



Qalipu
FIRST NATION

Request for Proposals
Enterprise Resource Planning (ERP) System

Deadline for Submission:

Wednesday, June 29, 2022 12:30pm

Section 1: Terms and Conditions

1.1 Issuing Department or Division

Department of Finance

1.2 Synopsis or Service Requirement

Through this Request for Proposals (RFP), The Qalipu First Nation (QFN) invites interested and qualified consultants to submit a proposal for the development and supply of an accounting and ERP system.

1.3 Terms of Submission

1.3.1 A copy of this RFP may be obtained by emailing the following person:

Andrew Simmons
asimmons@qalipu.ca

1.3.2 In this document

(a) bidder and consultant are used interchangeably. Both, however, refer to a person who has or intends to submit a proposal in response to this RFP.

(b) *advertisement period* refers to the period this RFP is publicly advertised on Qalipu.ca and proposals are solicited from consultants.

(c) *successful consultant* refers to the consultant who has been selected by the Band and to complete the project.

(d) *contracted consultant* refers to the consultant who has entered into a contract with the Band to complete the project and becomes the prime consultant.

(e) *member* refers to a member of Qalipu First Nation.

1.3.3 Bidders may submit a proposal via mail or email to the following contact:

CONTACT: Andrew Simmons
3 Church St.
Corner Brook, NL
A2H 2Z4
asimmons@qalipu.ca

1.3.4 Consultant proposals must be structured in the same manner as this RFP. For greater certainty, the consultant is required to use the same headings, subheadings, and numbering system as presented in this RFP. Where a term or condition does not require the consultant to provide a response or document, the consultant may leave the heading/subheading from the proposal.

1.3.5 In addition to the requirements under s. 1.3.4, proposals must include the following:

(a) A cover letter briefly summarizing the qualifications of the project manager, team members, sub-contractors, statement of work, methodology, and total fees (inclusive of all costs and taxes). The cover letter will be used to provide a preliminary evaluation of proposals when there is a large response.

(b) Identification of project manager and team members along with a description of their respective roles and qualifications. The consultant must assure the Band that the project manager identified in the proposal will remain on the project until completion. In cases where the project manager changes due to circumstances beyond the contracted consultant's control, the contracted consultant must advise the Band immediately and enter into discussions with the Band to replace the project manager with someone of similar qualifications and qualities.

(c) Description of the project organization and management system in addition to company profiles of the primary consultant and sub-contractors.

(d) Methodology.

(e) A minimum of three reference letters from any applicable projects involving similar scope and scale.

(f) Time and task allocation of team members.

(g) A schedule of project activities in chronological order that shows each activity and its duration.

(h) Itemized project costs including fee structure, staff cost, overhead and other related expenses, including HST, as well as a suggested/preferred payment schedule. The proposal must include a statement signed by the most senior consultant with signing authority or, in the case of a firm/company/corporation, the president/CEO verifying that the consultant is capable of completing the work outlined in the consultant's proposal for the price/fees quoted. The statement must be located in the proposal immediately following the cover page.

1.3.6 Late, incomplete or partial proposals or submissions, including those sent by fax or e-mail, will not be accepted under any circumstances. The Band will ensure that all proposals or submissions submitted before the deadline will remain sealed until the evaluation process begins.

1.3.7 The deadline for questions relating to the RFP is four (4) business days before the close of the advertisement period. Questions received after that deadline will not be considered. Where a question seeks to clarify a point in the RFP, the Band will distribute its response, via email, to all consultants who expressed an interest in the project at the point and time the response is generated. In cases where a response to a consultant's question would provide the consultant with an unfair advantage, in the Band's judgment, the Band will provide the consultant with the opportunity to withdraw the comment. If the consultant decides to pursue the question further, the response provided by the Band will be

distributed, via email, to all consultants who expressed an interest in the project at the point and time the response is generated. Questions regarding this RFP must be directed, by email, to the following person:

Andrew Simmons
asimmons@qalipu.ca

Section 2: Terms and Conditions

2.1 The Band requires knowing the identity of all the sub-contractors, their experience, personnel and knowledge levels, and their relationship and experience with the primary bidder. This information must be explicitly stated in the proposal submitted by the primary bidder. Sub-contractors will be evaluated as part of the selection process and the Band must approve any changes in sub-contractors other than those specified in the submission.

2.2 The consultant is required to submit three reference letters from persons that received similar services from the consultant within the past five (5) years.

2.3 The contracted consultant is required to provide the CONTACT, with biweekly email updates regarding the project's progress.

CONTACT: Andrew Simmons

Section 3: Terms and Conditions

3.1 The Band is not bound to accept the lowest priced bid and may exercise the right not to select any of the proposals submitted under the RFP.

3.2 Preference will be given first to businesses fully or majority owned by Indigenous peoples.

3.3 The consultant submitting a proposal under this RFP is considered to be responsible, on behalf of it and all its sub-contractors, for all undertakings and deliverables related to the provision of services as specified in this RFP to the Band.

3.4 This RFP is the primary document, and should a dispute arise between the RFP and the bidder's proposal then the RFP will supersede the bidder's proposal in any legal dispute.

3.5 The Band will be responsible to administer this RFP, award the contract to the successful bidder, and for the general supervision of the project's implementation.

3.6 Proposals submitted through this RFP must be valid for 90 calendar days after the advertisement period.

3.7 Consultants should strive to provide clear responses to issues and questions raised in the RFP in a language that is clear and not subject to differing interpretations.

3.8 The contract executed by the Band and the successful consultant to complete this project will be governed by the laws of Newfoundland and Labrador.

3.9 All data, specifications, concept plans, designs, rationales, presentation materials, economic and technical reports and related information produced by the consultants during this project shall be the property of the Band.

3.10 All potential bidders who have requested or are known to have obtained copies of this RFP will be notified of any changes, via email, should they occur after its publication.

3.11 The contract for this project, where awarded, will be granted by the Band based upon the results of the evaluation of submitted proposals. The Band will notify the successful consultant in writing. Those who are not successful will receive written notification within approximately ten (10) business days following the execution of the contract with the successful bidder.

3.12 The contract with the successful consultant will commence immediately upon the execution of the contract by the Band and the successful consultant. Ten (10) business days will be provided after the successful bidder has been notified to conclude final negotiations and execute the contract. Where a contract is not executed before the expiration of the aforementioned ten (10) business days, the Band reserves the right to commence negotiations and enter into a contract with another consultant.

3.13 Bidders may raise issues with this project and RFP that have been overlooked by the Band but are nonetheless crucial to the successful completion of the project. In such cases, the bidder may tender a recommended change to the CONTACT by email. The Band shall take the recommendation under advisement and issue, if deemed necessary, an amendment to this RFP. This RFP may be amended up to three (3) business days before the conclusion of the advertisement period.

3.14 The Band may, at its discretion, determine if a bidders' conference is necessary. A bidders' conference must take place at least 10 days before the closing of the RFP.

3.15 Before a contract is awarded, the Band will negotiate the final details of a contract to be signed by the Band and the successful consultant. The Band will enter into a contract with the successful consultant only. There will be no contracts entered into between the Band and any sub-contractors.

3.16 The contracted consultant shall designate a senior project manager who shall receive all communications from the Band on behalf of the contracted consultant. The contracted consultant shall also furnish the address, telephone and fax numbers and email address for the senior project manager.

3.17 All communications from the contracted consultant to the Band should be directed to the following person:

Andrew Simmons
Director of Finance
asimmons@qalipu.ca
709.634.7798

Section 4: Statement of Work

4.1 Background

The Qalipu First Nation (“QFN”) was officially formed September 22nd, 2011 through an agreement between the Government of Canada and the Federation of Newfoundland Indians. This agreement officially recognizes QFN as a band under the Indian Act.

Since its creation, the leadership of QFN has focused its efforts on establishing a strong foundation upon which to build a prosperous and progressive Band. Its aim is to be a community that cherishes and shares its heritage, holds the overall health and education of its members as its highest priority, while facing the future with confidence.

The First Nation has grown immensely since its inception with departments in Community Development, Health, Finance, Education & Training and others. We have a staff of 50 + people with locations in Corner Brook, Stephenville, St. George’s, Glenwood, and Grand Falls-Windsor.

Through the implementation of an ERP System, QFN is looking to achieve the following goals to help improve the business processes of the Band:

- Automate current manual processes.
- Allow QFN membership to submit and track applications and claims online.
- Increase efficiency by reducing duplicate data entry.
- Improve process management by providing employees with an easy-to-use work process management tool.
- Improve data collection, internal reporting, and track and measure Key Performance Indicators.

The ERP system will have, at minimum, three main components:

- Sage Intacct cloud accounting system.
- Customer Relationship Management (CRM) system.
- Online application and claims submission portal.

The following is general information related to QFN’s accounting requirements and settings:

Settings:

- Number of Companies – 7 (3 non-profit, 4 profit)
- Currency – Canadian Dollars
- Fiscal Year End – March 31
- Accounting Periods – 12 monthly periods
- No foreign currency

- Multiple bank accounts, each company with their own accounts.

Functionality:

- Accounts Receivable
 - Approximately 20 transactions per month across all companies
 - Recurring invoice generation
- Accounts Payable
 - Approximately 4,000 transactions per month across all companies
- Cheque Printing with electronic signature
- General GL Processes
- Financial Reporting, by dimension
 - Income Statement
 - Balance Sheet
 - Trial Balance
 - Monthly Variance Reports
- 5-year Budgeting Management
- EFT generation and upload for AR and AP
- Inter-company transactions
- Consolidation
- Bank Reconciliation
- Purchasing Workflow (Purchase Orders Process)
- General Inventory Processes and Tracking

All work will be done with the involvement of the Director of Finance. Directors and Managers will be involved as necessary. Regular presentations and meetings with these individuals, incorporating their input into the process, is expected.

Companies included in scope of work:

- Qalipu First Nation
- Qalipu Development Corporation
- Mi'kmaq Commercial Fisheries
- Federation of Newfoundland Indians
- MAMKA
- Qalipu Marine Holdings
- Eastern Door Logistics

4.2 Mandatory Requirements

The consultant or partners must be a Sage Intacct licensed reseller.

Deliverables

1. Design, customize, and implement Sage Intacct accounting system based on the specifications of QFN.
2. Design, customize, and implement a suitable claims and application submission portal.
3. Design, customize, and implement a suitable CRM system that meets the specific requirements of QFN.
4. Ensure the efficient implementation and operation of the full ERP system to the specifications of QFN.
5. Provide ongoing support services when necessary.

4.3 Scope of Work

4.3.1 Accounting System

- Review existing Sage300 accounting system, processes, and requirements.
- Create accounts and source licenses for Sage Intacct on behalf of QFN. Estimated licenses of 8 business users and 50-60 employee users.
- Customize and implement the following Sage Intacct modules to the specifications of QFN:
 - Sage Intacct Financial Management
 - Sage Intacct Multiple Entity Package
 - Sage Intacct Spend Management
 - Sage Intacct Time & Expense
 - Sage Intacct Application Hosting, Infrastructure, and Security
 - Sage Intacct Collaborate
 - Any other modules deemed appropriate
- Gather existing QFN accounting data in Sage300 for upload and integration in Sage Intacct
- Work with QFN to plan and execute a suitable operational transition from Sage300 to Sage Intacct.
- Provide documentation and training to QFN accounting staff and other employees on the use of the Sage Intacct system.
- Ongoing support for troubleshooting and other issues
- Provide support for choosing a suitable payroll solution with the following requirements:
 - Bi-weekly Payroll
 - 60-100 employees
 - Salary and hourly (timesheet) employees
 - Canadian and Newfoundland and Labrador specific labour requirements, payroll requirements and CRA compliance
 - Electronic generation of Paystubs, T4, and other CRA Forms
 - Remittance reporting
 - Integration or simple data upload to Sage Intacct
- Ensure the system provides the functionality to operate within the details listed in Section 4.1 - Background.

4.3.2 Claims and Applications Submission Portal

Source, customize, and/or develop a suitable software application and claims submission portal that allows for the following:

- Integration of login information from QFN membership portal
- Customized forms for data entry
- Functionality for members to enter data and upload required documents
- Application and claim progress updates
- Confirmation of application status and claim payments
- Integration into the CRM system that allows for the real-time transfer of data and documentation.
- Portal should be accessible through web browsers and mobile devices. (Mobile application is not required)

4.3.3 Client Relationship Management (CRM) System

Source, customize, and/or develop a suitable software application that manages all client activity within the existing business processes of QFN. The CRM system should track all activity from the start of the business process (document submission) to the end of the business process (claim payment or application approval).

The following functionality should be included in the proposed system:

- Import data from the proposed claims and application submission portal.
- Create instances of client activity that requires action by specific staff (for example, a claim submission creates a task for an employee to review and ensure claim is complete).
- Workflow process that mirror QFN business processes. This includes claims and application submission, internal review by relevant department, supervisor review and approval, notify finance for payment, and communication back to the member on application or claim status. Detailed workflow documents will be provided to the successful bidder.
- Customized dashboard of activity and outstanding tasks to be actioned by specific employees.
- Tracking of application and claims throughout the full business process.
- Reporting capabilities to measure Key Performance Indicators and overall activity.
- Document management
- Integration from CRM and QFN membership portal.
- Other functionality deemed appropriate for a suitable CRM solution.

Section 5: Consultant Qualifications

The consultant must demonstrate that it has the following attributes:

- Independence from the First Nation, its related bodies, Councillors and officers and members.
- Suitable experience in developing, customizing, and delivering similar software systems.

Section 6: Consultant Methodology

Meetings

1. Consultant to schedule an initial meeting with the Director of Finance to discuss the process and tasks to be performed in the scope of work to include reasonable dedication of key personnel.
2. Consultant to meet with department heads to gather information about current work processes.
3. Consultant to provide frequent updates to Director of Finance.
4. Consultant should work with the QFN IT department with regards to data handling in the development of the CRM

Process Workflow and Information Management Policy Review

1. Consultant to review current workflow processes to gain understanding of the flow of information from member submission to approval.
2. Meet with department Directors to gain an in-depth understanding of the workflow processes and to clarify all aspects of their claim and application review process.
3. Finalize required functionality and customization of the system to mirror the current workflow process of Education and Training and Health Departments.
4. Consultant shall ensure that the ERP system complies with the QFN Information Management Policy.

Online Document Submission Portal

1. Ensure integration between application and claims submission portal and QFN membership portal. Member login should occur through QFN membership portal, with link to document submission portal.
2. Create customized interface and forms for membership to complete and submit.
3. Ensure all data and information flows from the portal to the CRM system, with appropriate integration.

CRM System

1. Acquire required licenses and authorizations for the chosen CRM system, on behalf of QFN
2. Create and customize the CRM system to the specifications identified through the Process Workflow review.
3. Implement appropriate processes, rules, and approval levels of each position, as required
4. Create standard reporting templates within the CRM system to measure Key Performance Indicators.
5. Ensure only the appropriate people have access to relevant information.
6. Create connection between CRM client profiles and QFN membership database.

Accounting System Review

1. Review and gain an understanding of current accounting system, functionality, systems, and account codes and structures.
2. Review the internal review and approval processes for invoice and payment batches, journal entries, budget adjustments, and other transactions.

3. Finalize system requirements and structure of the overall accounting system.
4. Create and customize Sage Intacct to the specifications determined in previous steps.
5. Transfer existing accounting data from Sage300 to Sage Intacct for this current fiscal and previous fiscal year.
6. Test and provide assurance of the data transfer process to ensure all data is accurate and complete in the new system.
7. Determine appropriate method for accessing historical data.

Payroll Software

1. Work with QFN to determine a suitable payroll software that meets the needs of the Band.
2. Customize Sage Intacct to interact with the selected payroll service, either through direct integration or simple data download and upload to Sage.

Review of Other Systems

1. Review other systems being operated by the Band, including GINU. These systems should be considered to determine integration opportunities to reduce disparate software systems.

Training

1. Plan and organize appropriate training for both the accounting system and CRM system. This will include the Finance Department (business license users) and other employees (employee license users) on use of the accounting system and training of staff from the Education and Training and Health department on the use of the CRM system.
2. Deliver training activities either in-person or virtually.

Testing and Implementation

1. Create a schedule for implementation and testing of the ERP system, in consultation with QFN.
2. Create a testing process with specific activities and testing of each component. Consultant should identify what departments and what individuals will be involved with each activity.
3. Update, modify, and customize system based on testing and user feedback.

Consultant shall identify any additional activities required to ensure the system is designed and functioning as intended.

6.2 General Statements

Section 7: Budget

The budget should include all upfront costs for the design, customization, and implementation of all aspects of the full software solution. All annual fees related to software licenses and annual service contract should also be included with appropriate detail.

Proposal budgets should not include the upfront cost of the payroll customization and annual license fees. However, the time required to work with QFN on selecting a suitable solution and any potential integration should be included.

Section 8: Evaluation and Selection Framework

8.1 The grading of the proposals is an integral part of the RFP process. The Band has decided to describe the selection criteria so that all bidders/consultants can evaluate their chances of success, within reason, given the current competitive market conditions in the industry.

8.2 Figure 1, attached, forms the basis of what the evaluation sheet will look like, subject to possible changes. There are 10 components that will be judged and graded. Each component was weighed in terms of its importance to the objectives of the RFP.

8.3 All proposals will be evaluated using specific criteria, components and characteristics that have been generated by the Band. Criteria are based upon the detailed specifications of the scope of work, work schedules, technical specifications, quality standards, consultant qualifications and other desirable features and benefits contained in this RFP.

FIGURE 1

EVALUTATION SHEET

Primary Consultant:

Cost of Bid:

Rating of the Proposal: For each of the components, please provide rating 1-10 where 10 represents the best.

| Component | Rate X (1-10) | Weight | Total | Comments regarding strengths and weaknesses of this component, rationale for the score and general notes |
|--|------------------|--------|-------|--|
| Experience of Consultant Team: key personnel, experience, references, qualifications, commitment to assignment | | 1.5 | | |
| Experience of Project Manager; experience, position in the firm, qualifications, commitment to assignment | | 1 | | |
| Management of sub-contractors and their commitment to assignment | | 0.5 | | |
| Proven competence in similar work | | 1 | | |
| Sufficient Human Resources | | 0.5 | | |
| Clarity of tasks and responsibilities | | 1 | | |
| Proposed liaison with client | | 1 | | |
| Proof that the specifics of the RFP are understood and addressed including the proposed methodology, approach, receivables, schedule | | 2.5 | | |
| First Nation Knowledge – Experience working with First Nations. | | 2.5 | | |
| Cost | | 1 | | |
| Total Score | | | | |