Best and Final Offer Price Sheet

BIDDER NAME: Deloitte Consulting LLP

BEST AND FINAL OFFER – June 30, 2015

This is to request that your firm submit a Best and Final Offer (BAFO) in accordance with Section 6.4 of RFP# R15-2838. Your response will be evaluated in conjunction with the original bid submitted on June 19, 2015.

You shall have until **2:00 p m. on Thursday, July 2, 2015** to submit your response to this request for a BAFO.

Your response must include **one** of the following:

A. Submit the enclosed Price Schedule with your revised prices, signature and date. A revised price proposal that is higher in price than the original will be rejected as non-responsive and the original bid will be used for any further evaluation purposes. The entire price schedule must be completed and submitted. **Please note that your price must be firm, fixed and all-inclusive of all costs and fees, including but not limited to travel and administrative expenses.**

Or

B. Place a "check mark", sign and date where indicated, submitting a statement that the original bid prices should continue to be used for evaluation purposes.

Please submit a copy of your BAFO via attachment in an email to: daniel.j.young@rutgers.edu no later than **2:00 p m. on Thursday, July 2, 2015**. All BAFO submissions will remain confidential until issuance of a Notice of Award.

Best and Final Offer Pricing

Oracle Fusion Financials Cloud Service Implementation

RFP #R15-2838

BIDDER NAME: Deloitte Consulting LLP

TOTAL, FIXED, ALL-INCLUSIVE, PRICE TO PROVIDE ALL SERVICES REQUIRED BY THIS RFP, INCLUDING, BUT NOT LIMITED TO INTERFACES, INTEGRATIONS, HISTORICAL MIGRATIONS, STAFF TRAINING, CHANGE MANAGEMENT, CONVERSIONS, REPORT PROCESSING, TRAVEL, TELEPHONE, POSTAGE, AND ADMINISTRATIVE COSTS.

TOTAL COST: $4,886,202

ADDITIONAL INFORMATION

1) The Bidder must submit the budget developed for providing the services required by this RFP. *This information will be used for evaluation purposes only*, and is intended to provide the university with an additional perspective on how the bidder will allocate financial resources in undertaking the work required by this RFP. Please use the table below, and attach additional pages, if necessary.

   Deloitte is pleased to respond to Rutgers request for a Best and Final Offer (BAFO) in support of this RFP. We are excited at the opportunity to work with Rutgers on this important initiative, and have therefore reduced our overall bid price by a little over $400,000 without a reduction in scope or Deloitte staff hours. We believe this is important to the success of this initiative, as our price reduction will not compromise the quality of our bid.

   As with our initial bid, this BAFO includes all costs and services required for the successful implementation of Oracle's Fusion Financial Cloud Services Analysis, Design and Implementation, Project Management, Business Process Transformation, Security, Change Management, and related Project Expenses packaged into a fixed fee bid.

   See Attachment A for updated Pricing table.

In addition to our price reduction, we offer the following additional services at no incremental cost to Rutgers, as an investment in our relationship and mutual success:

- A **"Mobilize Phase"** – comprised of focused Advisory Sessions to assist Rutgers with internal resource planning, program governance set-up, final review of scope development to identify additional opportunities to reduce cost, project planning, and timeline rationalization, and cross initiative projects.

- **Project Team Training** – including eight 2-hour sessions covering: Integrations, Reporting, Conversions, each core application (4), and Platform as a Service (PaaS) at the beginning of the Architect Phase. This includes sessions on how to use and maintain core financials applications and use of Oracle's Platform as a Service Cloud to extend Fusion applications. This training will provide the Rutgers core team knowledge of the tasks, tools, and applications they will be working with during the implementation.

- **500 hours of Experienced Training** delivered by three (3) training professionals for end-user training. During our discussions with Rutgers evaluation team at Orals, it became clear that Rutgers was concerned about its ability to field train teams for end-user training. Because this is such a critical element of change management and tech adoption, we will help offset that concern.

We understand that Rutgers is operating on a fixed budget for this initiative, and like all other Universities must consider the tradeoffs of price vs. quality of bid. Our current bid represents what we believe is an "all-in" price for achieving the goals you have articulated in your RFP. We philosophically do not believe in what has become an all too common approach in the Industry of removing scope, bidding low, and issuing change orders later in the project. Our pricing approach is straightforward, transparent, and reliable.

If, however, Rutgers would like to engage in a discussion around the tradeoffs of scope, timeline, staff and overall price – we would welcome a discussion in negotiations that may result in additional price reductions. Rather than "assuming" these items away in BAFO, we believe it would be more collaborative and transparent to engage in those discussions personally.

We believe that the combination of our price concession and the additional investments noted above demonstrate our deep interest and passion for working with Rutgers on this project. We are also confident that the addition of the Mobilize Phase to the project will provide Rutgers with the opportunity to get to know, and build a strong working relationship with our proposed Project Engagement Principal – Blair Kin, and Project Manager – Srinivas Venneti. Because Srini was not available in person during Orals, we have included an expanded biography and several personal references for your review in Attachment B. We also offer to make him available for an interview if this would help Rutgers in making their final decision.

2) Rutgers is interested in obtaining an estimate of the composition and hours bidders estimate will be required from the Rutgers project team. Please provide a chart defining this information, clearly identifying the position titles, roles and the estimated hours required from each project team member throughout the engagement.

See Attachment C for an updated estimate.

3) To assist in the evaluation process, please provide three references from recent clients for whom you have provided services similar in size and scope to those required in RFP R15-2838. Please include contact information for each client.

In addition to the references we provided in our proposal response, we believe these additional references further demonstrate our track of success implementing Cloud Solutions in higher education and demonstrate relevant complexity and experience to Rutgers' transformation.

We previously provided New York University in Section 4.2.4, Higher Education Site References, and are submitting that as our third reference because of the relevant complexities.

University Rochester, Cloud ERP Implementation			
Start Date	September 2012	**Projected End Date**	January 2015
Contact Information	**Name:** John P. Barden		
	Position: Chief Technology Officer and Senior Associate CIO, University of Rochester		
	Phone: Office: Privacy **Mobile:** Privacy		
	Email: Privacy		
Brief Description of the Project	University of Rochester (UR) is the largest "live" Cloud Financials implementation in Higher Education. The project scope entailed the deployment of Workday's core financial business processes—general ledger (GL) and accounts payable (AP), grants management, and encumbrance processing. UR's primary objectives for deploying Cloud ERP applications, with Deloitte's assistance, were to: • Mitigate the platform risk associated with the University's current legacy financial software that depends on an archaic database platform and programming language • Mitigate the personnel risk associated with dependence on a small number of individuals with irreplaceable legacy financial software skills • Mitigate the risk of process failure associated with the interweaving complexities of the current legacy system In the course of implementing the Cloud solution, UR addressed the following strategic goals: • To be on a modern and well-supported cloud-based financial software solution • To be self-sufficient in the use and maintenance of the new software platform with readily available help if needed • To transform the legacy COA to take full advantage of the data capture and reporting opportunities resident in Workday Financials • To achieve more certainty and process efficiencies in financial business processing The project system went live successfully in 12/31, with the first monthly close accomplished smoothly within less than a week of month-end.		
Relevance of Experience to Rutgers Oracle Fusion Financials Implementation	Through this project, Deloitte partnered with UR to migrate from a traditional on premise legacy financial system to the Cloud. We gained relevant experience and have taken a number of "lessons learned" from this project that will be valuable for the Oracle Fusion Financials project at Rutgers: • Chart of Account (COA) re-design was central to the UR effort, and we helped UR re-think the legacy chart in the context of the modern architecture offered by a Cloud solution. • We gained experience developing a Cloud-based solution for grant management to meet the needs of a large, complex Tier 1 Research University. • The University and Medical Center requirements needed to be considered in the design and implementation. Given the complexity and transaction volume, more extensive testing was required (including performance) than in prior Cloud Financial deployments. • Needed to work out a more agile (versus waterfall) approach for prototyping solutions while still providing for sufficient collaboration, communication and involvement of key stakeholders throughout the process. • Gained an understanding of the complexities and challenges encountered when developing higher education-specific integrations between legacy and Cloud environments. • Gained experience helping UR work effectively with the product vendor in a SaaS/Cloud arrangement. This required close collaboration and coordination between the project team and the vendor for activities such as tenant management (back-ups, copies, restores), code migration, and quality assurance.		

Yale University, Cloud ERP Implementation

Start Date	Fall 2013	Projected End Date	August 2015 – HCM/Payroll
			August 2017 - Finance

Contact Information	**Name:** Nancy Creel-Gross
	Position: Asst VP HR Operations & Workday@Yale Program, Yale University
	Phone: Office: Privacy **Mobile:** Privacy
	Email: Privacy

Brief Description of the Project	Yale University is undertaking an initiative to transition from their current Oracle EBS HR application, custom data warehouse solutions and integration framework to Workday's Human Capital Management (HCM), Payroll (PAY) and Finance (FIN) products and a reimagined Business Intelligence/Data Warehouse (BI/DW) and Reporting solution.
	Yale's current administrative software (Oracle e-Business), data warehouse and integration framework were installed over a dozen years ago and have become increasingly costly and complex to support. Yale's Information Technology Services (ITS) and Finance and Business Operations (FBO) organizations have outmoded skills and policies that have not kept up with service level requirements of the Yale Community.
	Yale's business process complexities and difficulty in modernizing its system infrastructure are compounded by a disjointed Higher Education organizational model, making the business process engineering and organizational change management efforts particularly challenging. general ledger (GL) and accounts payable (AP), grants management, and encumbrance processing.
	Yale University's primary objectives for deploying Workday's applications, with Deloitte's assistance, were to:
	• Develop with broad community engagement
	• Define easy to use systems that lower the administrative burden for all
	• Simplify & Standardize Processes
	• Easy to Get Work Done & Harder to Make Mistakes
	• Accurate, Trusted and Timely Reporting
	• Lower Costs & Improve Effectiveness
	The HCM release went live successfully on 7/1, with the first monthly payroll planned for end of July.

Relevance of Experience to Rutgers Oracle Fusion Financials Implementation	Through this project, Deloitte partnered with Yale to migrate from a traditional on premise legacy HR and recruiting systems to the Cloud as well as engaged the Financials planning team to begin working on pain point identification and Chart of Accounts re-design with a project sub-team in place focused on the Workday Financials prototyping. We gained relevant experience and have taken a number of "lessons learned" from this project that will be valuable for the Oracle Fusion Financials project at Rutgers. The Financials release planning completed to date has accomplished the following:
	• Chart of Account (COA) structure and segment re-design has been prototyped and Deloitte has been leading this process with Yale to re-think the legacy chart in the context of the modern architecture offered by a Cloud solution.
	• We are gaining experience developing a Cloud-based solution for grant management to meet the needs of a large, complex Ivy League University.
	• The University and Medical Center requirements are being considered in the design and implementation. Given the complexity and transaction volume, there will be more extensive testing required and we will leverage lessons learned from our previous University of Rochester implementation.
	• Gaining an understanding of the complexities and challenges encountered when developing higher education-specific integrations between legacy and Cloud environments.

New York University Langone Medical Center, PeopleSoft Finance and Supply Chain Upgrade and Implementation					
Start date	9/26/14	**Date implemented**	5/26/15	**Version**	PeopleSoft FSCM v9.2, Tool 8.54
Contact Information					
Functional	Name: Wendy Plante Title: Senior Director, Finance Enterprise Solutions Phone: + Privacy		**Technical**	Name: Mark Negron Title: Director, Information Technology Enterprise Solutions Phone: + Privacy	

Overview of Nature and Scope of Project, including Functional Areas

Deloitte was engaged to assist NYULMC in upgrading their PeopleSoft v9.1 Finance and Supply Chain applications to PeopleSoft v9.2. The scope also included optimizing substandard business processes through business process redesign, standardization and leading practices. To achieve the upgrade in 8 months, the project team's success was dependent upon Deloitte Consulting's project management, industry, business and application knowledge. In addition, Deloitte's project accelerators were leveraged – PeopleSoft Upgrade Lab and SolutionPrint™. The scope consisted of an upgrade of eleven existing modules (General Ledger, Accounts Payable, Project Costing, Grants Management, Customer Contracts, Billing, Accounts Receivable, Cash Management, Purchasing, ePro, and Inventory), prioritize dormant and new functionality that could be enabled to improve operational efficiencies, review over 10,000 custom objects to identify only those necessary for retrofit. The scope also included the implementation of six new modules (Asset Management, Travel and Expense, eSupplier, eSettlements, Mobile Inventory, and Strategic Sourcing) that will have a substantial return on investment.

Additional Comments

NYULMC went live with PeopleSoft v9.2 FSCM on May 26th. Importantly, the smooth, successful implementation of optimized business processes and systems positions NYULMC for future growth to keep up with the demands and regulatory changes within the healthcare industry. As a result of this project NYULMC was able to:

- Retire 70% of existing customizations to save on maintenance costs
- Insource critical competencies previously performed by an outside vendor
- Provide recommendations to enhance the accuracy of spend
- Enable new modules to increase operational efficiencies, ownership & data transparency that will ultimately drive down costs

Thank you again for this exciting opportunity.

Place a Check Mark below if:

_____   The original bid prices should continue to be used for evaluation purposes

On behalf of bidder:

_____
Signature

___Blair Kin_____
Print Name

___Principal_____   ___July 2, 2015_____
Title   Date