

## **Amendment 1 – Attachment A**

### **CFOPD-19-R-032 – IV&V Services (EFS, TMS and ARIBA Cloud)**

Set forth below are the District's responses to Offeror questions:

1. I need clarification, our firm responded to Staff Augmentation Services (CFOPD-19F-033) RFP and are planning to be a small business teaming partner on IV&V Services contract (CFOPD-19-R-032). In case if we were awarded staff Augmentation contract, will it be conflict of interest to be on IV&V contract?

**Response:**     **Yes. An Offeror, whether prime, teaming partner, or subcontractor cannot provide services on both the IV&V contract and Staff Augmentation contract because they would be unable to independently and objectively evaluate the performance of the Implementation services and OCM services if they were also responsible for supplying staff working on those services.**

2. Will the District negotiate any terms and conditions with the awarded contractor?

**Response:**     **The District may consider this request prior to award of a contract.**

3. Will the District consider a reasonable limitation of the Contractor's liability (such as one or 2x fees)?

**Response:**     **The District may consider this request prior to award of a contract.**

4. Section H.5 (page 42) – Many large national firms may be made a party to litigation alleging various common law and statutory violations which are generally without any material detrimental impact to the firm and is disposed of in the normal course of business and under any applicable professional indemnity insurance policy. As is standard practice, litigation is not discussed or disclosed outside the firm. Would the District consider revising the requirement to disclose litigation to only matters that would affect the Contractor's ability to perform the services?

**Response:**     **The District may consider this request prior to award of a contract.**

5. Section I.3 (page 47) – Would the District consider narrowing the Contractor's indemnification obligations to claims arising from either any bodily injury or property damage or any infringement of third-party intellectual property rights?

**Response:**     **The District may consider this request prior to award of a contract.**

6. Section I.30.H (Page 70) – Company insurance policies are considered confidential and proprietary information. Insurance certificates and endorsements provide sufficient proof of coverage. Would the District consider removal of the ability for the Contracting Officer to request full copies of policies? If this cannot be removed, please explain the situations in which the District would require the Contractor’s confidential insurance documentation.

**Response:** The District is required to maintain the right to at least at a minimum observe the policy. The District would be amenable to modifying this requirement if the Contractor would be willing to allow the District to view the policy in the presence of the Contractor. The District would also be amenable to executing a Non-Disclosure agreement if a request to view the policy is made.

7. For each of the implementations, what responsibility does district staff have in delivering the solution? Examples may include data conversion, subject matter expert availability, or QA responsibility.

**Response:** The specific responsibilities of the implementation services providers, the organizational change management services providers, and the District staff are described in the respective solicitations and/or contracts.

In general, the District staff are committed to being available to provide subject matter expertise in the areas required, will assist in the conversion of data, and will perform quality assurance (if not contracted for) and user acceptance testing as part of the implementation process for each project.

8. Please validate the IV&V scope covers both district and contractor staff responsibilities, work efforts, and projects work product reviews pertaining to this project.

**Response:** Yes. The District expects the IV&V services to include an independent assessment of the District’s performance as well as the performance of the contractors for implementation and OCM services.

9. C.5.1.6 (Page 19) – For PM Qualifications, would the district accept project leadership experience on an ERP Implementation project towards the five-year requirement for providing leadership and oversight of quality assurance services?

**Response:** The referenced section specifies “demonstrated experience in providing leadership and oversight of quality assurance services for large scale, mission critical system development and deployment efforts. It is preferred that some (or all) of this experience pertain to a project with similar scope”. Section L.3.2.II.e (Resumes) requires the

**Offeror to document that the proposed PM has the requisite five years of experience.**

10. Based on this solicitation release date and procurement time cycle, what SDLC phase will each project (EFS, TMS, and Ariba) be at per the current project forecast?

**Response:** To date, the implementation services contract (CFOPD-19-C-001) has been awarded, the Contractor is onsite, and the six-month blueprinting phase has just begun for the new financial system (EFS). It is anticipated that the award of the IV&V contract will be before the conclusion of the blueprint phase and the start of the implementation phase.

To date, the TMS implementation contract has not yet been awarded. It is anticipated the contract will be awarded soon, with the Business Process and TMS Consulting Services contract to provide organizational change management services following shortly thereafter. The project will have begun before this IV&V contract is awarded.

To date, the ARIBA blueprinting phase has been completed. The ARIBA implementation contract has not been awarded. It is anticipated that the contract will be awarded prior to the completion of the EFS blueprinting phase. Once the contract has been executed, and the project plan is accepted and finalized it will be provided to the successful IV&V offeror.

The ARIBA OCM contract has not been awarded. It also has an anticipated award date prior to the conclusion of the EFS blueprinting phase. Upon execution of the contract the project plan will be shared with the successful IV&V offeror.

11. Section C.6.1 (Page 20) – With respect to the TMS project, if the solicitation has not started or is on currently in progress, is there an expectation to have IV&V services during the solicitation phase of TMS?

**Response:** To date, the TMS implementation contract has not yet been awarded. It is anticipated the contract will be awarded soon, with the Business Process and TMS Consulting Services contract to provide organizational change management services following shortly thereafter. The project will have begun before this IV&V contract is awarded.

12. Section C.6.1 (Page 20) – Is the District's expectation to have one combined deliverable for all three projects (EFS, TMS, Ariba) or separate deliverables for each project? (i.e. one report or three reports?)

**Response:** C.6.1(d) requires the IV&V Services provider to create a draft report and then a final report based on District feedback to be delivered within thirty (30) days of the start of the initial review. C.6.1(c) has the clock starting for the initial review as “within 20 calendar days from contract award.” The District expects a single report evaluating all projects that have started. This initial report deliverable sets the baseline review for work that has taken place prior to the start of the IV&V Services provider. The weekly reports then begin, along with the monthly formal report to the steering committee(s).

13. How far along is the City with the transition from Ariba on premise to Ariba Cloud?

**Response:** To date, the ARIBA blueprinting phase has been completed. The ARIBA implementation contract has not been awarded. It is anticipated that the contract will be awarded prior to the completion of the EFS blueprinting phase. Once the contract has been executed, and the project plan is accepted and finalized it will be provided to the successful IV&V offeror.

14. How far along is the Treasurer with the selection of the TMS system? When the system selection anticipated? Will a separate OCM services RFP be released? When does the District expect to have both firms under contract and when is the TMS project expected to start?

**Response:** To date, the TMS implementation contract has not yet been awarded. It is anticipated the contract will be awarded soon, with the Business Process and TMS Consulting Services contract to provide organizational change management services following shortly thereafter. The project will have begun before this IV&V contract is awarded.

15. Will the Ariba and TMS projects potentially have a separate OCM service provider, or just the EFS project?

**Response:** It is possible that all three will have separate providers.

16. Please confirm that proposed cost will be evaluated in terms of all 3 CLINs, but the contract will be structured such that only the IV&V for the EFS project is included, and the District will amend the contract to include the TMS and Ariba Cloud components at their discretion.

**Response:** Yes, the proposed cost evaluation is based on all three CLINs. Section B.5.2 specifies that CLIN 001 (IV&V Services for EFS project) commences upon award and that CLIN 002 (IV&V Services for TMS

**project) and CLIN 003 (IV&V Services for Ariba Cloud project) will be executed “via modification to the contract.”**

17. Will the District announce the awarded EFS integrator and EFS OCM service provider prior to July 16<sup>th</sup>?

**Response: The District awarded CFOPD-19-C-001 to Deloitte Consulting LLC for Implementation Services at the beginning of June. The award of the OCM services contract is in process and may be announced prior to July 16<sup>th</sup>.**

18. Provide an estimate of the number of work products the District expects to be produced by the firms involved in the three projects. Confirm that a maximum of five (5) firms could product work products across the three initiatives.

**Response: The District could be a potentially award contracts to six (6) separate firms. For purposes of this answer, the District is defining work products as formal deliverables (thereby excluding draft versions, weekly status reports, risk registers, meeting minutes, and the like).**

**For EFS Implementation, there are eleven (11) deliverables during Blueprinting with the formal number of deliverables during Implementation, including the implementation of the Planning & Budgeting and Oracle Cloud Financial applications, to be determined when crafting the Implementation Plan toward the end of Blueprinting.**

**For EFS OCM, there are approximately nine (9) deliverables during Blueprinting and at least six (6) deliverables during Implementation. The exact number cannot be determined until after Blueprinting is completed the OCM Contractor determines the number job aids, operating procedures, job descriptions, *etc.* needed.**

**For TMS Implementation, the deliverables are licensing, implementation, and hosting support services.**

**For Business Process and TMS Consulting Services, there are three (3) deliverables for Task One: Business Process Review and Redesign) and eight (8) deliverables for Task Two: TMS Implementation.**

**During the ARIBA Implementation phase there are a total of twenty (20) project deliverables. These project deliverables shall be submitted in four (4) different phases of the project; Phase 1 Build (10), Phase 2 Realize (3), Phase 4 Deploy (3), and Phase 4 Run (4).**

**For the ARIBA OCM it is anticipated that the Contractor will produce eighty-nine (89) project deliverables. The deliverables will consist of thirty-eight (38) quick reference guides (buying, sourcing, contacts, and invoicing), forty (40) training videos (buying, sourcing, contacts, and invoicing), and eleven (11) training delivery modules.**

19. Confirm that the TMS implementation is planned for 15 months.

**Response: The TMS implementation services contract has not yet been awarded and a project plan has not yet been developed, but the District anticipates completing the implementation of TMS in less than eighteen months after award.**

20. Will IV&V services be expected for the Blueprint phase and deliverables?

**Response: Yes. The IV&V contractor will “join the program already in process.” IV&V services for the Blueprint phase will be to review what has already been delivered and provide feedback on those deliverables and to then exercise full IV&V involvement in the conclusion of the Blueprint phase.**

21. C.4.3 indicates IV&V services for 5 years yet the Pricing Summary B.5.2 shows six years. Please clarify.

**Response: This District is including an extra option period should additional time be required in the implementation of any of the projects (EFS, TMS and/or ARIBA Cloud).**

22. What is the planned frequency of the prime integrator status reporting (both written and presentations) for the three initiatives?

**Response: Implementers are expected to provide weekly status reports and to participate in a monthly executive steering committee meeting at which they will submit a formal report/presentation.**

23. Define POA&M reports from C.4.11.

**Response: Plan of Actions and Milestones (POA&Ms) are created to document activities to be undertaken to reach an agreed-upon end-state. Some POA&Ms are drafted as corrective action plans to remediate or mitigate identified vulnerabilities or risks. In the context of the current effort, a POA&M may be needed if routine penetration or vulnerability scans of a hosting provider identifies configuration changes or patches that need to be applied to improve the security posture. The IV&V Contractor will be expected to review the**

**proposed POA&M when created, monitor the progress of the POA&M and confirm the completion of the POA&M.**

24. Has the District asked the service providers to furnish Deliverable Expectation Documents (DED) such that the expected contents of the deliverables have been defined and the IV&V provider can utilize those as one measure of completeness?

**Response: Yes, Deliverable Expectation Documents will be produced on the EFS implementation services contracts. The TMS implementation contract has not yet been awarded, but it is anticipated that deliverable expectations will be defined as the project kicks off. The ARIBA Cloud implementation contract has not been executed as of this response. It is anticipated deliverable expectations will be defined at the execution of the contract.**

25. C.4.14 indicates the IV&V provider is also to review those aspects of the project the District is responsible for. Is there a roles & responsibilities matrix (or a detailed task level, resource assigned project plan) documented for all three projects?

**Response: As required by the implementation services contract for EFS, the implementation services Contractor has submitted the initial project plan for the Blueprinting phase which is under review. The detailed Implementation Phase plan is due toward the end of the Blueprinting phase for EFS. The TMS contracts have not yet been awarded but both the Implementation services, and the Business Process and TMS Consulting Services contracts require submission of a draft project plan for contract award. During the final acceptance of Implementation planning the District shall receive a draft project plan and project charter. The project charter will outline roles and responsibilities for the contractor and the District.**

26. C.4.16 indicates that a parallel review is to include the system and their ability to automate business functions on a timely basis. Is this independent review to be conducted per the system requirements and system design artifacts?

**Response: The independent review of system requirements and design artifacts is included within the purview of the IV&V services provider. Section C.4.1 charges the IV&V services provider to “primarily evaluate the performance and work products” for the implementation and organization change management services being provided to the District for the EFS, TMS, and Ariba Cloud projects. The rest of the Section C.4 details what needs to be evaluated -- including project artifacts and deliverables (C.4.11), project activities (C.4.12), and “to validate that the systems are likely to perform required business functions at the correct time in each project’s life cycle” (C.4.16).**

27. To clarify, is the IV&V provider creating and maintaining the risk register OR will the IV&V provider review the risks and mitigation strategies of an existing risk register?

**Response:** It's both. The IV&V contractor will be reviewing the risk registers created and maintained by the implementation teams for each project but will also create and maintain an independent risk register and shall report monthly to the steering committees on the status of risks they have independently identified and are monitoring.

28. C.11.1 the org chart does not reference TMS resources. Can the District comment of the resources to be assigned to that project? Is there a third Executive Steering Committee the IV&V provider will report to?

**Response:** The TMS project is part of the new financial system master project, so there is not a third Executive Steering Committee for this project; the EFS Steering Committee is responsible for TMS. The solicitation for Business Process and TMS Consulting Services describes the resources – including the PM and District subject matter experts – who will be involved in the project.

29. G.3.2 indicates a process for monthly billing while the price quotation is an annual IV&V service amount per project. Are monthly progress billings based on proportional level of effort allowed?

**Response:** Per Section B of the solicitation, this is a not to exceed requirements contract for IV&V services where pricing is not deliverable based. As such, the proposal requires completion of a Pricing Schedule (Attachment J.17) to support the pricing submitted in Section B of the solicitation. Section G.2.3.c specifies how payment will be made on this contract when a properly executed invoice is submitted and section G.4.1.1.d indicates that payment shall be made within 30 days if a monthly invoice is submitted per G.3.2. The invoice should include each CLIN and the payment amount requested for that CLIN.

30. L.3.2 Section III Will IV&V services over an ERP implementation that included the purchasing/procurement module of the ERP solution count toward meeting the minimum qualifications? Will IV&V oversight of PeopleSoft ERP implementations count toward meeting the minimal qualifications?

**Response:** A detailed description of the qualifications needed is provided in Section M.3.1.2.1.

31. Can the District clarify the full set of vendors that will be subject to oversight via the requested IV&V Services? Section C.4.6 indicates that EFS and TMS will have separate implementation and OCM contractors, but only one ARIBA Cloud contractor. Will the ARIBA Cloud contractor perform OCM services subject to IV&V oversight?



**Response:**     **The District could be a potentially award contracts to six (6) separate firms.**

32.     Please provide the work locations for each of the projects (Enterprise Financial System, Treasury Management System, and ARIBA Cloud). Will the District, implementation, and OCM teams be co-located?

**Response:**     **The team members from the District, the Implementation Contractor, and the OCM contractor for the EFS project are co-located in one of the District buildings at 1100 or 1101 4<sup>th</sup> Street SW Washington DC 20024 (Waterfront location). The District, Implementation, and Support Services team members for the TMS project are co-located in the Waterfront location. The ARIBA Cloud service team will be located in the District of Columbia, at 441 4<sup>th</sup> St NW, Washington, DC 20001 (Judiciary Square).**

33.     Based on the anticipated project team organization chart in Section C.11.1, it appears that the EFS and Ariba projects will be led by a different District project team, with separate steering committees, program managers, and PMO offices. Is this correct? Can you indicate where the TMS project falls in this organization structure?

**Response:**     **TMS is part of the master new financial system project and is part of the EFS steering committee. There are distinct teams managing EFS and Ariba. While there are separate steering committees, there is overlap to ensure that the projects remain in sync.**

34.     Is the District open to vendors proposing different IV&V staffing models than the structure described in the RFP? For example, given the size and complexity of various projects, and extent of business process changes required, would the District consider having the IV&V include additional team members beyond the roles specified and hours estimated in the RFP, including J.24 - IVV - Resource Plan?

**Response:**     **The Offeror's proposal must include the Key Members as defined in the solicitation itself, but the Offeror is free to propose the staffing team it believes will best fulfill its ability to deliver the services in the contract. Attachments J.17 (Pricing Schedule) and J.24 (Resource Plan) should reflect the proposed structure. If the Offeror believes a key member is not needed, the Offeror's alternative structure proposal should indicate how all responsibilities will be covered to perform the services required.**

35.     Can the District clarify the expected timeframes for each task to ensure accurate and consistent pricing? Section C.4.3 states: "The Contractor is expected to provide IV&V services for up to five (5) years for the EFS project." However, the B.5.2 Pricing

Summary table requests EFS IV&V pricing for 6 years, and the J.17 Pricing Schedule requests EFS pricing for a total of 7 years.

**Response:**     **This District is including an extra option period should additional time be required in the implementation of any of the projects (EFS, TMS and/or ARIBA Cloud).**

36. In Section L.3.2.3.I.a.2.c, the District indicates that a Level 3 detail project task plan be provided as part of the technical proposal. However, Section C.4.4 and C.6.1 refer to development of a plan and schedule within 30 days of the award. Given that the blueprinting phase is not completed, and a detailed plan would be contingent upon implementation and OCM project plans, milestones, and deliverable dates, can the District indicate whether a sample or representative task plan may be provided instead? If not, can the District clarify the requirement and indicate what assumptions offerors should make in developing the requested plan?

**Response:**     **The Offeror is being asked to provide a detailed plan in its technical proposal of how it is proposing to provide the services requested so the District may evaluate the thoroughness of the Offeror's proposal. It is expected that, after contract award, the Offeror will refine its plan by incorporating what it discovers during its initial introduction to the projects in the state they are in at the time the Offeror begins work. The Offeror is free to document the assumptions it has made in preparing its plan for the proposal -- and to indicate which areas are subject to significant revision once work commences after the contract is awarded.**

37. In Section K, item K.3 provides terms and conditions certification. Can you please confirm that if selected, the contractor will have the opportunity to provide requested clarifications to terms and conditions as part of the final contracting process?

**Response:**     **The District may consider this request prior to award of a contract.**

[End of Questions]