salesforce Marketing Cloud Enterprise Edition and Marketing Cloud Einstein licenses.

48. *Will all the training and documentation be in English?*

UMUC Response

Yes.

49. *Can [UMUC] provide more specific details regarding the expectations for onsite vs. remote work?*

UMUC Response

Further details are not available at this time in regard to onsite vs. remote work.

50. *Can [UMUC] provide documentation on the organization and user structure for Marketing, Recruitment, and Communications?*

UMUC Response

There is a centralized team that manages communications outreach to students and prospective students. There are secondary teams or individuals that may also be users of Marketing Cloud. A detailed discussion will be available to shortlisted firms per Section III, Article 2, Paragraph 3.

51. *Can [UMUC] provide documentation on how UMUC Constituents including inquiries, applicants, students, prospective students, former students, and alumni are structured within [UMUC's] Salesforce CRM?*

UMUC Response

All Constituents are stored in standard Salesforce objects (i.e. Leads and/or Contacts).

52. How does each organization leverage UMUC Constituent CRM records?

UMUC Response

This information is not relevant to the scope of this RFP.

53. Are UMUC Constituent CRM records privately owned or shared across multiple organizations?

UMUC Response

Additional insight is not available at this time. Proposing firms should provide a technical proposal based on the environment details given in the RFP, and subsequent Addenda. A detailed discussion will be available to shortlisted firms per Section III, Article 2, Paragraph 3.

54. Do[es] [UMUC] have a current subscription management solution/structure that this solution should mirror and/or incorporate?

UMUC Response

Yes.

55. Are UMUC Constituent subscription statuses specific to individual organizations or shared across the whole university?

UMUC Response

UMUC Constituent subscription statuses are shared across the whole university.

56. Will all email recipients/subscriber data be managed/sourced in Salesforce CRM?

UMUC Response

Yes.

57. Has [UMUC] identified and/or architected a method for exporting data from [UMUC's] existing Marketing Automation solution(s) (i.e. Silverpop)?

UMUC Response

No.

58. Is replacement of [UMUC's] existing Salesforce CRM solution within the scope of this project/solution? Please provide more details.

UMUC Response
Replacing UMUC's existing Salesforce CRM solution is not in scope for this project.

59. Can [UMUC] provide a list of the existing reports that are currently in use that are anticipated to be accommodated as part of this project/solution?

UMUC Response
This information is not relevant to the scope of this RFP.

60. Do[es] [UMUC] have an existing content governance process in place, or do[es] [UMUC] have any existing requirements defined?

UMUC Response
Yes.

61. Ha[s] [UMUC] validated that [UMUC's] Single Signon solution is compatible with the integration requirements for Salesforce Marketing Cloud?
(http://help.marketingcloud.com/en/documentation/marketing_cloud/administration/singlesignon_authenticationviasaml20/)

UMUC Response
Yes.

62. Do[es] [UMUC] have existing documentation/requirements for the initial student journeys?

UMUC Response
Yes.

63. Is there any need for managing/integrating event registrations in order to support recruitment and other efforts?

UMUC Response
No.

64. *Is the development of any campaign/recruitment landing pages and/or forms in scope of this project?*

UMUC Response
Yes.

65. *Do[es] [UMUC] currently leverage a Web Analytics platform that should be integrated into this solution?*

UMUC Response
Yes. Tableau is currently integrated into UMUC's existing Salesforce environment.

66. *What existing Social Media channels are leveraged by the University and are expected to be supported by Marketing Cloud Social Studio?*

UMUC Response
The primary social media channels UMUC expects to leverage are Twitter, Facebook, Instagram, Youtube and others to follow.

67. *Will UMUC or another agency provide necessary Content and Creative for the in scope email and other communications?*

UMUC Response
UMUC will provide the necessary content and creative for communications.

68. *Can [UMUC] provide a list of existing UMUC systems that will need to be integrated with Marketing Cloud and/or Salesforce?*

UMUC Response
UMUC systems to integrate with are listed in Section II. Scope of Work, Paragraph 2.3 Mandatory Requirements.

69. Do[es] [UMUC] know the number of email templates that will be required to be developed within the scope of the project?

UMUC Response
UMUC will own development of all net new email templates. Please see response to Question # 67 for additional details.

70. Does the solution need to provide record level security/control over which subscribers an individual user can access and/or send communications to?

UMUC Response
No.

71. Can [UMUC] advise the number of records [UMUC] anticipate[s] migrating from SilverPop. Does this include contacts or are all the contacts in Salesforce or PeopleSoft already? Will email templates be moved from SilverPop or new templates created.

UMUC Response
Please see response to Question #10.

72. How is Salesforce CRM being used today at UMUC and how is it integrated with PeopleSoft? Is there a middleware/ETL tool in use to support that integration?

UMUC Response
Please see response to Question #39 and #89 for how Salesforce CRM integrates with Peoplesoft. UMUC currently supports multiple integration methods. UMUC is seeking technical proposals that demonstrate a proposing firm’s ability to provide a complete Salesforce Marketing Cloud implementation based on the details given in the RFP, and subsequent Addenda. A detailed discussion will be available to shortlisted firms per Section III, Article 2, Paragraph 3.

73. Regarding the PeopleSoft integration, is the plan to expand on the Salesforce CRM to PeopleSoft integration to support the Marketing Cloud implementation? Or is the intent to have an integration between Marketing Cloud and PeopleSoft directly?

UMUC Response
UMUC currently supports multiple integration methods. UMUC is seeking technical proposals that demonstrate a proposing firm’s ability to provide a complete Salesforce Marketing Cloud implementation based on the details given in the RFP, and subsequent Addenda. A detailed discussion will be available to shortlisted firms per Section III, Article 2, Paragraph 3.

74. How many users of Marketing Cloud does [UMUC] anticipate?

UMUC Response

Please see response to Question # 1 & # 19.

75. Ha[s] [UMUC] seen the Marketing Cloud preference center to determine if it meets [UMUC] needs OOB or if [UMUC] will need a custom Preference Center created?

UMUC Response

Please see response to Question # 42.

76. Ha[s] [UMUC] established a budget for this project which can be shared?

UMUC Response

Budget information is not relevant to the scope of this RFP.

77. Is there a desired date of completion of the project assuming work commences in early January 2018?

UMUC Response

Please see response to Question # 18.

78. Please confirm if there are any multi-currency, multilingual support requirements (Section 2.2.3)

UMUC Response

There are no multi-currency or multilingual support requirements.

79. In which system are the student inquiries captured? (Section 2.3.2.6)

UMUC Response

Student inquiries are captured in Salesforce.

80. Which system holds the applicant's details? (Section 2.3.2.6)

UMUC Response
Salesforce and Peoplesoft hold the applicant's details.

81. Which system(s) store the application attributes? (Section 2.3.2.6)

UMUC Response
Salesforce and Peoplesoft hold the applicant's details.

82. Do[es] [UMUC] have any middleware/ESB in [UMUC's] system landscape that can be considered for automation? (Section 2.3.2.7)

UMUC Response
UMUC currently supports multiple integration methods. UMUC is seeking technical proposals that demonstrate a proposing firm's ability to provide a complete Salesforce Marketing Cloud implementation based on the details given in the RFP, and subsequent Addenda. A detailed discussion will be available to shortlisted firms per Section III, Article 2, Paragraph 3.

83. Do[es] [UMUC] want to use Social Studio for all purposes - publish, listen, engage? (Section 2.3.3.1.6)

UMUC Response
Yes.

84. Is there intent to leverage multiple channels for marketing initiatives (Email, Web, Mobile, Social) ? Please specify.

UMUC Response
Yes.

85. *Systems that need to be integrated with Marketing Cloud Salesforce, PeopleSoft Campus Solutions (SIS), SMS platform, Student Portal & Data Warehouse. Please specify any other systems which will need to be integrated with. (Section 2.3.3.1.7 and 2.3.3.1.8)*

UMUC Response
Additional insight is not available at this time. Proposing firms should provide a technical proposal based on the environment details given in the RFP, and subsequent Addenda. A detailed discussion will be available to shortlisted firms per Section III, Article 2, Paragraph 3.

86. *Are all necessary data for Marketing activities for the initial 3 journeys available in the above mentioned systems? Ex. Inquiries, Applications, incomplete applications, students contact information, etc. (Section 2.3.3.1.7 and 2.3.3.1.8)*

UMUC Response
Yes.

87. *What data will flow between these systems? Please explain uni/ bi-directional integration requirement for each of these systems. (Section 2.3.3.1.7 and 2.3.3.1.8)*

UMUC Response
UMUC currently supports multiple integration methods. UMUC is seeking technical proposals that demonstrate a proposing firm's ability to provide a complete Salesforce Marketing Cloud implementation based on the details given in the RFP, and subsequent Addenda. A detailed discussion will be available to shortlisted firms per Section III, Article 2, Paragraph 3.

88. *Please explain if there are any real-time integration requirements. (Section 2.3.3.1.7 and 2.3.3.1.8)*

UMUC Response
UMUC currently supports multiple integration methods. UMUC is seeking technical proposals that demonstrate a proposing firm's ability to provide a complete Salesforce Marketing Cloud implementation based on the details given in the RFP, and subsequent Addenda. A detailed discussion will be available to shortlisted firms per Section III, Article 2, Paragraph 3.

89. *What do[es] [UMUC] use Salesforce CRM for? (Section 2.3.3.1.7 and 2.3.3.1.8)*

UMUC Response
UMUC's project goals in regard to Salesforce are described in Section II. Scope of Work, Paragraph 2.1. Project Goals

90. *What Data Warehouse do[es] [UMUC] use and are data being pulled from all sources into Data Warehouse currently? (Section 2.3.3.1.7 and 2.3.3.1.8)*

UMUC Response

Proposing firms should provide a technical proposal based on the environment details given in the RFP, and subsequent Addenda. A detailed discussion will be available to shortlisted firms per Section III, Article 2, Paragraph 3.

91. *Please provide some details on volume of content and delivery data that needs to be migrated from SilverPop to Marketing Cloud. (Section 2.3.3.1.8)*

UMUC Response

Please see response to Question #20.

92. *Do[es] [UMUC] intend to shut down Silverpop post Marketing Cloud implementation? If yes, is there a cut over date planned? (Section 2.3.3.1.8)*

UMUC Response

At this time, UMUC plans to run Silverpop in parallel for a period of time after Marketing Cloud Go Live. See Response to Question 18.

93. *What are the communication history data to be considered here - email sends? Templates? Tracking data, etc.? (Section 2.3.3.1.9 and 2.3.4.2)*

UMUC Response

Please see response to Question #20

94. *Can [UMUC] provide a detailed functional requirement/ user story that depicts the data flow amongst the given systems and covers an end to end use case of a student/ constituent lifecycle. (Section 2.3.3.1.7)*

UMUC Response

Proposing firms should provide a technical proposal based on the environment details given in the RFP, and subsequent Addenda. A detailed discussion will be available to shortlisted firms per Section III, Article 2, Paragraph 3.

ACKNOWLEDGEMENT OF RECEIPT OF ADDENDA FORM

Solicitation: UMUC RFP# 91533 – Salesforce® Marketing Cloud Implementation Services

TECHNICAL PROPOSAL DUE DATE: Tuesday, September 19, 2017 at 2:00 PM ET

NAME OF PROPOSER: _____

ACKNOWLEDGEMENT OF RECEIPT OF ADDENDA

The undersigned, hereby acknowledges the receipt of the following addenda:

Addendum No. <u> 1 </u>	dated <u> 8/31/2017 </u>
Addendum No. <u> 2 </u>	dated <u> 9/08/2017 </u>
Addendum No. <u> </u>	dated <u> </u>
Addendum No. <u> </u>	dated <u> </u>
Addendum No. <u> </u>	dated <u> </u>

As stated in the solicitation documents, this form is included in our Technical Proposal.

Signature

Name Printed

Title