AMENDMENT OF SOLICITATION / MODIFICATION OF CONTRACT	1. Contract Number	Page of Pages	
	CFOPD-19-C-015	1	28

2. Amendment/Modification Number	3. Effective Date	4. Requisition/Purchase Request No.	5. Solicitation Caption
Modification No. 12	See 16 C below		DIFS Organization Change Management

6. Issued by: Code   **7. Administered by (If other than line 6)**

Office of the Chief Financial Officer
Office of Contracts
1100 4th Street, S.W. Suite E610
Washington, D.C. 20024

8. Name and Address of Contractor (No. Street, city, county, state and zip code)		9A. Amendment of Solicitation No.
Deloitte Consulting LLP 1919 North Lynn Street Arlington, VA 22209-1742 Attn: Wendy Carr Email: wcarr@deloitte.com		9B. Dated (See Item 11)
	X	10A. Modification of Contract/Order No. CFOPD-19-C-015
Code Facility		10B. Dated (See Item 13) July 15, 2019

11. THIS ITEM ONLY APPLIES TO AMENDMENTS OF SOLICITATIONS

☐ The above numbered solicitation is amended as set forth in item 14. The hour and date specified for receipt of Offers ☐ is extended. ☐ is not extended. Offers must acknowledge receipt of this amendment prior to the hour and date specified in the solicitation or as amended, by one of the following methods: (a) By completing Items 8 and 15 and returning _____ copies of the amendment: (b) By acknowledging receipt of this amendment on each copy of the offer submitted; or (c) BY separate letter or fax which includes a reference to the solicitation and amendment number. FAILURE OF YOUR ACKNOWLEDGMENT TO BE RECEIVED AT THE PLACE DESIGNATED FOR THE RECEIPT OF OFFERS PRIOR TO THE HOUR AND DATE SPECIFIED MAY RESULT IN REJECTION OF YOUR OFFER. If by virtue of this amendment you desire to change an offer already submitted, such may be made by letter or fax, provided each letter or telegram makes reference to the solicitation and this amendment, and is received prior to the opening hour and date specified.

12. Accounting and Appropriation Data (If Required)

13. THIS ITEM APPLIES ONLY TO MODIFICATIONS OF CONTRACTS/ORDERS, IT MODIFIES THE CONTRACT/ORDER NO. AS DESCRIBED IN ITEM 14

	A. This change order is issued pursuant to (Specify Authority)
	B. The above numbered contract/order is modified to reflect the administrative changes (such as changes in paying office, appropriation data etc.) set forth in item 14, pursuant to the DC Financial Responsibility and Management Assistance Authority.
	C. This supplemental agreement is entered into pursuant to authority of:
X	D. Other (Specify type of modification and authority): Section I.8 and 27 DCMR 3601.2

E. IMPORTANT: Contractor ☐ is not   ☒ is required to sign this document and return one copy to the issuing office.

14. Description of Amendment/Modification (Organized by UCF Section headings, including solicitation/contract subject matter where feasible.)

The purpose of Modification No. 12 is to update the requirements for the DIFS OCM Implementation Phase as set forth beginning on page 2. This modification will result in an increase in the total not-to-exceed amount of Option Year Two by $4,385,837.00.

All other terms and conditions shall remain unchanged.

Except as provided herein, all terms and conditions of the document is referenced in Item 9A or 10A remain unchanged and in full force and effect.

15A. Name and Title of Signer (Type or print)	16A. Name of Contracting Officer
Amy E Tener, Managing Director	Dorothy Whisler Fortune, Esq., CPPO, Drakus Wiggins, CPPB, CPPO or Anthony A. Stover, CPPO

15B. Name of Contractor	15C. Date Signed	16B. District of Columbia	16C. Date Signed
(Signature of person authorized to sign)	6/28/2021	(Signature of Contracting Officer)	July 12, 2021

I.   Modification No. 12 makes the following changes to the contract:

A. Section B.4, *Pricing Summary*, is updated to reflect the total not-to-exceed prices of the DIFS OCM Implementation Phase.

B. Section C, *Description/Specification/Work Statement*, is being replaced in its entirety. The changes to Section C include the following:

   1. Replacing references to the 'Comprehensive Financial Annual Report' with 'Annual Report', and the 'Popular Annual Financial Report' with 'Popular Annual Report';
   2. Updating the OCM Implementation Phase provisions in Sections C.4.3.3; C.4.4.6; and C.7.1.2;
   3. Adding Sections C.7.9 through C.7.13, which cover OCM Implementation Milestones; and
   4. Updating Key Project Assumptions in Sections C.4.6.

C. Section H.12, *Key Personnel*, is revised to identify the Contractor's key personnel for the Implementation Phase.

D. Under Section J, *Attachments*, Attachment J.25, *DIFS OCM Implementation Pricing Breakouts*, is being added and incorporated by reference to the subject contract. Attachments J.3 and J.17 are being updated.

E. Based on the above changes, the total amount for Option Year Two shall increase from $5,323,183.50 by **$4,385,837.00** to $9,709,020.50.

F. The total not-to-exceed contract value is hereby increasing from $10,580,708.00 by $4,385,837.00 to $14,966,545.00.

II. The changes to the contract provisions are as follows:

1. **DELETE** Section B.4.3 in its entirety, and **REPLACE** with the following:

   B.4.3   Price Summary - The total pricing table below reflects the pricing for the Blueprint, Pre-Construction/Ramp-Up and Implementation Phases (based upon the original proposal).

Description	Base	OY1	OY2	OY3	OY4	OY5	OY6	Total
Blueprint	$1,528,716							$1,528,716
Pre-Construction/Ramp-up		$3,728,808.50	$536,286.50					$4,265,095
Implementation			$9,172,734	$8,451,089	$1,998,883	$0	$0	$19,622,706
Total	$1,528,716	$3,728,808.50	9,709,020.50	$8,451,089	$1,998,883	$0	$0	**$25,416,517**

2. **DELETE** Section C in its entirety and **REPLACE** with the following:

C.1   <u>INTRODUCTION</u>

C.1.1   The OCFO for the District, Office of Contracts requires the Contractor to provide OCM services for the Blueprint, Pre-Construction/Ramp-up and Implementation Phases (defined below) for the new DIFS. The new DIFS will be an Oracle Cloud solution including Enterprise Resource Planning (ERP) and Enterprise Performance Management (EPM) components. The District is seeking to deploy functionality to support business processes for Financial Management, Grants and Project Accounting, Purchasing, and Planning and Budgeting.

C.1.2   The new DIFS solution shall replace the District's mainframe-based financial System of Accounting and Reporting (SOAR), better known commercially as R*STARS, as well as replacing other legacy District systems. At the end of the Blueprint Phase (defined below), the selected Contractor shall have full understanding of the organizational change management scope.

C.2   <u>GLOSSARY</u>

See Attachment J.21 for the glossary of relevant terms contained herein.

C.3   <u>BACKGROUND</u>

C.3.1   In 1999, the District implemented SOAR. Interface files from agency systems are uploaded to SOAR each night allowing the SOAR system to record financial transactions, make payments to vendors for services and goods provided, record and depreciate assets, manage fund transfers for payments and refunds, record journal adjustments, and at the end of the fiscal year create the Annual Report and the accompanying Popular Annual Report.

C.3.2   There are various interfaces to SOAR from other systems, such as Ariba for procurement, Peoplesoft for payroll, the Budget Formulation Application (BFA) for budgetary controls on spending and obligations, and GenTax for tax data.

C.3.3   In June 2019, the District awarded contract CFOPD-19-C-001 for a Contractor to provide services to scope, plan, and implement a new District Integrated Financial System (DIFS). The selected Contractor for the new system will be identified herein as the "DIFS Contractor."

C.4   <u>SCOPE OF SERVICES</u>

C.4.1   <u>Organizational Scope</u>

C.4.1.1   The services in this contract shall encompass all of the OCFO and its central financial operations offices which are the following: Office of Budget and Planning (OBP), the Office of Finance and Treasury (OFT), the Office of Financial Operations and Systems (OFOS), the Office of Revenue Analysis (ORA), and the Office of Tax and Revenue (OTR). In addition to the central offices, the six-agency financial operation clusters are included in the organizational scope of this project: Economic Development and Regulation, Government

Operations, Government Services, Human Support Services, Public Safety and Justice, and Education. Also included in the scope are five additional District organizations: Office of Lottery and Charitable Games, Events DC, Health Benefit Exchange, Greenbank, and the United Medical Center (a nonprofit hospital).

C.4.1.2   See Attachment J.16 for an overview of the OCFO organizational structure.

C.4.1.3   There will be 700 system users of the new DIFS.

C.4.2   <u>Software Scope</u>

C.4.2.1   The DIFS Contractor shall implement the following Oracle Cloud modules:

- a) Oracle Financial Cloud Services
  - o General Ledger
  - o Accounts Payable
  - o Accounts Receivable
  - o Fixed Assets
  - o Cash Management
- b) Oracle Purchasing Cloud Services
  - o Oracle Purchasing Cloud services
  - o Oracle Supplier Portal Cloud services
- c) Oracle Project Cloud Services
  - o Project Costing
  - o Project Billing
- d) Oracle Grants Management Cloud Services
- e) Oracle Enterprise Performance Management Enterprise Cloud Service (EPM)

C.4.2.2   The DIFS Contractor shall confirm if components of Oracle HCM Cloud Services will be required to interface with the PeopleSoft HR/Payroll application operated by the Mayor's Office of the Chief Technology Officer (OCTO) for purposes of accessing personnel data for budgeting and passing labor distribution data resulting from the District's payroll to the new DIFS.

C.4.2.3   The District, at its discretion, reserves the right to add or remove functionality or modules and the associated services.

C.4.3   <u>Project Timing</u>

NOTE: ***The major segments of this project, Blueprint, Pre-Construction and Implementation, will be referred to as "phases" of the project. During the Implementation Phase, the roll-out of production releases will also be referred to as "Phases" of the Implementation Phase.***

C.4.3.1   Blueprint Phase **-** The Blueprint Phase is expected to include all DC agencies as listed in Section C.4.1.1. At the end of the Blueprint period, the Contractor, with the support of the District, will re-examine all implementation assumptions and confirm the scope for planned

implementation services.

C.4.3.2   Pre-Construction/Ramp-up Phase – The Pre-Construction/Ramp-up Phase includes an 11-month period to conduct ongoing OCM activities, stand-up and support new governance committees and provide specific support related to Interagency and Chart of Accounts socialization.

C.4.3.3   Implementation Phase **-** The District's assumptions regarding the DIFS implementation timing include:

a.   The contract specifies a project timeline lasting until December 2023 including the Blueprint Phase.
b.   The Implementation Plan is being revised as a result of Pre-Construction work. ERP and Budget Execution will go live in October 2022. Budget Formulation will follow in June 2023.
c.   The District currently uses Ariba On Premise for contracting and procurement, which is operated and supported by the Mayor's Office of the Chief Technology Officer (OCTO). The District plans to upgrade to Ariba 9.2 and as a result DIFS will integrate with only the On-Premise version of Ariba until such time the District re-evaluates migrating to Ariba Cloud.
d.   The OCM support period will be 90 days of post-production change management support following the go-live of each Phase into production. The two phases are ERP and Budget Execution in October 2022 and Budget Formulation in June 2023.

C.4.4   <u>Anticipated Project Organization</u>

C.4.4.1   The following chart provides a high-level governance and anticipated organizational structure for the District DIFS Implementation. The Contractor shall have, at the minimum, OCM and Training leads, Course developer/Trainer SMEs and OCM Analysts.

The District of Columbia OCFO EFS Project Organization Chart
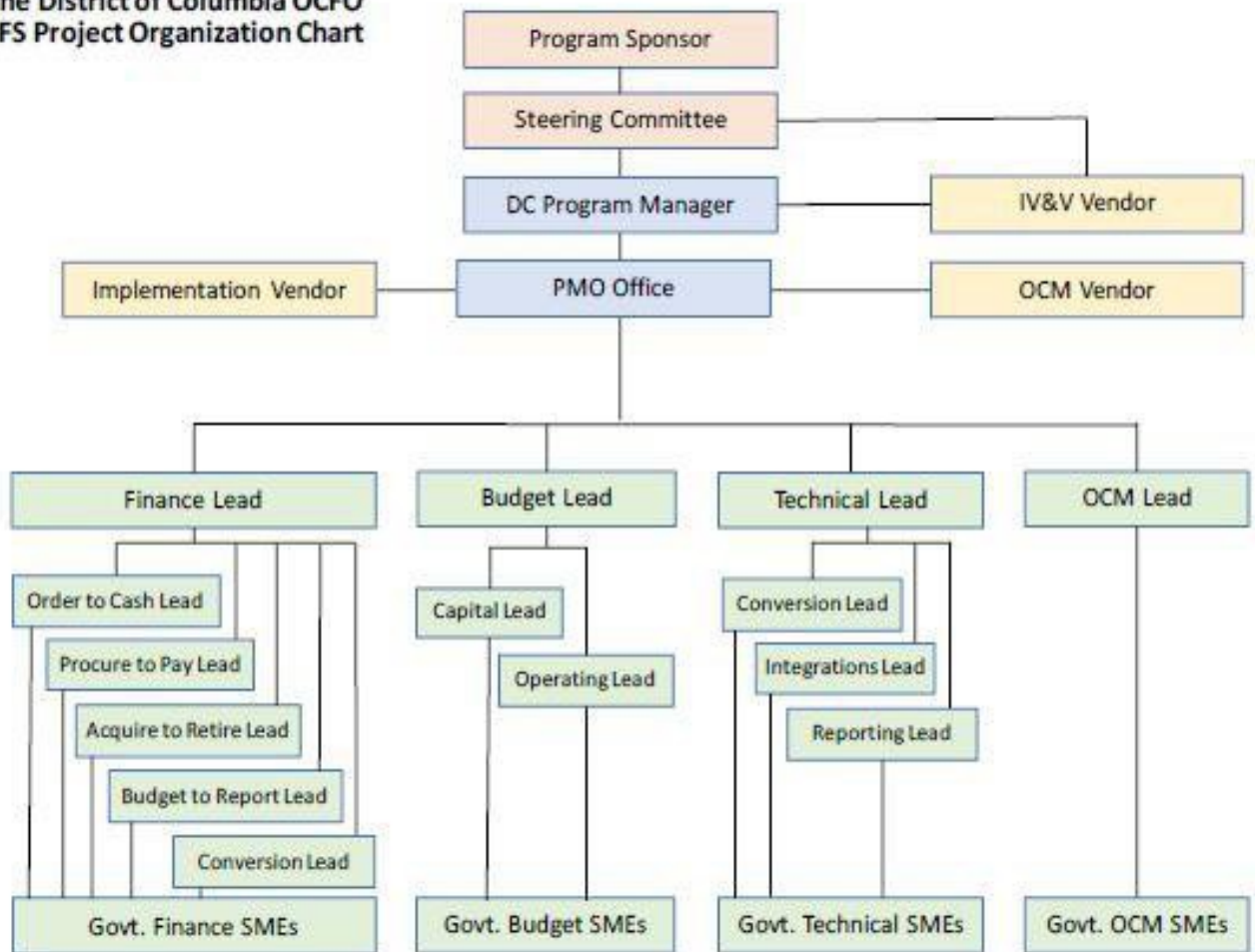
C.4.4.2   The District will follow standard project management principles to secure executive sponsorship, system setup and configuration decisions, to-be business process approval, and to ensure effective planning of project activities and utilization of resources.

C.4.4.3   The Program Sponsor will be responsible for executive communications on project- related matters, providing executive input to the Steering Committee, and setting the high-level strategy for the project. The Program Sponsor will negotiate and determine the availability of District project resources as required.

C.4.4.4   The Steering Committee members will be responsible for communications on project- related matters, providing input to the Project Management Office, disseminating project information within their organizations, and advocating for the implementation of approved standardized business processes and data across all agencies and departments. The Steering Committee will forward to the Contracting Officer any requests to approve all significant modifications to designed business processes and other significant changes to the system as delivered.

C.4.4.5   The PMO will be led by the District Program Manager, who is a 100% dedicated critical resource. Working with the Implementation Services Project Manager and the OCM Services

Project Manager, the Program Manager will also be responsible for making recommendations to the Steering Committee after reviewing all standardization and/or configuration of the DIFS as provided by the Functional/Process Area Teams. The PMO will also review and provide resolution to project issues submitted by the project team and, if needed, will submit/escalate project issues to the Steering Committee. The PMO ensures compliance with DIFS Implementation goals, objectives, project management guidelines, project standards, project scope, quality management, project budget, reporting and documentation procedures. It ensures District project staff and Contractor resources are leveraged effectively across the project and reviews and recommends approval of project deliverables. Finally, the PMO is responsible for managing the project work plan and overall project budget, monitoring activities of the DIFS Implementation team, timelines, issues and risks. This includes overall responsibility for reporting regularly on the status of project activities, milestones, and deliverables.

C.4.4.6   The OCM team will oversee the organizational change management, communication and training needs of end-users. The District Team owns Business Transformation (i.e., Business Process Reengineering, Benefits Realization and Organizational Alignment) activities with support from the Contractor to include 7 FTEs. These teams will submit unresolved project issues to the PMO, as needed.

C.4.4.7   The DIFS OCM Implementation will be reviewed by an independent IV&V Contractor. The DIFS Contractor and OCM Contractor shall be expected to meet with the IV&V Contractor and provide project information regarding status, progress, issues, and impediments to the IV&V Contractor on a regular basis throughout the implementation project.

C.4.5   District Resources Provided

C.4.5.1   The District will provide workspace for Contractor's personnel to include utilization of District printers, copiers, workspace, network and internet access. The District will provide computer equipment for use by the Contractor's personnel to include laptops as necessary, and members of the Contractor's team shall conduct project-related business using the District's provided computers and network. The computer equipment provided uses the standard OCFO image that includes the Office 365 application suite and OneDrive. The District will also provide a shared online repository (e.g., SharePoint) for the tracking and storage of all draft and final deliverables and work products produced throughout each phase of the Blueprint, Pre-Construction/Ramp-up, Implementation and support period. As required, the District will provide adequate facilities required for project meetings, project team training and end-user training.

C.4.5.2   The Contractor shall primarily perform the required services at a District designated facility, subject to COVID-19 restrictions, located in Washington DC.

C.4.6   Key Project Assumptions

The following key project assumptions shall be taken into consideration when responding to this RFP:

   a.   The DIFS Implementation is a high priority of the District with corresponding

commitment and support by all levels of management to include allocation of available resources and timely consensus and deadline-based decisions.

b. The District is committed to updating its business processes and expects to use Oracle's delivered Business Processes as the starting point for business process workshop activities.

c. Strong project governance standards will be applied in a manner that ensures the opportunity for input by all District stakeholders.

d. The District will establish a project management team with appropriate levels of experience and authority.

e. The District will establish senior project leadership with the authority to make timely policy-level decisions to meet project needs and deadlines.

f. There will be District FTEs and Contractor leads for each major functional/process areas and technical area identified within the project team organization.

g. The District will assign fully (100%) dedicated staff to critical roles on the project.

h. The District will commit sufficiently skilled District staff resources to the project as reflected in an agreed upon work plan and staffing plan.

i. The Contractor shall commit sufficient expert resources pursuant to the minimum mandatory qualifications to meet the Blueprint, Pre-Construction and Implementation Phase timelines and the requirements for OCM post-implementation support and knowledge transfer to the District.

j. The District can reach agreement on critical decisions such as business process configuration and whether gaps in functionality can be addressed through means other than software extensions.

k. The existing legacy systems at the District-wide level will continue to operate as required throughout the deployment period.

l. The District is responsible for engaging third-party vendors providing support to District systems to secure their timely participation in the project, thereby facilitating the coordination of all teams required for project activities.

m. The District will provide validated data extracts for conversion and shall work jointly with the Contractor to map the data to the new system. The District will be responsible for validating and accepting the converted data and to perform needed post-data conversion adjustments.

n. The Contractor shall manage the migration of configuration and transactional data between instances with the District's assistance. The District is responsible for validating all migrations and confirming environment readiness.

o. Where the non-production environments exist, the District will provide the Contractor will access to those environments to allow the Contractor to test integrations and conversions.

p. The Contractor shall provide testing scenarios for Systems Integration Testing and UAT, and the District will be responsible for adding additional scenarios needed. The testing strategy proposed by the Contractor and accepted by the District will identify the need and scope of testing requiring real-life data.

q. The District is responsible for managing sensitive data and will use Blueprinting to identify a strategy with the Contractor for creating a Confidential Information Management Plan (CIMP) to manage the introduction of such sensitive data into the non-production environments and to ensure the establishment of appropriate security roles and responsibilities to safeguard sensitive data.

r. The District will be responsible for providing current SOD rules and working with the Contractor to configure roles and responsibilities in Oracle ERP and EPM to meet the District's SOD policies or to provide compensating controls where SOD conflicts cannot be avoided.

s. The District is responsible for the management of the District network and infrastructure.

t. The District will be responsible for identity management ensuring the authentication of District personnel is enabled and configured to work with Oracle's Single Sign-On functionality.

u. UDC and Community College will not be included in the education cluster and will not be part of the DIFS implementation.

v. It is assumed that users will already know SOAR and SOAR will not be included in the training. The training population requiring in-person, and potentially remote training due to a virtual working environment is 700 users.

w. The District will be responsible for all training logistics including training registration, training room set-up and access to computers and training environment, printing of materials, and training evaluations.

x. The District is responsible for Oracle-specific training for project team members.

y. The Contractor shall deliver a hybrid Instructor-Led Training (ILT), Virtual Instructor-Led Training (VILT) and Train-the-Trainer (TTT) program to meet end user training requirements which may consist of both in-person and virtual training delivery. Trainings may include multiple modalities, including Computer-Based Trainings (CBTs), micro-learnings and job aids. The above training delivery shall be conducted by the Contractor with co-facilitation support by the District.

z. The District will provide resources to participate in the change champion network, based on the change management approach and plan. District resources will be expected to help facilitate the change management and training efforts. The change champion network participants will participate in design sessions and decision- making efforts and will participate in organization and process change efforts where needed. The District will provide communications and change management resources knowledgeable about its offices, requirements, and communication protocols. Each cluster agency will identify a person (change champion lead) that will champion the project at each location. The change champion leads will remain in their roles throughout the duration of the project, and will participate in a variety of activities, including but not limited to training, communications, cutover, and deployment.

aa. The District will be responsible for the purchase and implementation of any assistive technology for visually and physically impaired employees including equipping training rooms with appropriate assistive technology tools. Individuals needing assistive technology will be identified by the District. For Section 508 Compliance, the District will also be responsible for the creation and utilization of supplemental documents and systems as an alternative solution if requested by a visually impaired employee.

bb. The Contractor shall only be responsible for updating business processes as they relate to the DIFS Oracle system, as well as identifying and documenting integration points that may impact non-system related District policies/procedures. The District Team is responsible for capturing and documenting updates to non DIFS Oracle system related policies and procedures.

cc. The District OHR will be responsible for the development and delivery of any foundational accounting training curriculum, which is required for a subset of end users prior to the rollout of the DIFS Training program. The District will provide the Contractor with the materials for review prior to the DIFS training rollout. The Contractor has included an optional Accounting Fundamentals Computer-based Training (CBT) Optional Task CLIN 212 to supplement the foundational accounting curriculum if needed.

dd. The DIFS Training Team will include all major business process updates as identified in the DIFS Change Impact Assessment in the DIFS system training curriculum as it relates to any updates resulting from the Oracle implementation. It is assumed that any changes to business processes, policies and procedures outside of the Oracle system updates will not be the responsibility of the Contractor's Training Team.

ee. The District will be responsible for conducting any activities related to performance management or the capturing of key performance indicators (KPIs).

ff. The Contractor shall own activities related to assessing the effectiveness and success of OCM activities related to the Oracle DIFS Project.

gg. The Contractor shall provide support in the form of 1.5 FTEs during Option Year Two in determining the strategy and prioritizing tasks with the District as they conduct organizational and operations alignment activities. The District will own all activities related to job impacts, competency framework recommendations and skills assessment as a result of the DIFS implementation.

hh. The District is responsible for directly providing the required skills or knowledge of end users if it is outside of the scope of the DIFS Oracle training curriculum.

ii. The scope of the DIFS Training effort includes the delivery of three-weeks of User Acceptance Testing (UAT) Training for Phase 1 and two-weeks of UAT Training for Phases 2 and 3 each.

jj. The District is responsible for ensuring that end users who need to attend training do so on the scheduled dates and within the timeframe detailed for each Phase. The Contractor shall provide for 5% of the total number of training hours for make-up or remedial training based on the hours detailed in the final, approved curricula and the estimated number of trainees in the Role to Position Mapping report.

C.4.7   Project Timeline

In keeping with the Key Project Assumptions (C.4.6) and the Project Timing (C.4.3) sections, the District has a draft Project Planned Timeline (Attachment J.22) to illustrate the Blueprint Phase (C.5), Pre-Construction Phase (C.6) and Implementation Phase (C.7).

C.4.8   Status Report (Weekly)

Weekly Status reports shall at a minimum include the status of each project task/activity, risk and issues, decisions requested, and action items.

C.5   SERVICES SCOPE – BLUEPRINT PHASE

C.5.1   During the Blueprint Phase, the Contractor shall collect all the information needed to prepare accurate and complete implementation plans, and to make recommendations and confirm foundational assumptions for the Implementation Phase of the DIFS project. The post-implementation support periods shall also be factored as part of the implementation. The scope of the implementation effort will be confirmed during the Blueprint phase by the Contractor and the COTR.

C.5.2   During the Blueprint Phase, the Contractor shall perform services in the following areas at a minimum:

a. Ensure key personnel (see Section H.12) are on-site within twenty (20) business days of contract award.

b. Provide the District with a detailed Blueprint Phase work plan within ten (10) business days of contract award.

c. Participate in sessions organized by DIFS Contractor to meet with District stakeholder representatives from each of the central OCFO offices, cluster agencies and the Mayor's Office of Budget and Performance Management (OBPM) to confirm the scope of business functions and document requirements within finance and budgeting that will be supported by the new DIFS including develop budget and execute, procure to pay, order to cash, acquire to retire, manage grants, manage projects, allocate costs, budget to report, monthly close, annual close, period, fiscal, and annual reports.

d. Analyze Fit/Gap Analysis, integration plan, requirement traceability document, reporting, extension, interface and conversion strategy, implementation strategy and project work plan provided by DIFS Contractor to identify and document full change management scope to implement the financial and budgeting solutions.

e. Provide a change management project work plan to include the required OCM strategy and tasks by Phases, secondary training and operational support strategy by Phase, detailed change management project task plan, resources loaded and leveled, anticipated deliverable milestones, timelines for review of all documents including deliverables, decision documents, and work products. The work plan shall be developed in Microsoft Project or SmartSheet and include activities, tasks, dependencies, resources, deliverables, milestones, and Gantt timeline. The work plan shall be based on the Contractor's methodology and approach for transitioning organizations to the Oracle Cloud. This deliverable shall also describe the process for overall project management standards, deliverable management, project controls, status reporting, time reporting, issue and risk management plans. The plan shall be used to document the proposed implementation pricing schedule including hours by resource and associated cost.

C.5.3   The minimum set of deliverables to be produced during the Blueprint Phase shall include:

(a) **Blueprint Phase Workplan**. This workplan documents the tasks, hours, staffing, milestones, dependencies, and the timeline for the overall phase.

(b) **Change Management Strategy**. The Contractor shall develop and execute a change management strategy aimed at preparing stakeholders for the organizational impacts resulting from the technology change. The strategy shall be focused on facilitating staff adoption and support for the new system, business processes and procedures resulting from the DIFS implementation.

(c) **Organizational Change Management Plan**. The Organizational Change Management Plan shall detail the roles of the OCM Contractor; the District; and the DIFS Contractor in the overall Change Management framework and approach. The plan shall also detail the industry and/or Contractor standards for the OCFO Organization change management framework, the standards for Change Management, and the technologies used to perform Change Management. This plan shall include metrics that will be defined, tracked and used to determine if organizational changes have successfully achieved their end results for each Phase of the DIFS Implementation. At a minimum, the OCM Plan shall define the overall strategy and methodology to be used to manage organizational change and training with consideration for the following:

(i) The metrics by which organizational change activities will be measured for success;

(ii) The role of the DIFS Contractor in OCM and training project management and monitoring;

(iii) The initial specifications for the number and type of training environments required for each Phase;

(iv) The approach to measure training effectiveness;

(v) The approach to making training adjustments based on effectiveness measurements;

(vi) The approach to collaborate and plan for all elements of OCFO Organization training with all other relevant contractors (within the provisions of their various contracts) and the District. Those elements will include, but not be limited to:

1. End-to-End Business Process and System Training;
2. Resistance Management;
3. Skills Gap Analysis;
4. Integrated, Cross-functional End User Policy and Procedure Training;

(vii) The approach to manage the Training Plan and its execution;

(viii) A detailed description of Contractor's available OCM and training resources with appropriate skill sets.

(ix) Assist with the identification and team building of internal change "champions".

(d) **Change Management Workplan.** The Change Management workplan will document the execution of the OCM strategy and tasks by Phases, including anticipated deliverable milestones and timelines for review of documents.

(e) **Stakeholder Analysis Report.** This report includes the identification of stakeholders and sponsors and the sponsorship model (including assessing sponsor/executive steering committee competencies and ensuring readiness on the part of the sponsors/executive steering committee). Revised to include a listing of DIFS stakeholders by roles identified to date.

(f) **Initial Organizational Change Management Assessment.** The assessment includes identification of:

    (i)   What is changing and who is impacted by the DIFS implementation,
    (ii)   Readiness of those impacted (including identification of their needs, concerns and level of commitment),
    (iii) Risks/potential areas of resistance, and
    (iv) Change team needed to support the effort.

(g) **Communication Strategy**. This document will help to guide the communication for the DIFS initiative. This strategy shall define the "what" and "why" of communication.

(h) **Communication Plan**. The Communication Plan will define how project communications will be planned, structured, monitored, and controlled for all the Stakeholders. This plan shall define the framework for the Communications Management Plans for each of the Waves included within the OCFO Organization. The Communication Management Plan shall establish the guidelines and templates for various methods of communication such as meeting agendas and minutes, protocols for webcast meetings, standards for information to be included in communications, etc.

(i) **Quality Assurance Plan**. The Quality Assurance Plan will incorporate a Quality Assurance (QA) review which results in remediation plans for both current and future project deliverables. The Contractor shall document the details of internal quality reviews for all deliverables before the deliverables are submitted to the District. The Contractor's QA plan shall support QA reviews performed by the District. The activities for which they will support include, but are not limited to deliverable walkthroughs, incorporating revisions into deliverables, and supporting reviews and acceptance by District.

(j) **Initial Training Strategy and Plan**. This document shall be finalized during Implementation Phase. This initial document will include following items:

    (i)   Identify and document tools/software needed to conduct training and develop and maintain training material
    (ii)   Identify and document number of environments needed to develop and conduct training

        (iii)   Document different training delivery methods (On-demand and instructor led training etc.) and recommend which delivery methods to be used for District users during pre and post go-live training

        (iv)   Develop a Knowledge Transition Plan documenting the approach as to how the Contractor shall support training and knowledge transfer from the Contractor to the District.

(k) **Status Report** (Weekly). Weekly Status reports shall minimally include the status of each project task/activity, risk and issues, decisions requested, and action items.

(l) **Training/User Count Validation Survey and Report.** The Training User Count Validation will consist of a survey submitted to District Leaders, including Associate Chief Financial Officers (ACFOs) and Deputy Chief Financial Officers (DCFOs), to validate the end user counts by cluster. Data received will be analyzed and included in a report, an input needed to complete the Final Training Strategy and Plan.

(m) **Initial Budget Formulation and Wave 1 Training Strategy and Plan.** This document is an initial identification of the DIFS training audience (based on the Training/User Count Validation Survey and Report) and their training needs for Budget Formulation and Wave 1. The Initial Budget Formulation and Wave 1 Training Strategy and Plan will include a recommended training timeline and curriculum that incorporates all the latest system functionality and business processes. This Strategy and Plan will also include an initial training communications and engagement plan, and the initial proposed training support and transition plan for Budget Formulation and Wave 1.

C.5.4   All work products, reports and deliverables (including all elements of the implementation plan, work plan and statement of work) produced by the Contractor during the Blueprint Phase shall be the property of the District. As such, the Contractor shall refrain from including any proprietary or copyrighted materials as part of any OCM work product.

C.6   **SERVICES SCOPE – Pre-Construction/Ramp-up Phase**

C.6.1   The Pre-Construction/Ramp-up Phase ("Pre-Construction") includes an 11-month period to conduct ongoing OCM activities, stand-up and support new governance committees and provide specific support related to Interagency and Chart of Accounts socialization.

C.6.2   The deliverables to be produced during the Pre-Construction Phase shall include:

1. **Engagement Strategy and Approach**. The Engagement Strategy and Approach includes the following components:

    a.   Change Agent Network Strategy and Approach detailing the role of change agents for the DIFS Oracle Project, the time commitment and the recommended meeting cadence.

b. Manager Readiness Strategy and Approach detailing the purpose, desired objectives, example meeting topics and cadence of the Manager Readiness sessions. Manager Readiness sessions assist mid-level District managers with understanding the DIFS implementation and how to support their employees through the transformation.

c. DIFS Roadshows and Information Sessions detailing the purpose, objectives and recommended logistics plan of executing the Roadshows and Information Sessions.

d. DIFS Leadership Meeting Briefings detailing the purpose, objectives and recommended cadence for conducting DIFS Leadership Briefings. These briefings target DIFS leadership groups (i.e., ESC, ACFO/DCFO/Governance Committees) to provide updates on the Program status and needs.

2. **Option Year One Training Strategy and Plan.** Initially created in the Blueprint Phase, the Option Year One Training Strategy and Plan provides details around training for Option Year One, focused primarily on Budget Formulation. It includes the Training Approach and Methodology, Critical Success Factors and Assumptions, training scope and audience, end user journey with a sample integrated training, communication, and engagement plan/schedule and the development and management of training content and training environments. This deliverable will be updated based on information received during the Pre-Construction phase.

3. **OCM Work Plan**. The OCM Work Plan documents the execution of the OCM Strategy and tasks for the Pre-Construction Phase, including anticipated deliverable milestones and work products, (e.g. Communication Toolkit, DIFS Website) and timelines for review of documents.

4. **Option Year One Stakeholder Analysis Report.** This report details findings from new surveys and interviews with additional DIFS stakeholders identified in the Blueprint Phase deliverable, the Stakeholder Analysis Report. The Option year One Stakeholder Analysis Report will target new users, specifically end users in the agencies, to determine OCM strategies that will bring them along the adoption curve. The report provides recommendations for governance, communications, engagement, and training activities for these stakeholders to move them along the commitment curve throughout Option Year One.

5. **Virtual Training & Testing Plan.** This plan details the logistics for executing virtual training and testing. It includes the recommendations based on course content/complexity, required technology/tools, number of resources, and timeline & schedule for delivering training and testing for the first go-live of Budget Formulation.

6. **Chart of Accounts (COA) Webinar & Education Series.** The COA Webinar & Education Series effort includes a Chart of Accounts webinar and series of engagement sessions, providing an overview of the Appropriations Year (AY) and process changes. In addition, the education series will be focused on program and cost center changes, conducted in alignment with SI activities.

7. **Interagency Business Process and Policy Analysis.** The Interagency support will include facilitated design sessions and deep dives with stakeholders conducted by the OCM Team, while documenting the initial plan for Future State Interagency transactions including business processes, system procedures, and new/required policy updates and decisions. The detailed Interagency Business Process and Policy Analysis will be further defined during the Implementation Phase.

8. **Current State Organizational Assessment (Pain Points).** This assessment details the pain points identified with stakeholders through agency interviews and provides recommendations to close the gaps, which could include additional change impact mitigations (e.g., the Change Impacts Mitigation Report), engagement activities, communications awareness and/or training interventions. This assessment will also look at the current organizational structure at a high level, and begin to propose initial organizational structure recommendations, based on best practices or similar size and scale organizational transformations. This organizational structure recommendation effort will be further defined during the Implementation Phase. The OCM Team will remain in alignment with SI Team activities to provide functional expertise to close gaps, as needed.

9. **Quarterly Benefits Realization Report.** This report, i.e. dashboard, tracks the progress towards achieving the benefits identified in the Benefits Register. It includes details related to progress to date, projections for the next quarter, and recommendations to course correct or modify the trajectory as new data becomes available through the implementation of DIFS. It establishes the reporting vehicle for Benefits Realization, including after Go-Live.

10. **Communications & Engagement Option Year One Lessons Learned and Close Out Report.** This report details the outcomes of communications and engagement activities to key stakeholders, including end users and governance groups, for Option Year One as defined by the metrics contained within the Blueprint Phase deliverable, the OCM Plan. This report documents the number, types and audiences for the communications delivered throughout the Blueprint Phase and Option Year One. It also includes lessons learned for future phases (e.g., Option Year Two) to inform communications and engagement activities for the remainder of the Implementation Phase.

11. **Benefits Realization Management Roadmap and Plan.** This plan provides a detailed overview of implementing the BRM process, including (1) a pictorial view of when benefits will be realized, i.e. the Roadmap and (2) the high-level timeline and process for managing and achieving planned benefits, assumptions and the roles/responsibilities of team members, including after Go-Live.

12. *[Intentionally Deleted]*

13. **Pre-Construction Training Plan.** The Pre-Construction Training Plan provides details around training the Core Team and Sprint Participants to re-engage in Sprints. It will outline the training approach and methodology, critical success factors and assumptions,

training scope and audience, required resources, development and facilitation of training content, training logistics, and communication/engagement plan/schedule.

14. **Intro to Oracle CBT Course.** This course provides an overview of Oracle, basic navigation and key functionality of the system (e.g., notifications, mandatory fields, and help features) and will be delivered in conjunction with the Core Team and Sprint Participant training

15. **Policy and Procedures SOP.** Outlines detailed instructions for documenting future DIFS policies and procedures during the Implementation Phase.

C.6.3   Optional Tasks

The following deliverables describe optional tasks that may be executed after a modification to the contract:

1. **Journey to Oracle CBT Course – Optional Task.** This course provides details on why the District selected Oracle, how the individual modules work together to complete District business needs, and an overview of key system features such as Reporting.

2. **District Chart of Accounts CBT Course – Optional Task.** This course provides details on why the COA is changing, the key segments, and the impact to end users.

3. **Accounting Fundamentals CBT Course.** This course provides details on why Transaction Codes (T-codes) are being eliminated, execution of credits and debits, and other information required as prerequisite knowledge prior to taking DIFS end user training. It is meant to enable users to perform their duties in the Oracle system and supplement the OHR Foundational Accounting curriculum.

C.7   SERVICES SCOPE – Implementation Phase

C.7.1   The Implementation Phase shall include the following general organizational change management activities:

C.7.1.1   Implementation Plan (The activities listed below will be merged with DIFS Contractor's plan to create an integrated plan)

   a) Project Management
   b) Project Management Plan
   c) Risk Management Plan
   d) Staffing Management Plan
   e) Project Team Training
   f) Other Planning and Preparation
   g) The training project plan will be aligned to implementation vendor's plan to ensure that training sessions can be conducted to support major milestones

C.7.1.2   Managing Change/Plan Implementation

    a) Finalize OCM Change Impact Assessment.
    b) Develop Final DIFS Training Strategy and Plan.
    c) Leverage the Desired End-State Business Processes deliverable developed by the DIFS Contractor in the Blueprint Phase to document DIFS business processes as they relate to changes in job duties as needed for the DIFS Oracle end-user training program.
    d) Define and Document User Roles as part of the DIFS Training rollout and associated Oracle security role mapping efforts.
    e)
    f) Develop Leadership Action Plans.
    g) Develop one job aid per DIFS Oracle course, not to exceed 50 job aids.
    h) Develop and document one Standard Operating Procedure (SOP) as it relates to the Oracle system implementation per DIFS Oracle course, not to exceed 50 SOPs and/or job aids.
    i) Conduct Organization Readiness Assessment.
    j) Develop and conduct OCM Training. The training material will include integrated end-to-end DIFS system processes and role specific end-user training. The DIFS Oracle system implementation course material development is not to exceed fifty (50) courses and ten (10) computer-based courses.
    k) Maintain Contractor-required training environment(s) including creating user profiles, log-in credentials and transactional and master data to support training
    l) Leverage the business processes and procedures developed by the District to inform DIFS Oracle System Training efforts.
    m) Leverage change champions and build capability of the team to lead, manage and facilitate the change management efforts.

C.7.1.3   Assessment/Reinforcing Change

    a) Collect and analyze feedback of the efficiency of OCM activities performed for the DIFS Oracle System implementation.
    b) Diagnose OCM and training gaps for the DIFS Oracle System, provide a plan for addressing those gaps and recommend corrective actions.
    c) Conduct DIFS Oracle System refresher training and Brownbag sessions (As needed) after go-live.
    d) Provide reports that illuminate change management effectiveness.
    e) Develop OCM Lessons Learned Report for each Phase.
    f) Develop an Engagement Plan for each Phase.

C.7.1.4   Supporting Business Transformation

    a) Support the District team in documenting business processes outside of the DIFS Oracle system.
    b) Support the District team in conducting any activities related to performance management or the capturing of key performance indicators (KPIs).
    c) Support the District team in updating job and role descriptions.

      d) Advise the District on any new Finance or Budgeting skills required for employees to perform their job duties successfully in the DIFS Oracle System.

C.7.2   The services within scope for the Implementation Phase and associated deliverables will be confirmed and agreed upon during the Pre-Construction Phase.

C.7.3   The Contractor shall apply a rigorous and structured OCM model (such as ADKAR, LSS DMAIC) that meets industry standards and leverages best practices to lead the deployment and execution of various change management activities. These include, but are not limited to:

1. Assisting OCFO in the development of a change management roadmap related to the implementation of the DIFS system and working with Senior Management to ensure its execution.
2. Working collaboratively with the District's project team to plan, develop and execute a tailored DIFS communication strategy focused on internal and external change management initiatives.
3. Developing, leading and executing Change Management Training efforts for up to 700 District employees.
4. Creating a performance management framework that includes the identification of OCM key metrics that can be used to measure the success of the change management efforts post system deployment.

C.7.4   <u>Project Management Services</u>: The Contractor shall provide a Project Manager for the duration of the project who will partner with the District's Project Management Office as the primary managers and coordinators for all implementation efforts.

C.7.5   <u>Functional/Process Area Team Services</u>: The Contractor shall provide resources with expertise in performing change management activities for all functional areas in partnership with the District change management lead; with the understanding that District change management subject matter experts (SMEs) will make final decisions.

C.7.6   In addition, the Contractor shall provide refresher and additional functional training for up to 90 days after each implementation wave as requested by the District. The District expects two (2) FTEs for this effort. .

C.7.7   As part of its best value approach, the District is looking for opportunities to reduce project costs during the implementation. One major cost saving factor could be the use of Technology to use time more efficiently, engage more District stakeholders and reduce travel costs. Since SMEs for applicable business areas work at various office sites in the District, some meetings will require technology to include the desired breadth of expertise. The District will ensure that web-based collaboration/meeting tools and other enabling technology will be available for use during the project.

C.7.8   The Contractor shall make and disclose reasonable assumptions regarding the overall scope of the project and present an overall plan and cost model for the entire project as part of its response.

C.7.9   The milestones are included in Attachment J.25.   Should the Contractor anticipate the

milestone will not be delivered per the projected milestone completion date the Contractor shall alert the District.

C.7.10   In addition to the milestones outlined, the Contractor will provide a monthly report from the ChangeScout tool, highlighting data related to the effectiveness of the OCM activities proposed during the Implementation Phase.

C.7.11   The milestones to be produced during **Option Year Two** shall include:

1. **Communications & Engagement: Deliver Agency Sprint Kick-off Event –** Develop materials and host kick-off event for Agency Sprint participants to prepare the selected group for Sprints. The event will provide an update on the DIFS Program, update on the Chart of Accounts decisions, and an understanding of what to expect during Sprints, including the schedule, team roles and ceremonies. In addition, this event will give an opportunity to the participants to connect via a meet and greet session with their Scrum Team.

2. **Training: Complete District's Journey to Oracle CBT –** The objective of this computer-based training (CBT) is to provide end-users with a high-level introductory course to identify the Oracle products that DIFS is adopting. The course will outline the benefits of migrating from the legacy system to Oracle Cloud and highlight the importance of the key functionalities of the Oracle Cloud System for all staff responsible for financial processes in DIFS.

3. **Business Transformation: Review Drafted To-Be Processes –** This report will provide an overview of the updated business processes as a result of information collected during the Sprint sessions.

4. **Communications & Engagement: Complete Change Agent Network Meeting Materials –** The Change Agent Network (CAN) will foster communication, increase awareness, build readiness, and drive adoption among their peers in the Cluster/Central Office. The monthly meeting will serve as the platform by which the Engagement Team will share relevant information with the CAN and discuss upcoming items to share with their respective Cluster/Central Office as well as hear end user feedback about the program. The corresponding meeting materials will be shared with the CAN and used as part of their toolkit.

5. **Training: Complete Introduction to Oracle Reporting CBT –** The objective of this computer-based training (CBT) is to provide end-users with a high-level functionality introductory course on reporting in Oracle Cloud.

6. **Communications & Engagement: Complete Change Agent Network Meeting Materials –** The Change Agent Network (CAN) will foster communication, increase awareness, build readiness, and drive adoption among their peers in the Cluster/Central Office. The monthly meeting will serve as the platform by which the Engagement Team will share relevant information with the CAN and discuss upcoming items to share with their respective Cluster/Central Office as well as hear end user feedback about the program. The corresponding meeting materials will be shared with the CAN and used as

part of their toolkit.

7. **Communications & Engagement: Complete Roadshow Materials –** Roadshows are interactive events hosted in collaboration with the SI team to convey the importance of the DIFS implementation to District stakeholders, the impact of this change to their role(s), orient users around the implementation process, and showcase the progress made-to-date on the system. The materials for this event will serve as a DIFS Program status update and reference for the end user.

8. **Business Transformation: Complete Org Realignment Socialization Materials –** As a result of activities and assessments performed by the Org Alignment team, the Org Realignment Socialization Materials will provide information for key DIFS stakeholders related to recommended organization updates that may occur due to the system implementation.

9. **Training: Complete ERP/Budget Execution Implementation Training Strategy & Plan –** The ERP/Budget Execution Implementation Training Strategy & Plan will provide details for executing training and preparing end users for system adoption and utilization on day 1. It will include the final training approach, critical risks and considerations, training scope and audience, required resources, and an end user journey with an integrated training plan/schedule.

10. **Business Transformation: Deliver Benefits Register Quarterly Report –** This report, i.e. dashboard, tracks the progress towards achieving the benefits identified in the Benefits Register. It includes details related to progress to date, projections for the next quarter, and recommendations to course correct or modify the trajectory as new data becomes available through the implementation of DIFS. It establishes the reporting vehicle for Benefits Realization, including after Go-Live.

11. **Communications & Engagement: Distribute Change Readiness Benchmark Survey #1 –** The Change Readiness Benchmark Survey will be used to measure engagement and capture feedback directly from End Users every six months. The ChangeScout survey tool will be used to distribute the survey, analysis the data and track End Users movement along the commitment curve.

12. **Business Transformation: Deliver Recommendations for Realignment of Organizational Roles –** The DIFS system implementation will provide efficiencies to how work is currently performed within the OCFO. Additionally, as part of the DIFS training effort, role mapping activities will occur to properly assign the right permissions and prepare end users to work in the new system. This report will outline recommendations that map to how to best align end users due to the work they perform in the new system.

13. **Training: Complete Introduction to Oracle Planning –** The objective of this computer-based training (CBT) is to provide end-users with a high-level introductory course on Planning in EPM Enterprise Cloud. This will introduce navigation and review high-level data forms, task lists, and navigation flows.

14. **Communications & Engagement: Complete Change Agent Network Meeting Materials –** The Change Agent Network (CAN) will foster communication, increase awareness, build readiness, and drive adoption among their peers in the Cluster/Central Office. The monthly meeting will serve as the platform by which the Engagement Team will share relevant information with the CAN and discuss upcoming items to share with their respective Cluster/Central Office as well as hear end user feedback about the program. The corresponding meeting materials will be shared with the CAN and used as part of their toolkit.

15. **Communications & Engagement: Deliver Sprint Cycle 1 Recap Communications –** DIFS Program communications will reach approximately 1,700 stakeholders and share details regarding the end of Sprint Cycle 1, key decisions, and quotes from Agency Sprint Participants to continue building excitement regarding the program and showcase DIFS implementation progress.

16. **Business Transformation: Deliver Benefits Register Quarterly Report –** This report, i.e. dashboard, tracks the progress towards achieving the benefits identified in the Benefits Register. It includes details related to progress to date, projections for the next quarter, and recommendations to course correct or modify the trajectory as new data becomes available through the implementation of DIFS. It establishes the reporting vehicle for Benefits Realization, including after Go-Live.

17. **Communications & Engagement: Deliver Sprint Cycle 2 Recap Communications –** DIFS Program communications will reach approximately 1,700 stakeholder and share details regarding the start of Sprint Cycle 2, how this cycle differs from Cycle 1. The communications will serve as an avenue to share DIFS Program details and excitement about the potential outcomes of Sprint Cycle 2.

18. **Communications & Engagement: Complete Roadshow Materials –** Roadshows are interactive events hosted in collaboration with the SI team to convey the importance of the DIFS implementation to District stakeholders, the impact of this change to their role(s), orient users around the implementation process, and showcase the progress made-to-date on the system. The materials for this event will serve as a DIFS Program status update and reference for the end user.

19. **Business Transformation: Complete Policy Reports (P2P, O2C, A2R, P&G and Interagency) –** The objective of this report is to detail necessary modifications to current District policies as a result of changes identified during ERP Sprint activities.

20. **Training: Complete Budget Execution Council Training –** The objective of this training is to provide the District Council on how to complete to their tasks related to Budget Execution. The course will cover amendments and the approval process to complete the budget execution process.

21. **Business Transformation: Collect Change Impacts from Sprint 11; Finalize OCM Change Impact Assessment for ERP –** Leveraging change impact input contained within

the ChangeScout tool, the Assessment will detail all major system changes identified during the ERP Sprints and provide a recommended mitigation approach.

22. **Communications & Engagement: Complete Roadshow Materials** – Roadshows are interactive events hosted in collaboration with the SI team to convey the importance of the DIFS implementation to District stakeholders, the impact of this change to their role(s), orient users around the implementation process, and showcase the progress made-to-date on the system. The materials for this event will serve as a DIFS Program status update and reference for the end user.

23. **Business Transformation: Deliver Benefits Register Quarterly Report** – This report, i.e. dashboard, tracks the progress towards achieving the benefits identified in the Benefits Register. It includes details related to progress to date, projections for the next quarter, and recommendations to course correct or modify the trajectory as new data becomes available through the implementation of DIFS. It establishes the reporting vehicle for Benefits Realization, including after Go-Live.

24. **Business Transformation: Complete Reporting & Integration Policy Report** – The objective of this report is to detail necessary modifications to current District policies specifically related to Reporting and Integration activities.

25. **Training: Complete Smartview Report Training Course** – The objective of this computer-based training (CBT) is to provide end-users with a high-level introductory course on Smartview reporting in ERP and EPM Enterprise Cloud. This will introduce Smartview, basic functionality, and how to perform ad-hoc analysis.

26. **Training: Conduct UAT Training** – The objective of this ILT/vILT training course is to prepare testers to conduct User Acceptance Testing (UAT). By the end of the training, participants will be able to:

   - State the importance of UAT as a part of the DIFS implementation.
   - Identify the various activities associated with UAT.
   - Describe how UAT is part of the approval process.
   - Explain important considerations regarding the testing environment.
   - Access and utilize test scripts to perform UAT and recognize what is an acceptable result.
   - Document and communicate test results.

27. **Communications & Engagement: Complete Leadership Action Plan Materials** – Leadership Action Plans (LAPs) are tactical activities for leaders to engage their respective Cluster/Central Office throughout the implementation journey. LAPs incorporate feedback received during meetings and interviews regarding specific change management and organization needs, as well as potential resistances in the future state.

C.7.12   The milestones to be produced during **Option Year Three** shall include:

1. **Business Transformation:** Collect Change Impacts and BPR data outputs from Sprint 13 – As a part of OCM participation in the Sprint sessions, the Business Transformation team will collect change impacts for each functional area. These impacts will be included in a report detailing the level of severity of the impact, the stakeholders impacted, and the proposed mitigation associated with the impact.

2. **Business Transformation:** Deliver Benefits Register Quarterly Report – This report, i.e. dashboard, tracks the progress towards achieving the benefits identified in the Benefits Register. It includes details related to progress to date, projections for the next quarter, and recommendations to course correct or modify the trajectory as new data becomes available through the implementation of DIFS. It establishes the reporting vehicle for Benefits Realization, including after Go-Live.

3. **Training: Complete ERP/Budget Execution Training Materials –** The objective of this training is to provide the District ERP and Budget Execution training materials. These materials will support the simulation training for ERP/Budget Execution to prepare end users for Go-Live.

4. **Communications & Engagement: Distribute Change Readiness Assessment Survey –** Change Readiness Assessment Survey informs the OCM Team about how ready District employees are for change, how well they understand the change, and how willing they are to own the change, which ultimately contributes to the project's success. This survey will be distributed in time for the Go, No-Go decision alongside with SI.

5. **Business Transformation: Collect Change Impacts and BPR data outputs from Sprint #15** – As a part of OCM participation in the Sprint sessions, the Business Transformation team will collect change impacts for each functional area. These impacts will be included in a report detailing the level of severity of the impact, the stakeholders impacted, and the proposed mitigation associated with the impact.

6. **Engagement: Complete Leadership Action Plan Materials –** Leadership Action Plans (LAPs) are tactical activities for leaders to engage their respective Cluster/Central Office throughout the implementation journey. LAPs incorporate feedback received during meetings and interviews regarding specific change management and organization needs, as well as potential resistances in the future state.

7. **Communications: Deliver Pre-Go-Live Communications –** DIFS Program communications that will reach all end users and build excitement for Go-Live. This communication will serve as a program highlight and focus on what the End Users need to know before Go-Live such as: training reference materials, reminders of which systems will sunset the following month, and DIFS resources available, and next steps.

8. **Communications: Deliver Go-Live Executive Communications –** DIFS Program communications that will reach all end users and will be distributed on behalf of the DIFS Executive Sponsor. The communication will share the DIFS journey, remind End Users of the benefits, expectations, and reiterate resources including training refence materials. This communication will be delivered the morning of go-live to set the tone for the

beginning of a new chapter for the District.

9. **Training: Complete Materials for Refresher Training –** The objective is to provide the District with refresher training materials for users to access and utilize which will support user adoption of the system post Go-Live.

10. **Communications & Engagement: Complete Change Agent Network Meeting Materials –** The Change Agent Network (CAN) will foster communication, increase awareness, build readiness, and drive adoption among their peers in the Cluster/Central Office. The monthly meeting will serve as the platform by which the Engagement Team will share relevant information with the CAN and discuss upcoming items to share with their respective Cluster/Central Office as well as hear end user feedback about the program. The corresponding meeting materials will be shared with the CAN and used as part of their toolkit.

11. **Business Transformation: Complete Corrective Action Plan for Organization Alignment –** The Correction Action Plan will highlight step-by-step mitigations to improve processes, streamline efforts, reduce duplications and increase understanding of alignment activities as the District moves from its current to the desired to-be state.

12. **Communications & Engagement: Complete Change Agent Network Meeting Materials –** The Change Agent Network (CAN) will foster communication, increase awareness, build readiness, and drive adoption among their peers in the Cluster/Central Office. The monthly meeting will serve as the platform by which the Engagement Team will share relevant information with the CAN and discuss upcoming items to share with their respective Cluster/Central Office as well as hear end user feedback about the program. The corresponding meeting materials will be shared with the CAN and used as part of their toolkit.

13. **Communications & Engagement: Complete Change Agent Network Meeting Materials –** The Change Agent Network (CAN) will foster communication, increase awareness, build readiness, and drive adoption among their peers in the Cluster/Central Office. The monthly meeting will serve as the platform by which the Engagement Team will share relevant information with the CAN and discuss upcoming items to share with their respective Cluster/Central Office as well as hear end user feedback about the program. The corresponding meeting materials will be shared with the CAN and used as part of their toolkit.

14. **Training: Complete EPM UAT Training Materials –** The objective of this ILT/vILT training course is to prepare testers to conduct EPM User Acceptance Testing (UAT). By the end of the training, participants will be able to:

   - State the importance of UAT as a part of the DIFS implementation.
   - Identify the various activities associated with UAT.
   - Describe how UAT is part of the approval process.
   - Explain important considerations regarding the testing environment.

- Access and utilize test scripts to perform UAT and recognize what is an acceptable result.
- Document and communicate test results.

15. **Communications & Engagement:** Deliver OCM Benchmark Survey Analysis – The Change Readiness Benchmark Survey will be used to measure engagement and capture feedback directly from End Users every six months. The ChangeScout survey tool will be used to distribute the survey, analysis the data and track End Users movement along the commitment curve.

16. **Business Transformation: Deliver Benefits Register Quarterly Report** – This report, i.e. dashboard, tracks the progress towards achieving the benefits identified in the Benefits Register. It includes details related to progress to date, projections for the next quarter, and recommendations to course correct or modify the trajectory as new data becomes available through the implementation of DIFS. It establishes the reporting vehicle for Benefits Realization, including after Go-Live.

17. **Communications: Deliver Pre-Go-Live Communication Information** – DIFS Program communications that will reach all end users and build excitement for Go-Live. This communication will serve as a program highlight and focus on what the End Users need to know before Go-Live such as: training reference materials, reminders of which systems will sunset the following month, and DIFS resources available, and next steps.

18. **Training: Complete EPM Training Materials** – The objective of this training is to provide the District EPM training materials. These materials will support training to prepare end users for EPM Go-Live. The materials for EPM Go-Live will include multiple modalities of training including micro-learnings, CBTs and job aids.

C.7.13   The milestones to be produced during **Option Year Four** shall include:

1. **Communications & Engagement: Complete Manager Readiness Session Materials** – The DIFS Manager Readiness Sessions introduce OCFO Managers to the significant changes that impact them and their staff. Through this session, OCFO Managers are equipped with the necessary tools needed to support their staff and drive DIFS adoption. The materials for this event will serve as reference and part of their Manager Readiness Toolkit.

2. **Communications & Engagement: Complete Change Agent Network Meeting Materials** – The Change Agent Network (CAN) will foster communication, increase awareness, build readiness, and drive adoption among their peers in the Cluster/Central Office. The monthly meeting will serve as the platform by which the Engagement Team will share relevant information with the CAN and discuss upcoming items to share with their respective Cluster/Central Office as well as hear end user feedback about the program. The corresponding meeting materials will be shared with the CAN and used as part of their toolkit.

3. **Training: Complete Materials for DIFS Oracle System Refresher Training** – The

objective is to provide the District with refresher training materials for users to access and utilize which will support user adoption of the system post Go-Live.

4. **Communications & Training: Complete Materials for Brownbag Sessions –** Learning sessions for End Users after Go-live to address any issues related outstanding issues related to system implementation.

5. **Training: Deliver Training Gap Mitigations –** The objective of this milestone is once the Training Team identifies common/recurring issues that arise after end user training, they will document the proper mitigations to address them which may include developing additional training materials, delivering communications, and/or conducting stakeholder engagement interventions.

6. **Communications & Engagement: Complete Change Agent Network Meeting Materials –** The Change Agent Network (CAN) will foster communication, increase awareness, build readiness, and drive adoption among their peers in the Cluster/Central Office. The monthly meeting will serve as the platform by which the Engagement Team will share relevant information with the CAN and discuss upcoming items to share with their respective Cluster/Central Office as well as hear end user feedback about the program. The corresponding meeting materials will be shared with the CAN and used as part of their toolkit.

7. **ALL: Deliver Knowledge Transfer Closeout Reports –** This will include reports from each OCM component team listing lessons learned and will also highlight the repository location for all documentation associated with each OCM team.

3. **DELETE** Section H.12.5 in its entirety and **REPLACE** with the following:

H.12.5   During the Implementation Phase, the following Contractor roles shall be considered Key Personnel:

    1.   Project Manager – Holli Rice
    2.   Training Lead - Eboni Dease
    3.   OCM Lead - Brandon Artis
    4.   OCM Support - Norah McDonald

4. The following attachments are hereby incorporated under Section J:

Attachment Number	Document
J.3	Department of Labor Wage Determination No. 2015-4281, Revision No. 17 dated December 21, 2020. *(Updated) – Exhibit A to Mod 12*
J.17	Implementation Resource Plan - with Rates *(Updated) Exhibit B to Mod 12*

| **J.25** | DIFS OCM Implementation Pricing Breakouts *(New) Exhibit C to Mod 12* |

[End of Modification No. 12]