
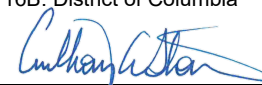


<b>AMENDMENT OF SOLICITATION / MODIFICATION OF CONTRACT</b>			1. Contract Number CFOPD-19-C-015	Page of Pages 1   22	
2. Amendment/Modification Number Modification No. 4	3. Effective Date See 16 C below	4. Requisition/Purchase Request No.	5. Contract Caption DIFS Organization Change Management		
6. Issued by: Office of the Chief Financial Officer Office of Contracts 1100 4 <sup>th</sup> Street, S.W. Suite E620 Washington, D.C. 20024		Code	7. Administered by (If other than line 6)		
8. Name and Address of Contractor (No. street, city, county, state and zip code) Deloitte Consulting LLP 1919 North Lynn Street Arlington, VA 22209-1742 Attn: Tab Warlitner Email: <a href="mailto:twarlitner@deloitte.com">twarlitner@deloitte.com</a>		Code	Facility	9A. Amendment of Solicitation No.	
				9B. Dated (See Item 11)	
				10A. Modification of Contract/Order No. CFOPD-19-C-015	
				10B. Dated (See Item 13) July 15, 2019	
11. THIS ITEM ONLY APPLIES TO AMENDMENTS OF SOLICITATIONS					
<input type="checkbox"/> The above numbered solicitation is amended as set forth in item 14. The hour and date specified for receipt of Offers <input type="checkbox"/> is extended. <input type="checkbox"/> 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 27 DCMR Section 3601.3.				
	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				
<b>E. IMPORTANT:</b> Contractor <input type="checkbox"/> is not <input checked="" type="checkbox"/> 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.)					
<p>The purpose of Modification No. 4 is to set forth the Pre-Construction and Ramp-up requirements to be provided under Option Year One of the contract. Section B, Section C, Sections H.12.3-H.12.5, and Section J are revised accordingly as set forth in this modification.</p> <p style="text-align: center;"><b>All other terms and conditions shall remain the same.</b></p>					
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) Tab Warlitner, Principal		16A. Name of Contracting Officer Dorothy Whisler Fortune, Esq., CPPO, Drakus Wiggins, CPPB, CPPO or Anthony A. Stover, CPPO			
15B. Name of Contractor  (Signature of person authorized to sign)	15C. Date Signed 7/17/2020	16B. District of Columbia  (Signature of Contracting Officer)		16C. Date Signed July 17, 2020	

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

**B.1 GENERAL INFORMATION**

The Office of the Chief Financial Officer (OCFO) for the District of Columbia (District), Office of Contracts, requires the Contractor to provide Organizational Change Management (OCM) services to scope, plan and implement the organizational changes required to support the new District Integrated Financial System (DIFS). The Contractor shall assist the District and the strategic partner (DIFS Contractor) implementing the financial and accounting solution and the planning and budgeting solution in identifying efficiencies leading to re-engineering the business processes supporting the new financial and budgeting and planning systems that align with the legislative and regulatory requirements governing the District's activities. The Contractor shall create documentation, including training materials and job aids, to support the new business processes established as part of the DIFS solution and the new systems.

**B.2 CONTRACT TYPE**

This is a Firm Fixed Price contract for the Blueprint and Pre-Construction/Ramp-up with a Requirements component for the Implementation services based on firm fixed unit prices.

**B.3 PRICING SCHEDULE**

- B.3.1 The District will purchase its requirements of the services included herein from the Contractor. The estimated quantities stated in the Pricing Schedule reflect the best estimates available. The estimate shall not be construed as a representation that the estimated quantity will be required or that conditions affecting requirements will be stable. The estimated quantities shall not be construed to limit the quantities which may be required from the Contractor by the District or to relieve the Contractor of its obligation to fill all such requirements. The Contractor shall not be responsible for providing services in the event the maximum contract amount is reached until the parties execute a written modification to the contract.
- B.3.2 The firm fixed price includes costs related to all the Contractor's direct cost, indirect cost, and profit including travel, material, and delivery. The price shall include all cost associated with the services described in and required by the Contract.
- B.3.3 The Contractor's pricing worksheets are contained in Attachment J.11, J.17, and J.24.

**B.4 PRICE SUMMARY**

- B.4.1 Firm Fixed Price Component: Blueprint Services

Item Description	Total Price
Blueprint Phase Workplan - (Section C.5.3(a))	\$25,479
Change Management Strategy - (Section C.5.3(b))	\$89,175
Organizational Change Management Plan - (Section C.5.3(c))	\$267,525
Change Management Work Plan - (Section C.5.3(d))	\$178,350
Stakeholder Analysis Report (Section C.5.3(e))	\$114,654
Initial Organizational Change Management Assessment - (Section C.5.3(f))	\$229,307
Communication Strategy - (Section C.5.3(g))	\$50,957
Communication Plan - (Section C.5.3(h))	\$76,436
Quality Assurance Plan - (Section C.5.3(i))	\$63,697
Initial Training Strategy and Plan - (Section C.5.3(j))	\$140,132
Status Reports - (Section C.5.3(k))	\$38,218
Training/User Count Validation Survey and Report (Section C.5.3(l))	\$101,914
Initial Budget Formulation and Wave 1 Training Strategy and Plan (Section C.5.3(m))	\$152,872
<b>Total, Pricing Components</b>	<b>\$1,528,716</b>

B.4.2 Firm Fixed Price Component: Pre-Construction/Ramp-up Phase (Option Year 1)

The Pre-Construction/Ramp-Up Phase of the OCM project is based on a Firm Fixed Price structure by Deliverable as outlined below:

a. Pre-Construction/Ramp-up Services

Contract Line Item (CLIN)	Item Description	Total Price
101	Engagement Strategy and Approach (Section C.6.2.1)	\$498,294
102	Option Year One Training Strategy and Plan (Section C.6.2.2)	\$452,348
103	OCM Work Plan (Section C.6.2.3)	\$259,358
104	Option Year One Stakeholder Analysis Report (Section C.6.2.4)	\$437,614
105	Virtual Training & Testing Plan (Section C.6.2.5)	\$300,321
106	Chart of Accounts Webinar & Education Series (Section C.6.2.6)	\$253,224
107	Interagency Business Process and Policy Analysis (Section C.6.2.7)	\$202,612
108	Current State Organizational Assessment (Section C.6.2.8)	\$386,447
109	Quarterly Benefits Realization Report (Section C.6.2.9)	\$176,872
110	Change Impacts Migration Report (Section C.6.2.10)	\$259,905
111	Communications Option Year One Lessons Learned and Close Out Report (Section C.6.2.11)	\$147,364
112	Engagement Option Year One Lessons Learned and Close Out Report (Section C.6.2.12)	\$239,515
113	Benefits Realization Management Roadmap and Plan (Section C.6.2.13)	\$386,127
<b>Total, Pricing Components</b>		<b>\$4,000,000</b>

b. Optional Tasks (Section C.6.3)

Contract Line Item (CLIN)	Item Description	Total Price
114	Journey to Oracle CBT Course (Optional) (Section C.6.3.1)	\$257,418
115	Chart of Accounts CBT Course (Optional) (Section C.6.3.2)	\$343,224
116	Introduction to Oracle CBT Course (Optional) (Section C.6.3.3)	\$343,224
117	Accounting Fundamentals CBT Course (Optional) (Section C.6.3.4)	\$343,224
<b>Total, Pricing Components</b>		<b>\$1,287,090</b>

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		\$4,000,000						\$4,000,000
Implementation			\$4,786,897	\$3,736,749	\$2,953,546	\$2,367,670	\$880,119	\$14,724,981
<b>Total</b>	\$1,528,716	\$4,000,000	\$4,786,897	\$3,736,749	\$2,953,546	\$2,367,670	\$880,119	<b>\$20,253,697</b>

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

**C.1 INTRODUCTION**

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 GLOSSARY**

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

**C.3 BACKGROUND**

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 Comprehensive Annual Financial Report (CAFR) and the accompanying Popular Annual Financial Report (PAFR).

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 SCOPE OF SERVICES**

C.4.1 Organizational Scope

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 Software Scope

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 Project Timing

*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 periodic roll-out of production dates by agency/cluster 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.

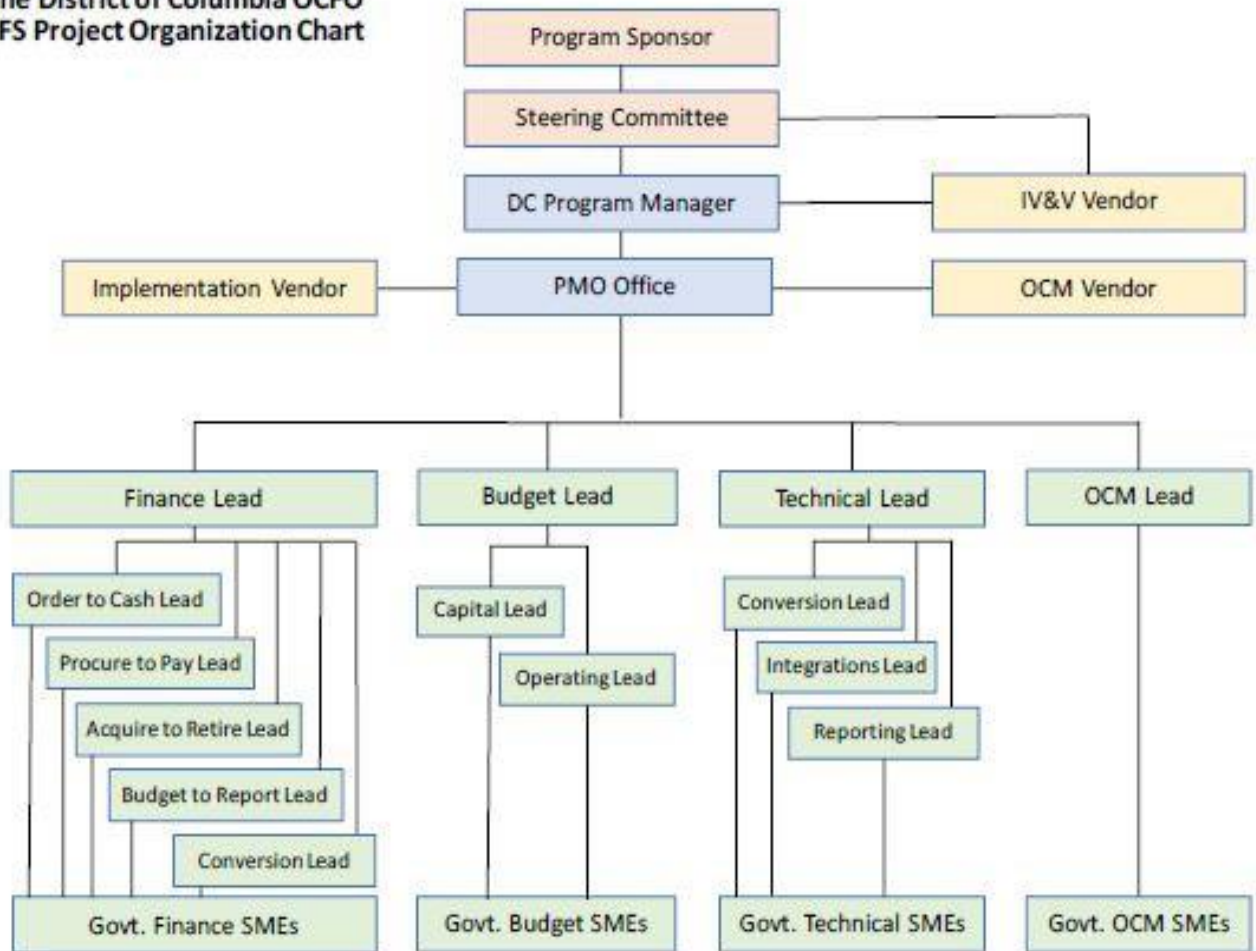
C.4.3.3 **Implementation Phase** - The District's initial assumptions regarding the DIFS implementation timing include:

- a. The contract now specifies a project timeline lasting until January 2025 including the Blueprint Phase.
- b. The Standup of Budget Formulation (Phase 1) will be in June 2022 for FY2024 Formulation.
- c. There will be two Phases following Phase 1. Phase 2 includes Budget Execution and as yet to be finalized modules of ERP in October of 2023. Phase 3 includes the final modules of ERP not deployed with Phase 2 in October of 2024.
- d. 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.
- e. The support period will be 90 days of post-production change management support following go-live of each Phase into production.

#### C.4.4 Anticipated Project Organization

- 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 OCM team will support the District team with Business Transformation (i.e., Business Process Reengineering and Organizational Alignment) activities. 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 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 in 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 timeline 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 Deloitte to configure roles and responsibilities in Oracle ERP and PBCS 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 an Instructor-led Training (ILT) program to meet end user training requirements which may consist of both in-person and virtual training delivery. All 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 Accounting Fundamentals Computer-based Training (CBT) Optional Task CLIN 117 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 District will own and conduct all organizational alignment activities. The Contractor shall advise the District on additional Finance and Budgeting skills required for employees to perform their job duties successfully in the DIFS Oracle system.
  - 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 by Implementation Phases, 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 plan for Future State Interagency transactions including business processes, system procedures, policy impacts, and new/required policy updates and decisions.
- 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 organizational structure recommendations, based on best practices or similar size and scale organizational transformations. 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 tracks the progress towards achieving the benefits identified in the Benefits Realization Management presentation. 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 configuration of DIFS.
- 10. Change Impacts Mitigation Report.** This report documents the suggested mitigations to the change impacts identified during the Blueprint Phase, and those captured during the Sprints. In addition, this report will document the mitigation steps for newly identified change impacts uncovered during the Pre-Construction Phase (e.g. Chart of Accounts, Interagency). This report includes the activity, stakeholder group, assumptions/considerations, timing and frequency of the proposed intervention. This report will require monthly updates to monitor the completion of proposed activities. In addition, activities will be incorporated into the OCM Work Plan to track the progress and dependencies at a more granular level.
- 11. Communications Option Year One Lessons Learned and Close Out Report.** This report details the outcomes of communications 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 activities for the remainder of the Implementation Phase.
- 12. Engagement Option Year One Lessons Learned and Close Out Report.** This report details the outcomes of engagement activities for Option Year One as defined by the metrics contained within the Blueprint Phase deliverable, the OCM Plan. It also includes lessons learned (e.g., Option Year Two) to inform engagement activities for the remainder of the Implementation Phase.

**13. Benefits Realization Management Roadmap and Plan.** This plan provides a detailed overview of the identified stakeholder groups and description of benefits for each targeted group. It also includes the high-level timeline for achieving planned benefits, assumptions and the roles/responsibilities of team members to manage benefits.

### 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. Introduction to Oracle CBT Course – Optional Task.** This course provides an overview of Oracle, basic navigation and key functionality of the system (e.g., notifications, mandatory fields, and help features).
- 4. Accounting Fundamentals CBT Course – Optional Task.** 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) Develop Competency Framework outlining skills required for employees to perform their job duties in DIFS Oracle system; included as part of the Skills Assessment.
- f) Job Impact Analysis.
- g) Leadership Action Plan.
- h) Develop one job aid per DIFS Oracle course, not to exceed 40 job aids.
- i) Develop and document one Standard Operating Procedure (SOP) as it relates to the Oracle system implementation per DIFS Oracle course, not to exceed 40 SOPs and/or job aids.
- j) Conduct Organization Readiness Assessment.
- k) 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.
- l) Maintain Contractor-required training environment(s) including creating user profiles, log-in credentials and transactional and master data to support training
- m) Develop plan for anchoring and embedding new processes and procedures within each impacted stakeholder groups as part of the DIFS Oracle System Training efforts.
- n) 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 implementation, 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 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:

- a. 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.
- b. 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.
- c. Developing, leading and executing Change Management Training efforts for up to 700 District employees.
- d. 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 Project Management Services: 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 Functional/Process Area Team Services: 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. Since most of this support will overlap with the start of a new implementation wave, the Contractor shall need additional resources dedicated to post- production support while other resources are working on the next implementation wave and preparing for go-live. The Contractor shall be expected to distinguish between implementation and support resources within the OCM Implementation cost price proposal.

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.

3. **DELETE** Sections H.12.3 to H.12.5 in their entirety and **REPLACE** with the following:

H.12.3 During the Blueprint Phase, the following Contractor roles shall be considered Key Personnel:

1. Project Manager – Holli Rice
2. Training Lead – Thomas Joyce
3. OCM Lead – Brandon Artis
4. OCM Support – Samantha Rim, Norah McDonald, Jasmine Watson

H.12.4 During the Pre-Construction/Ramp-up Phase, the following Contractor roles shall be considered Key Personnel:

1. Project Manager – Holli Rice
2. Training Lead - Thomas Joyce
3. OCM Lead - Brandon Artis
4. OCM Support - Samantha Rim, Jasmine Watson

H.12.5 The Contractor shall ensure that persons assigned to the Key Personnel roles during the Pre-Construction/Ramp-Up phase remain on the project as Key Personnel for the Implementation Phase.

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

Attachment Number	Document
J.24	DIFS OCM Option Year 1 Pricing and Assumptions

*[End of Modification 4]*