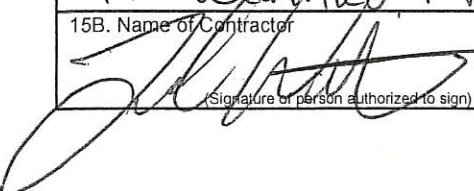
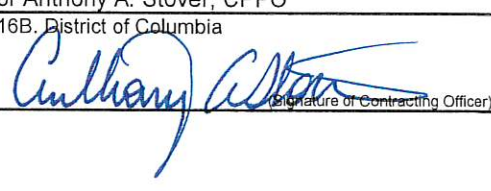


<b>AMENDMENT OF SOLICITATION / MODIFICATION OF CONTRACT</b>		1. Contract Number CFOPD-19-C-015		Page of Pages 1   1 (with attachment)	
2. Amendment/Modification Number Modification No. 2		3. Effective Date See 16 C below		4. Requisition/Purchase Request No.	
		5. Solicitation Caption EFS Organization 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		7. Administered by (If other than line 6)			
8. Name and Address of Contractor (No. street, city, county, state and zip code) <b>Deloitte Consulting LLP</b> 1919 North Lynn Street Arlington, VA 22209-1742 Attn: Tab Warlitner Email: <a href="mailto:twarlitner@deloitte.com">twarlitner@deloitte.com</a>		9A. Amendment of Solicitation No.		9B. Dated (See Item 11)	
Code _____ Facility _____		X 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.)					
1. The purpose of Modification No. 2 is to add deliverables to the Blueprint Phase in the Base Year. Sections B.1, B.4, C.4.8, C.5.3 and F.3.1 of the contract are revised as set forth in Attachment A.					
2. The total amount for the Base Year is increased by \$254,786 from \$1,273,930 to \$1,528,716.					
3. All other terms and conditions shall remain the same.					
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 		15C. Date Signed 2/14/20		16B. District of Columbia 	
(Signature of person authorized to sign)				(Signature of Contracting Officer)	
				16C. Date Signed 2-14-20	

ATTACHMENT A  
(Modification 2)

1. **DELETE Section B.1 (General Information) 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, 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.

2. **DELETE Section B.4 (Pricing Summary) in its entirety and REPLACE with the following:**

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
<b>Training/User Count Validation Survey and Report (Section C.5.3(l))</b>	<b>\$101,914</b>
<b>Initial Budget Formulation and Wave 1 Training Strategy and Plan (Section C.5.3(m))</b>	<b>\$152,872</b>
<b>Total Pricing Components</b>	<b>\$1,528,716</b>

ATTACHMENT A  
(Modification 2)

B.4.2 Total Price Summary

Description	Base	Option Year 1	Option Year 2	Option Year 3	Option Year 4	Option Year 5	Option Year 6	Total
Blueprint	\$1,528,716							\$1,528,716
Implementation		\$4,786,897	\$3,736,749	\$2,953,546	\$2,367,670	\$880,119	\$0	\$14,724,981
Contract Year Total	\$1,273,930	\$4,786,897	\$3,736,749	\$2,953,546	\$2,367,670	\$880,119	\$0	
<b>Grand Not to Exceed Total</b>								<b>\$16,253,697</b>

3. **DELETE Section C.4.8 (Status Report (Weekly)) in its entirety and REPLACE with the following:**

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.

4. **DELETE Section C.5.3 in its entirety and REPLACE with the following:**

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 Wave 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:

ATTACHMENT A  
(Modification 2)

- (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 wave;
  - (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 waves, 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.

ATTACHMENT A  
(Modification 2)

- (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 shall 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 shall be analyzed and included in a report, an input needed to complete the Final Training Strategy and Plan.

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(Modification 2)

(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 shall include a training timeline and curriculum that incorporates all the latest system functionality and business processes. This Strategy and Plan shall also include an initial training communications and engagement plan, and the initial proposed training support and transition plan for Budget Formulation and Wave 1.

5. **In the last line of the chart at Section F.3.1, DELETE 'monthly' from the Due Date column.**

*[End of Attachment A]*