

MOHAWK COUNCIL OF AKWESASNE

Sustaining our inherent rights, facing challenges together, and building a strong and healthy future.



REQUEST FOR PROPOSAL NUMBER:	MCA-RFP-FIN-0001
TITLE:	Financial System
DATE OF SOLICITATION:	September 5, 2024
SOLICITATION CLOSING DATE AND TIME:	November 7, 2024 at 1:30 PM EST (Eastern Standard Time)
ADDRESS INQUIRIES TO CONTRACT ADMINISTRATOR:	Stéphane Bissonnette Mohawk Council of Akwesasne Dept. of Finance and Administration Email: stephane.bissonnette@akwesasne.ca Telephone #: (613) 575-2250 ext. 2466
SECURITY:	There are no security requirements associated with this solicitation
SEND PROPOSAL TO:	Mohawk Council of Akwesasne P.O. Box 90 Akwesasne, Quebec H0M 1A0 stephane.bissonnette@akwesasne.ca
VENDOR NAME AND FULL ADDRESS (Please print): 	
CONTACT/TELEPHONE/EMAIL ADDRESS: 	
NAME AND TITLE OF PERSON AUTHORIZED TO SIGN ON BEHALF OF THE BIDDER (Please print) 	
SIGNATURE OF PERSON AUTHORIZED TO SIGN ON BEHALF OF VENDOR: 	
_____ Date: _____	

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REQUEST FOR PROPOSAL (RFP)

MOHAWK COUNCIL OF AKWESASNE

Mohawk Council of Akwesasne (MCA) is a Community Government elected by the residents of the Mohawk Community of Akwesasne. MCA provides exerted jurisdiction over several areas that may typically be offered by either the federal, provincial, or municipal governments for its approximate 12,000 on-reserve residents and the more than 1,800 of Akwesasne Mohawks living off the reserve due to housing, economic, and land constraints.

A “Request for Proposal” (RFP) is a solicitation document used to seek proposals or bids from suppliers. The term “Bidder”, also called “Offeror”, refers to a potential supplier submitting a proposal or bid. Wherever the words “Proposal” or “Bid” appear in this document, each shall be taken to mean the same as the other.

The MANDATORY REQUIREMENTS of this RFP are identified specifically with the words “MANDATORY”, “MUST”, “ESSENTIAL”, “SHALL”, “WILL”, “IT IS REQUIRED”, and “REQUIRED”. If a MANDATORY REQUIREMENT is not complied with, the proposal will be considered NON-RESPONSIVE and will not receive any further consideration. In the context of this RFP, Non-Responsive, Non-Compliant and Non-Valid shall each be taken to mean the same as the other.

NOTICE TO BIDDERS: The following documents are enclosed and form part of this bid package.

RFP # MCA-RFP-FIN-0001, including all Parts, Appendices and Annexes listed in the Table of Contents below.

The Bidder acknowledges that all the aforementioned documents were received in its bid packages. It is the responsibility of the Bidder to verify the inclusion of all documents, and to obtain copies of any missing items by contacting the Contract Administrator (CA) as identified on Page 1 of this RFP. Failure to obtain any missing document(s) shall not relieve the Bidder from compliance with any obligation imposed by the RFP, nor excuse the Bidder from the guidelines set out herein.

The MCA is not obligated to accept the lowest proposal fee or any Proposals submitted.

PART 1 – GENERAL INFORMATION

1. INTRODUCTION

The bid solicitation is divided into five (5) parts plus Annexes as follows:

Part 1 General Information: provides a general description of the requirements;

Part 2 Bidder Instructions: provides the instructions, clauses, and conditions applicable to the bid solicitation;

Part 3 Evaluation Procedures and Basis of Selection: indicates how the evaluation will be conducted, the evaluation criteria that must be addressed in the bid, if applicable, and the basis of selections;

Part 4 Technical Evaluation Criteria

Part 5 Financial Proposal

The Annexes include the Statement of Work and Certifications.

2. GENERAL

The Mohawk Council of Akwesasne (MCA) is calling for proposals from vendors to provide a new MCA financial system that includes, but not limited to:

- implementation of core financial functions;
- data output and input;
- internal and external reporting;
- budgeting;
- tracking and reporting;
- automation;
- digitization;
- supporting a paperless environment;
- implementation of expense management; and
- design system integration.

Refer to Annex A *Statement of Work* for additional details.

Part 2 – BIDDER INSTRUCTIONS:

1. STANDARD INSTRUCTIONS, CLAUSES, AND CONDITIONS

All instructions, clauses and conditions are set out in this bid solicitation document.

Bidders who submit a bid agree to be bound by the instruction, clauses and conditions of this bid solicitation document and accept the clauses, and conditions of the resulting contract.

2. SUBMISSION OF BIDS

It is the Bidder's responsibility to ensure that proposals are delivered to the Contract Administrator by the time and date indicated on page 1 of this RFP document. **MCA will not assume responsibility for proposals directed to any other location.**

The onus is on the Bidder to ensure that the proposal is delivered as instructed. Not complying with the above instructions may result in MCA's inability to ascertain the reception date and/or to consider the bid prior to contract award. Therefore, MCA reserves the right to reject any proposal not complying with these instructions.

Bids transmitted by email to MCA will be accepted.

3. ENQUIRIES – BID SOLICITATION

All enquiries must be submitted in writing to the Contract Administrator no later than **five (5)** calendar days before the bid closing date. Enquiries received after that time may not be answered.

Bidders should reference as accurately as possible the numbered item of the bid solicitation to which the enquiry related. Care should be taken by bidders to explain each question in sufficient detail to enable the Contract Administrator to provide an accurate response. Technical enquiries that are of a "proprietary" nature must be clearly marked "proprietary" at each relevant item. Items identified as proprietary will be treated as such except where the Contract Administrator determines that the enquiry is not of a proprietary nature. The Contract Administrator may edit the questions or may request that the Bidder do so, to ensure that the proprietary nature of the question is eliminated, and the enquiry can be answered with copies to all bidders. Enquiries not submitted in a form distributed to all bidders may not be answered by the Contract Administrator.

4. SECURITY REQUIREMENTS

There is no security requirement associated with this solicitation.

5. BIDDER FINANCIAL CAPABILITY

The Bidder may be required to provide, prior to the contract award, specific information with respect to their legal and financial status, and their technical and financial capability to satisfy the requirements as stipulated in this RFP. If requested, the financial information to be provided shall include the Bidder's most recent audited financial statements or financial statements certified by the Bidder's Chief Financial Officer. Information requested by MCA is to be provided by the Bidder as stipulated in the request by the Contract Administrator.

Should the Bidder provide the requested information in confidence, while indicating that the disclosed information is confidential, MCA will then treat the information in a confidential manner as provided in the *Access to Information Act*.

Should a proposal be found to be non-responsive on the basis that the Bidder is considered not to be financially capable of performing the subject requirements, official notification shall be provided to the Bidder by the MCA.

6. APPLICABLE LAWS

Any resulting contract must be interpreted and governed, and the relations between the parties determined, by laws in force in Ontario.

Bidders may, at their discretion, substitute the applicable laws of a Canadian province or territory of their choice without affecting the validity of their bid, by deleting the name of the Canadian province or territory specified and inserting the name of the Canadian province or territory of their choice. If no change is made, it acknowledges that the applicable laws specified are acceptable to the bidders.

7. DISCLOSURE OF INFORMATION

Any information, data and/or intellectual property which is provided in a proposal and is demonstrably proprietary to a bidder, shall be so identified specifically (by paragraph, table, figure) in the proposal, and MCA will endeavor to protect such proprietary information, data and/or intellectual property in accordance with the laws of Canada and its normal policies, regulations and procedures. Any financial data and information provided by the Bidder for the purposes of this RFP will be treated as “Commercially Confidential” and kept in confidence by MCA unless expressly stated otherwise in this RFP. Such information will not be disclosed, in whole or in part, except on a need-to-know basis for the specific purpose of proposal evaluation and for the activities related to the process of contract award, as applicable. Unless it is required to do so by law, MCA will not divulge such data and/or information to any third party.

8. RIGHTS IN DATA

If intellectual property or confidential information is required to enable the Bidder to provide the Services, the Bidder shall be solely responsible for obtaining approvals for the use of any intellectual property and/or confidential information that belongs to anyone else (i.e. third parties).

MCA shall own all intellectual property and confidential information that it creates in relation to the Services. MCA shall own all intellectual property and confidential information that the Bidder conceives or develops as a result of performing the Services. Specifically, MCA shall own the following:

- all data resulting from performance of the Services, regardless of its form, format, or media;
- all data (other than that owned by third parties) used in performing the Services regardless of its form, format, or media;
- all data in manuals or instructional and training materials;
- all processes provided for use under the Services; and
- any other data delivered under the Services.

If the Bidder wishes to use the intellectual property and/or confidential information (mentioned in this section) for purposes not related to the performance of the Services, it must obtain prior written consent from MCA.

9. LIABILITY FOR ERRORS

While MCA has used considerable efforts to ensure the information in this RFP is accurate, the information contained in this RFP is supplied solely as a guideline for Bidders. The information is not guaranteed or warranted to be accurate by MCA, nor is it necessarily comprehensive or exhaustive. Nothing in this RFP is intended to relieve the Bidder from forming their own opinions and conclusions with respect to the matters addressed in this RFP.

10. CONFLICT OF INTEREST

Conflict of interest is defined as any matter, circumstance, interest, or activity in which an entity or person is, or is perceived to be, in a position to benefit more preferentially than another or which may or may not appear to impart the ability of the Proponent to perform the scope of work diligently and independently.

Proposals will not be evaluated if the Bidder's current or past corporate or other interest may, in MCA's sole opinion, give rise to a conflict of interest in connection with the project described in this RFP. This includes, but not limited to, involvement by a Bidder in the preparation of this RFP. If a Bidder is in doubt about a conflict of interest, they should consult the Contract Administrator before submitting a proposal.

The successful Bidder must provide an affirmative statement that it and its staff will avoid any actual or perceived conflict of interest. The following clauses are to be included in the firm's certification (refer to Annex B):

- a) The Successful Bidders certifies that it has and will not influence, seek to influence or otherwise take part in a decision of MCA knowing that the decision might further its private interest.
- b) The successful Bidder certifies that it has no financial interest in the business of a third party that causes or would appear to cause a conflict of interest in connection with the performance of its obligations under the Contract.
- c) The successful Bidder declares that no bribe, gift, benefit, or other inducement has been or will be paid, given, promised or offered directly or indirectly to any official or employee of MCA or a member of the family of such person, with a view to influencing the entry into the Contract or the administration of the Contract.
- d) The successful Bidder warrants that, to the best of its knowledge after making diligent inquiry, no conflict exists or is likely to arise in the performance of the Contract.
- e) Should such a conflicting interest be acquired during the life of the Contract, the successful Bidder shall declare it immediately in writing to MCA. The successful Bidder acknowledges that if MCA is of the opinion that a conflict exists as a result of any of the successful Bidder's disclosure or as a result of any other information brought to MCA's attention, MCA may require the successful

Bidder to take steps to resolve or otherwise deal with the conflict, at MCA's entire discretion, terminate the Contract for default.

11. NON-COLLUSION CERTIFICATION

In conjunction with its statement regarding Conflict of Interest, the successful Bidder must additionally provide a signed statement (refer to Annex B) certifying the following:

- a) The response is genuine, and it not made in the interest of, or on behalf of, an undisclosed person, bidder, or corporation;
- b) That the successful Bidder has not directly or indirectly induced or solicited any other entity to submit a false or sham response, or decline to submit a response;
- c) That the successful Bidder has not sought, by collusion, to obtain any advantage over any other bidder or over MCA.

12. CONFIDENTIALITY

The successful Bidder and its representatives shall commit to keep confidential all information in connection with the work and shall not disclose any such information to any person without the prior written permission of MCA. Any Contract resulting from this RFP shall incorporate confidentiality clauses pertaining to the entire Statement of Work.

13. NO LOBBYING

Bidders must not attempt to communication directly or indirectly with any employee, contractor or representative of MCA, including the evaluation team, any Member of Council, or with the media, about the project described in this RFP or otherwise in respect of this RFP, other than as expressly directed or permitted by MCA.

14. LIMITATION OF DAMAGES

The Bidder, by submitting a proposal agrees that it will not claim damages, for whatever reason, relating to or arising from the RFP, by reason of submitting a proposal, in respect of the competitive process, or in respect of any breach of any implied duty of fairness, including but not limited to any costs incurred by the Bidder in preparing its proposal. The Bidder, by submitting a proposal, waives all such claims.

15. INDEMNITY AND WSIB (CNESST)

The successful Bidder must indemnify MCA and their employees, officers, members of Council and agents (each n "Indemnified Person") against all claims, actions, proceedings, damages, losses, costs, expenses and liabilities of any kind incurred that an Indemnified Person may sustain, incur, suffer or be put to, either before or after this Contract ends, which are based upon, arise out of or occur, directly or indirectly, by reason of, any act or omission by the successful Bidder or by any of its agents, employees, officers, or directors in providing the Services, except liability arising out of any independent negligent act by MCA.

The successful Bidder accepts responsibility for the acts and omissions of all subcontractors it may engage in rendering the Services on this RFP.

The successful Bidder must comply with all applicable laws and bylaws within the jurisdiction of the work. The successful Bidder must further comply with all conditions and safety regulations of the Ontario's *Workplace Safety and Insurance Act (WSIB)* and/or Quebec's *Commission des normes, de l'équité, de la santé et de la sécurité du travail (CNESST)*, as applicable, and must be in good standing during the term of any Contract entered into from this process.

16. COLLECTION AND USE OF PERSONAL INFORMATION

Bidders are solely responsible for familiarizing themselves with, and ensuring that they comply with, the laws applicable to the collection and dissemination of information, including but not limited to, resumes and other personal information concerning employees of the Bidder and employees or any subcontractors. If this RFP required Bidders to provide MCA with personal information of employees who have been included as resources in response to this RFP, Bidders will ensure that they have obtained written consent from each of those employees before forwarding such personal information to MCS.

Such written consents shall specify that the personal information may be forwarded to MCA for the purposes of responding to this RFP and may be used by MCA for the purposes set out in this RFP. MCA may, at any time, request the original consents, or copies if so requested, to MCA.

17. EXECUTION OF CONTRACT

By submitting a Proposal, the Bidder agrees that should its proposal be successful, the successful Bidder will enter a Contract with MCA on the same terms and conditions set out in this RFP and such other terms and conditions to be finalized on the satisfaction of MCA.

Written notice to a Bidder that it has been identified as the successful Bidder and the subsequent full execution of a written Contract will constitute a Contract for the goods or services, and no Bidder will acquire any legal or equitable rights of privileges relative to providing the goods or services until the occurrence of both such events.

18. BID PREPARATION INSTRUCTIONS

It is requested that bidders provide their bid in separately bound files as follows:

File I: Proof of compliance with the mandatory requirements, Technical Bid, completed page 1 of this RFP Document, and completed certifications (Annex B).

File II: Financial Bid

Prices related to the current solicitation must appear in the financial bid only and are not to be indicated in any other section of the bid; prices referenced in the financial bid should not be repeated in any other section of the bid.

No payment shall be made for costs incurred by the Bidder in the preparation and submission of a proposal in response to this RFP.

All fees associated with the transfer of data, or all documents as may be required by MCA as part of the solicitation process, are the responsibility of the Bidder. No costs incurred by the Bidder before receipt of a signed contract or specified written authorization from the Contract Administrator can be charged to any resulting contract.

Technical Bid

In their technical bid, Bidders should demonstrate their understanding of the requirements contained in the bid solicitation and explain how they will meet these requirements. Bidders must demonstrate their capability in a thorough, concise, and clear manner for successfully carrying out the work as described in *Annex A – Statement of Work*.

Bidders must respond to the MCA bid solicitation in an honest, fair, and comprehensive manner, accurately reflect their capacity to satisfy the requirements stipulated in the bid or contract documents and submit bids and enter contracts only if they will fulfill all obligations of the contract.

The technical bid should address clearly and in sufficient depth the points that are subject to the evaluation criteria against which the bid will be evaluated. Simply repeating the statement contained in the bid solicitation is not sufficient and may result in a loss of points. To facilitate the evaluation of the bid, MCA requests that bidders address and present topics in the order of the evaluation criteria under the same headings. To avoid duplication, Bidders may refer to different sections of their bids by identifying the specific paragraph and page number where the subject topic has already been addressed.

It is the responsibility of the Bidder to obtain clarification of the requirements contained in the RFP, if necessary, prior to submitting a proposal. The Bidder must provide sufficient details in its proposal to substantiate compliance with what is required; all professional experience must be fully documented and substantiated in the proposal.

Page 1 of the RFP Document

It is mandatory that all Bidders sign their submitted proposal. It is requested that all Bidders complete, sign and date page 1 of this RFP (including the name of the submitting organization, the name of the authorized signing person, appropriate addresses, telephone number, email address and business contact) prior to submitting their proposal. As the signature indicates a clear acceptance of the terms and conditions set out in the RFP, it is the Bidder's responsibility to ensure that the signatory has the authority within the organization to commit the Bidder by making such a contractual offer.

Per article 1 of Part 2, the Bidder hereby agrees, by submitting their proposal in response to this RFP, to all the instructions, terms, conditions, and clauses detailed herein.

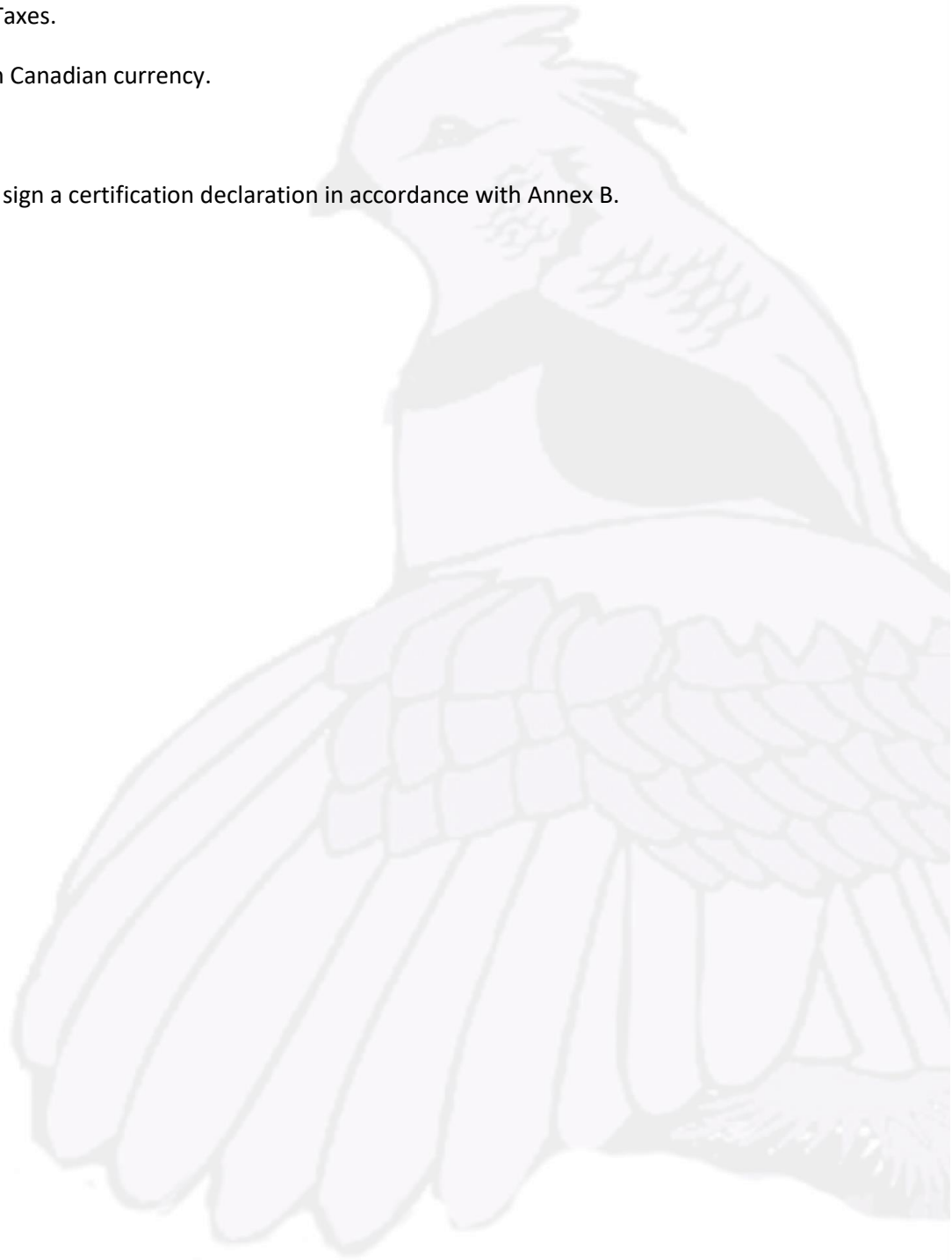
Financial Bid

Bidders must submit their financial bid in accordance with *Part 5 – Financial Proposal*. The total amount is to exclude all Applicable Taxes.

All financial bids are to be in Canadian currency.

Certification

Bidders must complete and sign a certification declaration in accordance with Annex B.



PART 3 – EVALUATION PROCEDURES AND BASIS OF SELECTION

1. EVALUATION PROCEDURES

Bids will be evaluated in accordance with the entire requirements of the bid solicitation including the technical and financial evaluation criteria and in conjunction with *Annex A – Statement of Work*.

If the Bidder is deemed non-responsive as a result of the evaluation, the bid will be set aside and not be considered for the contract award.

The proposed successful Bidder will be determined in accordance with the contractor selection method stated in this Part.

All proposals shall be treated as CONFIDENTIAL and will be made available only to those individuals authorized to participate in the evaluation process. All Bidders will be subject to the terms of the *Access to Information Act* and to other applicable laws or orders of courts or other tribunals having jurisdiction.

An evaluation team will evaluate the proposals. While the evaluation team will normally be comprised of representatives of MCA, it may also include third-party participants as selected by MCA. All members of the evaluation team will be required to sign a Conflict of Interest and Non-Disclosure Agreement.

Only technical proposals with a score of at least 50 points (out of a maximum score of 70 points) will have their financial proposals opened.

Unreasonably low or higher financial bids will be disregarded.

It is understood and accepted by the Bidders that all decisions about the degree to which a proposal meets the requirements of this RFP are the judgement of the evaluation team.

2. RIGHTS OF MCA

MCA reserves the rights to:

- seek clarification or obtain verification of statements made in a proposal;
- reject any or all proposals received in response to the bid solicitation;
- enter negotiations with bidders on any or all aspects of their proposal;
- accept any proposal in whole or in part without prior negotiation;
- cancel the bid solicitation at any time;
- re-issue the bid solicitation;
- verify any or all information provided by the bidder with respect to the solicitation including references;
- retain all proposal submitted in response to the solicitation;
- declare a proposal non-responsive if MCA determines during the evaluation phase that the Bidder does not have the legal status, the facilities or technical, financial and/or managerial capabilities to fulfil the requirements stated herein;

- discontinue the evaluation of any proposal which is determined, at any stage of the evaluation, to be non-responsive.

3. BASIS OF SELECTION

Only those bids that are deemed to be responsive (compliant) will be evaluated under the basis of selection:

Highest Combined Rating of Technical and Price

MCA intends to award the contract to the responsive (compliant) Bidder with the highest combined rating of technical and financial proposals. In the case of a tie in the combined score among Bidders, the tie breaker will be the Bidder with the higher score in the Technical Proposal. See the following table for an example of the rating results.

In evaluating the scoring, the score to be ascribed to the technical merit and the price determination shall be determined by the evaluation team in its sole discretion given that these are often subjective matters, that there is no requirement on the part of MCA to use any formulas or mathematical approach and that MCA's opinion and assessment of each Proposal is to be determined by MCA in its sole and absolute discretion.

Example of 70% Technical Merit and 30% Price Determination			
	Bidder 1	Bidder 2	Bidder 3
Technical Points Awarded *	72	79	65
Total Tender Price	\$2,000	\$1,800	\$1,500
CALCULATIONS			
	Weighted Technical Points	Price Points	Total Points
Bidder 1	$72/100 * 70\% = 50.4$	22.5	72.9
Bidder 2	$79/100 * 70\% = 55.3$	25.0	80.3
Bidder 3	$65/100 * 70\% = 45.5$	30.0	75.5
* Based on the possible 100 points			

The successful Bidder is the Bidder scoring the highest total points as a result of applying the denominators explained above. Based on the above calculations, a contract would be awarded to Bidder 2.

PART 4 – MANDATORY AND TECHNICAL EVALUATION CRITERIA

1. MANDATORY CRITERIA

The Mandatory Criteria listed below will be evaluated on a simple pass/fail basis. Proposals which fail to meet the mandatory criteria will be deemed non-responsive.

Bidders are advised to address each criterion in sufficient depth to permit a complete requisite analysis and assessment by the evaluation team. Proposals failing to adequately respond to the mandatory criteria may be excluded from further considerations. The mandatory proposal should address each of the criteria in the order in which they appear.

The Bidder is to comply with the following requirements:

Criterion ID	Mandatory Criteria	Proposal Page	Pass/Fail
M1	The Solution must be a cloud-based system fully hosted in Canada.		
M2	Provide a barrier free accessibility (availability 24/7).		
M3	Include an Application Programming Interfaces (API) integration solution. Capability to integrate multiple systems with an open interface.		
M4	Employ an integrated model for the management of user access.		
M5	Will have integrated workflow capabilities as part of the core software platform.		
M6	The data schema will have configurable fields that can be used at the discretion of MCA.		
M7	Will ingest daily transactional summaries in bulk from other MCA transactional systems whether through automated integrations or manual uploads.		
M8	Provide the full-cycle accounting and reporting, including but not limited to: accounts payable, accounts receivable, asset accounting, project accounting, manage fiscal periods, and standard reporting.		
M9	Will record and manage commitments of funds for future periods.		
M10	Will enable users to manage expense claim workflows including allowing a user to designate a delegate to create travel and hospitality requests on their behalf.		
M11	Will create, manage, and model budgets and forecasts based on a multi-dimensional model, including personnel and salary planning.		

M12	Provide the ability to manage, control, and maintain documents and records associated with MCA business transactions and processes.		
M13	Provide details of the ability for on-promise functionality in the event of potential disasters.		

2. TECHNICAL CRITERIA

Bidders are advised to address each criterion in sufficient depth to permit a complete requisite analysis and assessment by the evaluation team. The technical proposal should address each of the criteria in the order in which they appear.

Bidders are advised that only the listing of experience without providing any supporting data to describe responsibilities, duties and relevance to the criteria will not be considered demonstrated for this evaluation.

Bidders are advised to address these criteria in the following order and in sufficient depth in their proposals to enable a thorough assessment. MCA’s assessment will be solely based on the information contained within the proposal. MCA may confirm information or seek clarification from bidders.

Criterion ID	Technical Criteria	Maximum Points	Proposal Page #
T1	Provide evidence of the Bidder’s understanding of the assignment/objectives.	5	
T2	Demonstration of relevant experience, and success in comparable assignments of a similar size and scope, including experience with First Nations communities in Canada. <ul style="list-style-type: none"> • Company and Lead Staff’s qualifications and experiences; and • Qualifications and experiences of each proposed team member that will be assigned to this project. 	15	
T3	Provide two (2) references for the proposed resources to allow MCA to complete reference checks. Please include the following information for each reference: Name: Title: Organization: Phone: Email:	20	

T4	Demonstration of proposed Solution.	30	
T5	Provide a detailed work plan and schedule in response to meet or exceed the requirements.	10	
T6	Provide details of ongoing support (along with associated costs in the Financial Proposal).	10	
T7	Provide other services, capabilities, designations, or experiences that differentiate it from its competition.	10	
Total Points		100	

PART 5 – FINANCIAL PROPOSAL

TAXES

MCA is Harmonized Sales Taxes (HST) and Quebec Sales Tax (QST) exempt. All prices/rates, as applicable, are requested to be firm, in Canadian funds, excluding HST and QST. All other costs, including travel costs, are to be captured in the table below. MCA will not reimburse any costs that are not captured in the financial proposal.

PRICING DETAILS TO BE PROVIDED IN FINANCIAL PROPOSAL

The Bidder hereby offers MCA to furnish all necessary expertise and supervision necessary to perform the work described in the Annex A - Statement of Work of this RFP and in accordance with the terms and conditions of the RFP for the following price(s).

Bidders must provide the financial details as requested in the table below. Proposals which do not contain pricing details as requested below may be considered incomplete and non-responsive.

PHASE 1 Implementation Costs			
TOTAL COST:			
Resource	All-Inclusive Fixed Hourly Rate (A)	Volumetric Data (estimate) (B)	TOTAL (A)*(B) = (C)
Project Sponsor	\$	# of hours	\$
Project Manager	\$	# of hours	\$
Financial Subject Matter Expert	\$	# of hours	\$
Technical Lead/Architect	\$	# of hours	\$
Additional resources – add lines	\$	# of hours	\$
List all other expected expenses			\$
TOTAL			\$

PHASE 2 Implementation Costs			
TOTAL COST:			
Resource	All-Inclusive Fixed Hourly Rate (A)	Volumetric Data (estimate) (B)	TOTAL (A)*(B) = (C)
Project Sponsor	\$	# of hours	\$
Project Manager	\$	# of hours	\$
Financial Subject Matter Expert	\$	# of hours	\$
Technical Lead/Architect	\$	# of hours	\$
Additional resources – add lines	\$	# of hours	\$
List all other expected expenses			\$
TOTAL			\$

PHASE 3 Implementation Costs			
TOTAL COST:			
Resource	All-Inclusive Fixed Hourly Rate (A)	Volumetric Data (estimate) (B)	TOTAL (A)*(B) = (C)
Project Sponsor	\$	# of hours	\$
Project Manager	\$	# of hours	\$
Financial Subject Matter Expert	\$	# of hours	\$
Technical Lead/Architect	\$	# of hours	\$
Additional resources – add lines	\$	# of hours	\$
List all other expected expenses			\$
TOTAL			\$

ANNUAL SUPPORT AND MAINTENANCE COSTS	
TOTAL COST:	\$

Bidders are to provide their Support and Maintenance Costs for 2 years, 3-year, and 5-year options in the table below:

2 YEAR SUPPORT AND MAINTENANCE COSTS OPTION	
TOTAL COST:	\$

3 & 5-YEAR SUPPORT AND MAINTENANCE COSTS OPTION	
TOTAL COST (3-Year Support):	\$
TOTAL COST (5-Year Support)	\$

The Bidder is to provide a detailed breakdown of the costing of licensing including in their solution as an attachment to the Financial Proposal Form. This is a mandatory requirement. The expected details should include how many licenses, which modules are included in the solution, the license type, third party licenses included, and any other items that the solution entails that are not listed above.

Bidders are to provide their licensing costs for 2 years, 3-year, and 5-year options in the table below:

ANNUAL LICENSING COSTS	
TOTAL COST:	\$

2 YEAR LICENSING OPTION	
TOTAL COST:	\$

3 & 5-YEAR LICENSING OPTION	
TOTAL COST (3-Year Support):	\$
TOTAL COST (5-Year Support)	\$

ANNEX A – STATEMENT OF WORK

Background

The Mohawk Council of Akwesasne (MCA) is a community with a population of approximately 12,000, across three (3) Districts – Kawehno:ke in Ontario, Kanata:kon (St. Regis) and Tsi Snaihne (Snye) in Quebec close to the Cornwall/Massena NY border. MCA is governed by the twelve (12) elected District Chiefs and the Grand Chief. The Executive Director oversees nine (9) departments that provide the following services:

- Ahkwesahsne Mohawk Board of Education
 - Elementary Schools (3)
 - Child Care Services
 - Post-Secondary Institution
- Akwesasne Mohawk Police Service (Public Safety)
 - Police
 - Emergency Medical Services
- Department of Finance and Administration
 - HR/FIN/IT
- Department of Community and Social Services
 - Women’s Shelter Services
 - Social / Income Assistance
 - Child Prevention and Protection Services
- Department of Mohawk Government
- Department of Health
 - Health Access Centres (Clinic)
 - Community Health
 - Long term Care (2)
 - Mental Health Services
- Department of Infrastructure and Housing
 - Roads
 - Water and Wastewater
 - Housing
 - Environment
 - Asset Maintenance
 - Capital Projects
- Department of Justice
 - Youth Advocacy
 - Mohawk Court
 - Legislative Development
- Department of Economic Development
 - Arena
 - Youth Camp

At the time of developing the RFP, MCA employs approximately 900 employees.

MCA's financial operations are governed by the *Akwesasne Financial Administration Law*. Financial controls are guided by MCA's *Financial Policy Manual*, currently being redeveloped.

MCA currently uses a combination of off-the-shelf systems, customizations, general office applications, and manual processes to support its financial operations. MCA's current Financial Systems no longer meet the continually growing and complex business needs of the organization, incorporates various systems that are not fully integrated, and lacks key functionality that is now standard in most Financial Systems.

The following is a list, although not exhaustive, of MCA systems that are currently used are:

- Sage (general ledger, accounts payables, accounts receivables, purchase orders)
- Board (customized system for internal reporting and budgeting – automated upload from Sage)
- SINDY (customized system for housing loan management – not integrated)
- Caseview (external financial statements reporting – manual upload from Sage)
- Pointclick (software used by long-term care facilities but includes a receivables module – not integrated)
- First Nations' Non-Insured Health Benefits in-house customized database (pharmacy, dental, vision, medical, medical transportation)
- Telus Health to capture all medical information for community members
- Blackboard System for Online Learning (Adult Education)
- Custom MCase system (by Redmane) that will handle Child Welfare matters
- Inhouse developed Income Support System (Welfare)
- In-house developed Court fine System
- Hey Momma – Child Care System
- Social Responsibility Fee collection (Sales of Cannabis)
- Tobacco Royalty Fees (Sales of Tobacco)
- PAB Ambulance Billing

The following are current manual processes that should be considered for integration into the new financial system:

- Manual Fees collected for rent in shelter services
- Manual Food Services Collections
- Manual After School Programming Collection
- Manual collection of fees (licenses)
- Manual Collection of rental fees for the arena
- Camping Fees – youth cultural camp
- Commercial rental space collections
- CIPC Collection Fees (future)
- Collection of Water Fees (future)
- Collection of Garbage Fees (future)

To bridge these functional gaps, employees must rely on manual processes that are effort-intensive, which could increase risk of errors. MCA must implement a new platform to gain efficiencies in everyday tasks and provide better insight into its business. Use of the current main financial platform is mainly restricted to members of the Finance teams. Various departments have access to customized systems for which financial transactions are keyed into the financial system by the Finance department. All departments require timely access to information related to their financial performance to run MCA's operations. This means that the new solution is to meet departmental requirements to budget, forecast, and track financial results and key performance indicators that are relevant to the functional activities of each department.

The goal of the financial system implementation is to ensure it meets operational needs and is flexible to adapt to the evolving nature of MCA's business activities. The scope of this RFP is summarized in the following table:

FINANCIALS AND PROCUREMENT	
FINANCIALS	PROCUREMENT
General Ledger	Purchase Requisitions
Accounts Payable	Purchase Orders
Accounts Receivable	Standing Offers
Housing Loans Receivable	Receiving
Fixed Assets	Contract Management
Cash Management	Purchase Order Archives
Employee Travel and Expense Claims	
Procurement Card Expense Allocation	
Financial Reporting	
Budgeting	
Integration of payroll transactions and third-party solutions	

Current Environment Description and Future Process Improvements

The following is a brief description of MCA's current environments and its goals to improve upon these various processes (by alphabetical order), noting that is not an exhaustive list of functions per area:

Accounts Payable – the process currently used is not well defined with limited matching. MCA's goal is to ensure all invoices and payment requests will be processed using the matched and unmatched invoices processes.

Accounts Receivable (Funding Contributions) – MCA's nature of business is based on funding from the Federal Government of Canada, the Province of Ontario, and the Province of Quebec. Currently the revenue has been accounted on a cash basis during the year. MCA's goals are to recognize the revenue when the agreements are finalized, and record payments received against the receivables.

Accounts Receivable (Other sources) – Several different solutions are used to manage receivables and entries are either keypunched in the AR subledger or in the GL based on receipts by the Finance Department. For MCA housing rentals, revenue and deposits are captured in the Sage AR sub-ledger and keypunched in the GL. MCA's goal is to have an integrated AR subledger with the GL.

For Long Term Care, revenues and deposits are captured in the PointClick system. MCA's GL is only updated based on cash receipts. MCA's goal is to have an interface with PointClick to update MCA's GL for receivables and receipts.

For all other programs, the departments create their own invoices. Some departments have other solutions to track receivables. MCA's GL is only updated based on cash receipts.

At yearend, MCA may recognize important receivables. MCA's goal is to standardize and automate the invoicing across all departments to properly recognize the revenues and track cash receipts and eliminate non-value-added duplication of tasks.

Accrual Entries – MCA uses journal entries for accrual of goods and services and is only done for yearend financial reporting. This creates reconciliation challenges between contractual commitment information generated from purchasing and balances recorded in the general ledger. Additionally, monthly, and quarterly reporting are restricted to cash accounting. MCA's goal is to implement best practices for accrual of un-invoiced receipts.

Authority Matrix – For a purchase order to be created in Finance, the requisition needs to be approved by the employee with the proper authorization level as per MCA's financial policy. Currently, requests for payments also need to be approved by the employee with the proper authorization level. Release of payments for accounts payable is approved by the Comptroller and Director of Finance and Administration. For capital projects, MCA's financial policy required 2 approvals. All approvals are done on manual documents. MCA's goal is to simplify and automate the approval process within the procure-to-pay cycles leveraging industry best practices and base functionality while respecting its financial policies.

Budgeting – Budgets are developed in Board system. Actuals are uploaded in the Board system for reporting and variance analysis on a 1-day lag. Budgeting and reporting are limited to the sub-program level. The Board system only allows for an original budget. It is critical that reporting be fully automated in one solution and that financial results be live. MCA's goal is to also allow for variance reporting against revised forecasts and that there be reporting build up to the program, and department level.

Dashboard Reporting/Business Intelligence – Reporting capabilities are currently limited. MCA is seeking reporting tools that allow users to self-service information, placing information for decision making at their fingertips.

Financial Reporting – MCA currently uses Caseware to produce its external financial statements. Sage data is uploaded in Caseware. MCA must manipulate the data in Caseware to draft its financial statements

and a Summary of Operations. MCA's goal is to have a Solution system that has this reporting functionality built in.

Fixed Assets – MCA captures Fixed Assets in the financial system (GL) via manual processes. Information on capital assets is also manually recorded in Excel for insurance purposes. MCA is seeking a Fixed Assets module as to benefit from its functionality on asset management as well as to meet its responsibilities per the MCA Financial Policies.

Foreign Exchange – MCA has a respectable number of American vendors. Since the GL is in functional currency only (CAD), revaluations are done based on the currency exchange entered in the master file on a periodic basis. MCA would need the solution to consider the foreign currency.

Housing Loans – MCA provides community members with housing loans and upgrade loans. All loans are non-interest bearing. Housing and upgrade loans are recognized when MCA pays the vendor for the work done on a community member's home. Once the work is done, the dollar amount is rolled into a loan. Community members make installment payments over several years depending on the type of loan. MCA currently uses a customized SINDY system, which is not interfaced with the GL. MCA's goal is to have a solution that integrates the housing loans subledger to the GL.

Payroll – MCA outsources its payroll to ADP. A GL template is used to upload payroll transactions to the GL. Exploring the merits of improving data integration is desired. MCA does not have an integrated Human Resources system, and accordingly, reporting capabilities are limited.

Procurement – MCA uses a manual competitive procurement process to handle the bid/quote (RFT/RFP) process. RFT/RFP are currently received electronically and then the evaluation and selection process is completed via a non-electronic process. A future state solution should allow for vendors to electronically submit bids and track status of bid/quote process, as well as provide tracking for vendor performance; and allow for tracking of purchase order payment status and funding releases based on invoice payment. MCA needs to track milestones, contract performance, amendment orders, version/revision control, contract term dates, and other key contract actions.

Procurement Cards – Procurement card accounting is done manually. MCA's goal is to automate this process, including pre-authorization requirements.

Receiving – Responsibility rests with the Accounts Payable to perform receiving against the purchase order, which is a separate non-value-added process from invoice processing. Manual approval processes are in place for the procure-to-pay cycle. MCA's goal it to have reliance upon system controls and ensure that processes are aligned with best practices and optimized.

Travel and Expense Management – A manual process is used for employee expense claims. MCA's goal is to automate this process, including pre-authorization requirements.

Current Functional Statistics

Budget		
2023-2024 Operating Budget		\$ 125 M
2023-2024 Capital Spending		\$ 15 M
Human Resources		
Number of Employee		883
General Ledger		
Local Currency		CAD
Maintained Foreign Currencies		USD
Number of Payroll Providers		1
Number of GL Accounts		19,834
Number of Dimension		Not currently used but required
Number of GL Entries		6,446
Procurement and Accounts Payable		
Number of Vendors		10,570
	Employees	474
	Suppliers	10,096
Number of Bank Accounts		5
Number of Posted Purchase Invoices		51,318
Number of Payments (Financial Year)		
	EFT (CAD)	9,167
	Manual (CAD)	6,161
	Manual (US)	1,636
Number of Purchase Orders		9,020
Accounts Receivable		
Number of Customers		
	Indigenous Services Canada	131 \$ 1.2M
	Prov of Ontario	100 \$ 3.3 M
	Other Federal	65 \$ 3.6 M
	Prov of Quebec	15 \$ 2.5 M
	Rentals	189 \$ 0.3 M
	Other	Unknown given manual process
Housing Loans Receivable		
Housing Loans	224	\$ 6.8 M
Upgrade Loans	101	\$ 0.4 M
Fixed Assets		
Number of Property and Equipment Assets (insured)		539
	Cost	\$ 235.3 M
	Net Book Value	\$ 127.9 M
Number of Intangible Assets		
	Cost	\$ 1.4 M
	Net Book Value	\$0.9 M

Overall Objective of the Engagement

MCA is issuing a Request for Proposal (RFP) in order to identify qualified firms with expertise to;

- 1) License, implement, and support a new modern Financial System with the following high-level objectives:
 - a. Enhance quality of data output and simplify data input;
 - b. Streamline internal and external reporting;
 - c. Improve efficiency and efficacy of budgeting;
 - d. Improve tracking and reporting of projects, purchase orders and contracts;
 - e. Compartmentalize multiples entities;
 - f. Automate approvals, non-value-added activities, and repetitive tasks;
 - g. Digitalize travel, credit card purchases and expense reporting and approvals;
 - h. Generate invoices and manage accounts receivables; and
 - i. Support a paperless environment;
- 2) As MCA does not have the capacity to configure and implement the Financial System itself, play a primary role in the project configuration and implementation by:
 - a. developing, maintaining, and reporting on a project management plan;
 - b. assisting in designing MCA business processes to optimize the Financial System;
 - c. designing, configuring, and deploying the new Financial System solution to meet MCA requirements;
 - d. keeping into consideration the possible integrations between the new Financial System and the following systems:
 - i. Payroll and HR information system (ADP)
 - ii. Long term care receivables (Pointclick)
 - iii. DCSS software (Redmane)
 - iv. Banking system (BMO)
 - e. testing the configured new Financial System to ensure it meets MCA requirements;
 - f. providing quality assurance that the solution and deliverables meet MCA requirements;
 - g. converting and loading existing MCA financial data for use in the new Financial System; and
 - h. planning for deploying the new Financial System in the production environment;
- 3) For the transformation of MCA and adoption of the New Financial System, support for the following:
 - a. Development, coordination, and implementation of an organizational change management plan;
 - b. Development and delivery of training to the administrators and end users (MCA employees);
 - c. Knowledge transfer to MCA Finance Staff and system administrators who will operate, sustain, support, and maintain the solution; and
 - d. Documentation of information required to operate and support the solution.

Implementation Activities and Approach (All Phases)

This section highlights the activities and approach MCA envisions the delivery to follow for all phases of the solution implementation.

Project Initiation and Planning

Following the contract award, MCA expects initiation and planning activities to take place to establish common frameworks and methods for managing the solution delivery.

Scope

The following are in-scope activities that are related to project initiation and planning for the new Financial System solution:

1. Project scheduling
2. Project team organization and resourcing
3. Implementation methodology
4. Risk management
5. Issue management
6. Project communications and meetings
7. Project financial management

The following are out-of-scope activities beyond the design and planning of the project:

1. Decisions on solution design
2. Configuration of software / solutions

The project initiation and planning objectives are:

Objective	How the objective will be realized:
Project Initiation	Key members of MCA and the Vendor's team will meet to establish a preliminary outline for planning activities that will include sharing of contact information, establishing regular points of contact, a review of the Statement of Work, and formalizing the approach to develop the Project Plan.
Project Planning	Working collaboratively with MCA, the Vendor will develop and communicate a plan that includes a schedule, description of deliverables, project milestones, exit criteria, project team resourcing, testing plan, scope change management process, project communications plan, organizational change management, employee training, and risk and issue management processes.
Formal Project Kick-Off	All members of MCA and the Vendor's team will attend a formal project kick-off meeting where key elements of the Project Plan will be presented.

Detailed Requirement and Design

This phase of work will give MCA and the Vendor the opportunity to align the requirements and design the new Financial System.

The services necessary to design the new Financial System solution are in-scope. The details of the solution are identified within this document.

The implementation of the system or any of the integrations to other MCA Solutions listed in item 2 of the *Objectives of the Engagement* section above are out-of-scope in this project phase.

The business requirements and design objectives are:

Objective	How the objective will be realized:
Validate Future State Business Processes	Working collaboratively with MCA, the Vendor will propose amendments to current workflows to translate into digital processes managed by the system as required.
Validate the Future State Technical Architecture	Working with MCA, the Vendor will define the future state architecture of the solution necessary to support the implementation of the new MCA Financial System.
Provision Access to the Solution	As necessary, to achieve any of the project objectives, the Vendor must provide access or support MCA provisioned access to one or more instances of the solution. During the design activities, these instances will not be used as production environments, nor will MCA be charged licensing fees for the use of these products by the Vendor.
Technical Design Documents	Based on the architecture of the proposed solution, and knowledge of MCA, the Vendor will create a detailed technical design document that specifies the form and function of all solution components. These documents should include visual representations of the solution architecture, object model, data model, user experience and description of associated functional specifications.

Expected Benefits

MCA expects to realize the following benefits from the Design Phase

Benefits	Description
Risk Mitigation	Completing upfront solution design will allow MCA stakeholders to understand the impact of the proposed implementation and plan required risk mitigation ahead of time.
Internal Standardization	Achieve internal alignment on the future state business processes, organizational responsibilities, data structures and data governance, and responsibilities before development activities begin.
Solution Fit	Broad confirmation of solution design fits with organizational stakeholders and the project team.

Solution Implementation

This section of the engagement will culminate with a function, SaaS Financial System ready for production used by MCA. It is expected that the Vendor will configure, test, and deploy the solution capabilities in a phased approach, implementing higher priority business processes first. Each iteration will consider and incorporate requisite elements of the organizational change management strategy, train and transfer knowledge to MCA users and solution administrators. Formal acceptance by MCA of the solution capabilities will be required at each iteration/phase.

This in-scope phase includes all software and services required for the implementation of the end-to-end solution. The high-level scope of solution is listed below, the details are included in the Business Requirements. The Vendor will be responsible to provide implementation services of the solution that include:

1. Configuring and developing the technology solution;
2. Data preparation, conversion, and loading;
3. Testing the technology;
4. Reporting;
5. Deployment and post-implementation stabilization activities;
6. Contributing to change management activities that include organizational readiness, communications, training, and knowledge transfer; and
7. Providing solution documentation including processes, designs, configurations, development test results, and others for project deliverables.

The Vendor must take into consideration that MCA resources will be assigned to the project according to their availability, and as specified in “Project Staffing” section of this Statement of Work.

The implementation phase solution is to further enable the benefits of future project phases and not cause material re-work or limit the intended project benefits. The high-level scope of the solution is listed below, and the details are included in the Business Requirements.

Enabling integrations to other MCA Solutions listed in item 2 of the *Objectives of the Engagement* section above are out-of-scope of this project phase.

The solution implementation objectives are:

Objective	How the objective will be realized:
Implement technologies that support core financial management processes at MCA	Working in collaboration with MCA, a unified solution will be configured, validated and deployed in a phase approach. The solution will enable MCA to perform the following high-level activities: Phase 1 <ul style="list-style-type: none">• Management Accounting (Budgeting, Planning, Forecasting, Cost Accounting and Performance Measurement)

	<ul style="list-style-type: none"> • Revenue Accounting/Account Receivable (Customer Data Management, Invoicing, Accounts Receivable Processing) • Account Payable (Vendor Data Management, Procurement, Receiving, and Payment Processing) • Project Accounting (Capital Projects, Revenue Projects) • General Accounting (Fund Management, Asset Accounting) • Internal Control (Implement Controls, Monitor Controls, Reports) • Financial Reporting (Standard Financial Statements, Periodic Reporting, Ad-hoc Reporting) <p>Phase 2</p> <ul style="list-style-type: none"> • Expense and Procurement Card Management (Travel Expense Configuration, Expense Requisition and Workflow approvals, Expense Claims including Personal Payment, and Reporting and Disclosure) <p>Phase 3</p> <ul style="list-style-type: none"> • Integrations with other MCA systems (MCA systems listed in item 2 of the <i>Objectives of the Engagement</i> section)
<p>Simplify, enhance, and standardize business processes</p> <p>(Phase 1, 2, and 3)</p>	<p>Working as a joint team, MCA and the Vendor will identify opportunities to align existing processes, leverage common workflows, enforce common standards, generate efficient work processes. The joint team will need to take into consideration MCA’s financial policies to ensure adherence or to propose changes to the policies in questions. Key components of enhanced performance in this area include:</p> <ul style="list-style-type: none"> • Agreement on common data standards • Standardization of roles/responsibilities/workflows • Enable workflow-based notifications, alerts, assignments, and approvals • Elimination of redundancy with respect to data entry, reviews, approvals, and documentation • Identification of the value delivered to MCA by each process and maximize that value • Minimize costs (e.g. time, effort, and frequency) associated with each process <p>The Vendor will be responsible for facilitating and validating the design of new business processes within MCA prior to initiating solution development/configuration activities. The new business processes are to be documented by the Vendor throughout the implementation to be part of the final delivery.</p>
<p>Implement standardized data models that align with corporate data models</p>	<p>Working in collaboration with MCA, the Vendor will identify opportunities to implement common data standards to support:</p> <ul style="list-style-type: none"> • Analysis of data within the new financial system

(Phases 1, 2, and 3)	<ul style="list-style-type: none"> • The analysis and combination of data from other MCA systems that are intended to interact with the financial system • The use of reporting and analysis platforms such as Power BI to enable reporting and analysis.
Deploy workflow enabled notifications, alerts, assignments, approvals (Phase 1, 2, and 3)	Working as a joint team, MCA and the Vendor, will configure, validate, and implement a technology solution that supports the implementation of workflows and associated automations to support efficient financial management processes. These workflows and automations should have a measurable positive impact on the quality of process outputs and/or efficiency of the processes.
Standardize financial reports and configurable dashboards (Phase 1, 2, and 3)	Working as a joint team, MCA and the Vendor, will leverage the reporting capabilities of the solution to design, configure/build and deploy reports within the technology solution that supports workflows and communication of data stored within the new Financial System. These reports and dashboards will leverage standard reporting features where it is practical to do so and configure MCA specific reports where a functional need has been identified.
Implement the solution and its governance and controls (Phase 1, 2, and 3)	Working as a joint team, MCA and the Vendor will ensure that the configured technology solution meets the standards for traceability of data changes. This includes governance and controls of financial data, personal data, information that is designated as sensitive and changes to the solution configuration that impact these controls. Additional details about these requirements are included in the Business Requirements.
Optimize collaborative features and functionality (Phase 1, 2, and 3)	Working as a joint team, MCA and the Vendor will ensure that the technology solution leverages existing collaborative technologies that are currently deployed by the MCA implementation of MS Suite of products. This includes limiting to instances that are essential to the operation of the configured solution.
Testing the solution (Phase 1, 2, and 3)	The Vendor will complete required testing activities to ensure the solution meets the Business Requirements. At a minimum, the Vendor will include unit testing, component integration testing/functional testing, system integration testing and performance testing. MCA will complete final user acceptance testing for which the Vendor will be required to provide support and resolve defects.
Data Conversion and Migration (Phase 1, 2, and 3)	The Vendor will propose an approach to the conversion of all data required for the end-to-end solution. This includes the conversion of at least one year of historical data from the current MCA Financial System as well as complete vendor and customer records. To support the data conversion and migration activities, MCA will work with the Vendor to provide the necessary data conversion to the final solution. MCA will be responsible for:

	<ol style="list-style-type: none"> 1. Identification of the records that must be converted in the current MCA Financial Solutions 2. Data cleansing of the records and data identified for conversion 3. Working with the Vendor to stage the data. <p>All other data conversion activities, such as mapping and loading the staged data into the final solution, will be within the scope of the Vendor's activities.</p>
Solution Deployment (Phase 1, 2, and 3)	The Vendor's scope of activities is to address all solution deployment activities including solution dry-run cutovers, go-live cut-over and support through to post go-live stabilization/warranty period. This deployment approach will incorporate a stabilization over a quarterly period to demonstrate successful monthly and quarterly reporting and closure activities where MCA users will use the system parallel with current production systems.
Organizational Change Management (Phase 1, 2, and 3)	To support Organizational Change Management activities the Vendor will work with MCA to complete the following activities: <ol style="list-style-type: none"> 1. Support the implementation of activities associated with the Organizational Change Management Plan. 2. Delivery of training to the MCA project team (including train the trainer training and training materials). 3. Performing formal knowledge transfer in support of the Change Management Plan. 4. Transfer of knowledge necessary to operate, sustain, support, or maintain the solution. This knowledge will include information with respect to business processes, the operation and maintenance of the proposed solutions, and the use of standardized methodologies for enterprise systems development.

Expected Benefits

MCA expects to realize the following benefits from the implementation phase.

Benefits	Description
Simplified and standardized financial processes	An intuitive user interface that ensures all data is captured and data is only entered once.
Automated notification, assignment, and approval workflows	Improved and personalized tracking of workload to ensure that users are aware of assigned tasks, able to communicate the status of activities within the workflow and are enabled to focus efforts on value added tasks.
Timely and comprehensive support to decision makers	The ability to conduct analysis using a common financial tool will provide organizational decision makers with near real-time information on Performances/Events, Projects, and other business activities.

	The ability to conduct analysis on data from the Financial System to improve future financial performance.
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Process Management and Documentation

MCA has not fully leveraged MS Teams and SharePoint as a collaborative platform and for project management. However, it is MCA desire to have a solution that allows it to implement their use as a common tool for document management, tracking of project documentation and deliverables.

Project Staffing

MCA expects the Vendor to propose a project team appropriately scaled to the project's scope. The Vendor is expected to propose named individuals with the requisite combination of knowledge, experience, skills, and credentials to successfully achieve the stated project objectives. The Vendor is to ensure the core Team Structure fulfills the following:

- Adequate segregation of duties
- Impartial escalation in the project hierarchy
- Adequate and appropriate subject matter expert is available
- Effective oversight and review of project deliverables

The proposed team structure is outlined below. Vendors are permitted to recommend alternative project roles/resourcing based on their prior experience of implementation methodology. The Core Team structure will be finalized based on the Vendor’s proposal and may vary slightly by individual project phase.

Not all MCA resources will be dedicated to the project full-time. The allocation of different project roles will vary depending on the project phase.

Key Project Roles and Responsibilities

The key roles and responsibilities within the project team are generally as follows:

Role	Key Responsibilities
Project Sponsor (MCA)	<ul style="list-style-type: none"> ➤ Accountable for the overall success of the program ➤ Confirm and assist MCA project manager and Business Owner with appropriate organizational support and resources to complete their role ➤ Attends Steering Committee meetings and represents MCA ➤ Ensures MCA Business Owner, Project Manager and vendor resources are adequately fulfilling their roles ➤ Assists MCA Project Manager and Business Owner to resolve cross-functional business process decisions and resourcing requests

	<ul style="list-style-type: none"> ➤ Stay abreast of project activities and decisions to quickly facilitate timely decision escalated by the Business Owner and Project Manager ➤ Acts as an escalation point for contractual or delivery issues that may impact project success
Project Sponsor (Vendor)	<ul style="list-style-type: none"> ➤ Vendor designated Project Executive to whom MCA communications may be addressed and who has the authority to represent and commit the Vendor to all aspects of this agreement ➤ Responsible for the overall delivery of Vendor services to MCA ➤ Ensures adequate support and commitment from the Vendor organization ➤ Coordinates with the MCA Project Sponsor to proactively address issues and escalated risks that could impact project success ➤ Attends Steering Committee meetings to represent the Vendor ➤ Will coordinate resolution of issues raised by the MCA Project Sponsor and, when necessary, escalate such issues within the Vendor organization ➤ Will report to the MCA Project Sponsor any problems and issues impacting supplier provision of the Services that require MCA attention
Business Owner (MCA)	<ul style="list-style-type: none"> ➤ Responsible for project success from the MCA Finance Department perspective, ensuring the platform delivered meets the Business Requirements ➤ Coordinates and works closely with the Project Managers (both MCA and Vendor) to deliver project activities ➤ Defines and communicates clear and compelling business objectives and ensures that objectives are obtained ➤ Reviews and supports decisions made by functional teams ➤ Resolves issues escalated by functional teams with respect to Business Requirements, process, strategy, and communications ➤ Supports the planning, managing, controlling, and coordinating activities of the MCA Team in accordance with the project plan ➤ Responsible for gathering and validating the detail level requirements needed for system configuration ➤ Identifies and manages business team issues and risks ➤ Promotes the integration of business processes, data, application, and technology into a unified solution ➤ Coordinates input from MCA departments on decisions, processes, and solution design
Project Manager (MCA)	<ul style="list-style-type: none"> ➤ Responsible for the delivery of project scope within the agreed upon schedule, quality, and budget ➤ Responsible for the management of project risks and issues ➤ Works with the Vendor Project Manager to ensure effective development and management of the Project Schedule and critical path defined within it

	<ul style="list-style-type: none"> ➤ Manages and coordinates the day-to-day delivery of MCA contributions and deliverables, including project activities of MCA one-team personnel ➤ Responsible for escalating to the MCA Project Sponsor any issues impacting the ability to meet project commitments ➤ Responsible for thorough and transparent Steering Committee updates on project status, issues, challenges, and risks ➤ Maintains project communications through the project team ➤ Ensures coordination/interaction among MCA technical and Vendor teams involved ➤ Facilitates decisions escalated by the overall project team with respect to technical solutions, Vendor management and project delivery and approach
<p>Project Manager (Vendor)</p>	<ul style="list-style-type: none"> ➤ In conjunction with the MCA Project Manager, provides project management services for the project and end-to-end solution. This includes the development and management of the overall Project Plan for the end-to-end solution ➤ Establishes and maintains project communications through the project team on dependencies, milestones, and ongoing project work streams within the project for the entire end-to-end solution, including reporting ➤ Responsible for ensuring the project is delivered on-time, on budget with the appropriate level of quality ➤ Responsible for ensuring project issues and risks are actively managed and reported ➤ Responsible for escalating to the Vendor Project Sponsor any issues impacting the ability to meet project commitments ➤ Responsible for developing and managing the Project Schedule and critical path defined within it ➤ Works with the MCA Project Manager to coordinate activities and manage dependencies ➤ Works closely with MCA to see that the solution is designed, developed, tested, and functions accordingly to the requirements
<p>Finance Subject Matter Experts (Vendor/MCA)</p>	<ul style="list-style-type: none"> ➤ Responsible for planning, managing, controlling, and coordination the activities related to business analysis ➤ Serves as the functional subject matter expert on financial management, controls, and best practices for the solution implementation ➤ Responsible for gathering of detail functional requirements needed for the detailed design and solution configuration ➤ Promotes the integration of financial business processes, data, applications, and technology into unified solution ➤ Ensures that the solution implements the stated functional requirements with the appropriate level of testing and quality to meet exit criteria

	<ul style="list-style-type: none"> ➤ In conjunction with the MCA team members, provides support and assistance in the creation of test plans, cases, and scenarios for system integration
Technical Lead (MCA)	<ul style="list-style-type: none"> ➤ Serves as the MCA lead subject expert for all technical elements related to MCA ➤ Works with the joint project team to ensure that the solution aligns with MCA's technology standards and requirements ➤ Participates in the analysis and development of technical deliverables and solution components ➤ Support the provisioning of technology resources for the team ➤ Works with the Vendor throughout the project for knowledge transfer related to the technical support of the solution after go-live ➤ Responsible for ensuring the effective implementation of non-functional (technology) requirements within the solution ➤ Responsible to participate in the review and acceptance of technical deliverables ➤ Responsible for identifying dependencies, risks and issues related to MCA technologies ➤ Responsible for making recommendations to project leadership. ➤ Monitor progress of technical deliverables, and taking action as needed to ensure technical objectives are achieved
Technical Lead/Architect (Vendor)	<ul style="list-style-type: none"> ➤ Responsible for the design of the System – including the prototypes, user interfaces and application components – according to the release plan outlined in this agreement ➤ Serves as the lead subject matter expert for all technical elements of the solution and leads members of the Vendor team in the performance of iterative build activities ➤ Responsible for ensuring the effective implementation of Business Requirements within the solution ➤ Responsible for working with the team members to verify their understanding of the Business Requirements ➤ Responsible for ensuring the application components have been reviewed and that proper feedback is provided ➤ Responsible for identifying dependencies, risks and issues related to the application and making recommendations, monitoring, and acting as needed ➤ Leads and/or participates in the analysis and development of architectural deliverables and solution components ➤ Liaises with MCA technology team on solution design, technical issues, risks and manages activities and schedules to account for cross dependencies
Organization Readiness Champion (MCA)	<ul style="list-style-type: none"> ➤ Provides leadership and direction for project change management ➤ Ensures that stakeholders are engaged throughout the project and understand and accept the solution

	<ul style="list-style-type: none"> ➤ Responsible for the change management activities related to the project, including MCA staff training on financial system operation ➤ Drives the performance to ensure MCA realizes the expected benefits of the financial system implementation and to minimize disruptions due to change
Other Roles	<ul style="list-style-type: none"> ➤ The Vendor is expected to identify any additional roles that are necessary for the success of the initiative. These proposed roles are also to include an associated list of responsibilities. It is expected that provided resources defined above meet (or responsibilities of the roles will be adjusted to meet) the requirements for: <ul style="list-style-type: none"> • Business Analysis • Solution Build and Configuration activities • Data Architecture and Conversion • Quality Management and Testing • Change Management • Training

Out-of-Scope

The following aspects of the Financial Systems Renewals are not within the scope of the Vendor’s solution.

Business Processing Outsourcing

Business process outsourcing is not in-scope. The transaction processing that is currently being run internally will remain as such.

Facilities

MCA will provide a virtual workspace for the Vendor’s resources working on the project. This means that MCA will provide the necessary access to virtual and physical infrastructure that is required to successfully implement the solution. The Vendor will provide the tools and equipment necessary for their resources to implement the proposed solution.

Project and Implementation Deliverables

The following project deliverables are expected to be completed as part of this project. These deliverables are aligned to the MCA delivery methodology. All deliverables are to be completed in English, including all training material.

The MCA will work collaboratively with the Vendor to complete the deliverables below. It is expected that MCA will sign off on the deliverables before they are considered in effect. Some deliverables below will be produced for each delivery phase.

Deliverable Title	Ownership	Description
Project Core Team Kick-Off (Meeting/Sessions and Supporting Documentation)	Joint MCA and Vendor	Project Core Team Kick-Off presentation and sessions for Core Team and Extended Team which will include MS PowerPoint collateral and supporting documentation
Project Team Orientation Session(s) (Meeting/Sessions and Supporting Documentation)	Joint MCA and Vendor	Session(s) to cover high level functionality overview, configuration approach, development methodology, key terminology and training of tools and activities to be used on the project. Following this session, team members should have adequate knowledge of the solution's function to support detailed design.
Implementation Approach	Vendor	The Implementation approach will describe how the Vendor plans to manage and control the project execution. It will include: <ul style="list-style-type: none"> • The anticipated phases, • The work breakdown structure (WBS) for the project and per phase (where appropriate), • The project schedule and milestones, • Acceptance criteria, • Project team resourcing, • Testing plan, • Scope change management process • Project communication plan, and • Risk and issue management process
Project Schedule	Vendor	The Project Schedule includes tasks, activities, and dependencies for the entire end-to-end solution. The schedule is a living document that will contain all project milestones and deliverables and clearly specifies assigned resources from either the Vendor or MCA.
RACI (Responsible, Accountable, Consulted, and Informed) Matrix	Joint MCA and Vendor	The Vendor and MCA Project Managers will identify which roles are Responsible for which tasks and actions, who is Accountable, and, where appropriate, who needs to be Consulted or Informed.
Status Reports	Vendor	The Vendor and MCA Project Managers will ensure standard and consistent contents and formatting for project and Steering Committee status reports.

RAID (Risk, Actions, Issues, and Decision) Log (MS SharePoint List)	Joint MCA and Vendor	The Risk, Actions, Issues, and Decision Log will leverage MCA MS Teams (SharePoint) to log, evaluate, monitor, control, and close project decisions, issues, actions, and tasks.
Solution Environment Strategy Document	Vendor	The Vendor will specify the required technical environments, and the required environment management strategy to effectively execute and deliver all phases of the project. The solution environment strategy is to consider the requirements to segregate project activities and to support the solution (e.g. Testing, Training, Production, etc.). The strategy document will also specify how the project will get delivered by specifying: <ul style="list-style-type: none"> • The purpose of each environment / instance • Data / configuration refresh strategy and frequency for each environment / instance • If the environment / instance is required for implementation, ongoing MCA operations, or both • Any additional resource implications related to the environment (e.g. additional licensing, service levels or costs)
Organization Change Management Strategy and Plan	Vendor	The change Management Strategy and Plan will detail the approach for MCA to transition stakeholders from the current financial system to the new financial system with the objective of having all stakeholders ‘ready and able’ to do work effectively and efficiently on Day 1 and beyond.
Training Strategy and Plan	Vendor	The Training Strategy and Plan will detail the approach to develop and deliver training to the right end users in the right format at the right time to support successful adoption of the new processes and solution by all end users.
Testing Strategy and Plan	Vendor	The Test Strategy and Plan will guide the detailed planning, execution, and control of project testing activities. The document will include: <ul style="list-style-type: none"> • The approach to testing that is being taken, • Test types and test levels,

		<ul style="list-style-type: none"> • High-level objectives, • Assumptions used for planning purposes. • Known risks and issues, • Types and number of iterations of testing, • Roles and responsibilities, • Reporting on key testing metrics, • Defect and issue categories and tracking, • Defect and issue resolution process, • Test cycle entry/exit criteria, and • Mechanics of requirements traceability. <p>This document is expected to incorporate acceptance criteria between the Vendor and MCA for different test phases/environments. This should include how and where user-acceptance testing will be conducted, the scope of the tests, required roles and responsibilities, timeline, and the MCA sign-off process.</p>
Deployment Strategy and Plan	Vendor	<p>The Vendor will draft a deployment plan explaining the strategy followed for deploying the solution to all agreed upon environments, how changes will be promoted from one environment to the next, data migration and conversion plans and Go Live plans.</p> <p>The plan will include the Go Live and Dry Run criteria, checklist clarifying the steps to prepare for Go Live, execute the cutover to production and initial production testing required.</p>
Detailed System Requirements	Vendor	<p>Detailed Business Requirements facilitate the effort required to design, build, test, and implement business processes.</p> <p>Working with business subject matter experts, the project team will acquire an understanding of the new or impacted business processes by documenting detailed Business Requirements that will be used to design the end-to-end solution.</p> <p>The system requirements will include traceability to the Business Requirements.</p>
Application Configuration Documentation	Vendor	<p>The Configuration Document outlines the various settings which will enable the transactions to be executed according to</p>

		Business Requirements and the process design. This document will be updated to reflect the actual configuration. Additional configuration documents will be created for new modules or functionality.
Technical Configuration Documentation	Vendor	The Configuration Document outlines the various settings which will enable the physical and virtual infrastructure that is associated with the solution. This document will reflect the actual configuration of the solution at the final solution is accepted by MCA.
Security Configuration Document	Vendor	The Security Configuration document is to provide the following: <ul style="list-style-type: none"> • Users/groups • Roles • Security Profiles (Users to Profiles) • Access Profiles (Rights granted to role)
Solution Architecture Design	Vendor	The Solution Architect documentation contains details of the design and structure of the solution. It contains implementation / configuration-level details that will identify the various logical elements and their function within the solution.
Test Scripts	Vendor	Test Scripts align with Business Requirements and will be traced back to these requirements. These test scripts will focus on testing the functionalities driven by the settings configured per the Configuration Documents. All test scripts that will be developed by the Vendor and will be reviewed with MCA to make sure they align to the user acceptance test scripts.
Vendor Test Results and Compliance Evidence	Vendor	The results of all testing activities (Unit, Functional, Performance, Integration, Usability, Accessibility) and compliance evidence will be communicated to MCA. Overall responsibility for this segment will be with the Vendor, but MCA team members will participate to facilitate knowledge transfer.
User Acceptance Test Results	Joint MCA and Vendor	The User Acceptance Test Results contain the complete results of the user-driven process of testing the business functions and processes. The results demonstrate pass/fail by test case

		<p>and business requirement. The results demonstrate whether the exit criteria for the testing phase have been achieved or not. Learnings from the completed testing will be applied, and data conversions will be included. The outcome of this testing will inform necessary changes to the step-by-step implementation plan.</p> <p>Responsibility to complete the UAT test will be with MCA with the Vendor providing support and ensuring knowledge transfer is complete.</p>
Production Deployment	Vendor	<p>The Vendor will be responsible for production deployment and Go Live activities. Following a decision resulting from a Go/No Go evaluation, the Vendor will follow the steps outlined in the deployment plan to launch the solution.</p> <p>After completing the steps and tests necessary, a Summary report of the results from data conversion and cutover testing will be provided to MCA.</p> <p>The results will demonstrate the exit criteria for the testing phase have been achieved with the request for MCA to sign-off and launch the application in a dry run or production mode.</p>
End-User Training Material	Joint MCA and Vendor	<p>The End-User Training Material will be used by the Vendor to train subject matter experts and trainers in MCA and will be later used by MCA trainers to train the wider community of users as needed.</p>
Deliver 'Train the Trainer' Training	Vendor	<p>The Vendor will deliver the Train the Trainer training to MCA Trainers who will be conducting end-user training. The vendor will be responsible for training program development and the provision of course materials.</p>
Stabilization Phase	Joint MCA and Vendor	<p>The Vendor will provide sufficient resources to support an initial limited release of the system to MCA end-users who have been trained in the use of the system. The Vendor will be responsible for providing technical support during the stabilization period. It is expected that the solution will go into a stabilization phase following the launch of each of the phases.</p>

Project Closure Report	Vendor	<p>The Project Closure Report shall be delivered after all Deliverables have been approved by MCA within 30 calendar days following the project end date.</p> <p>The Stabilization Phase exit criteria must be met and all deliverables for the total project are to be completed, approved, and posted in SharePoint.</p>
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Project Timelines

Date of Issue	September 5 th , 2024
Meeting to Discuss Scope	October 3 rd , 2024 - 1:30PM to 4:00PM EDT <i>(send email to stephane.bissonnette@akwesasne.ca to register)</i>
Last Date for Enquiries	October 17 th , 2024 - 1:30 EDT
Closing	November 7 th , 2024 – 1:30 EST (9 weeks from date of issue)
Date of demonstrations	Month of November, 2024
Date of Approval	December 16 th , 2024 (3 weeks from closing date)
Project Start Date	January 7 th , 2025

The MCA would like to take a phased approach to the implementation and introduction of functionality of its new financial system, while striving to ensure that all Phases are tested and deployed by April 1, 2026.

ANNEX B – CERTIFICATIONS

The following is a sample of the required certifications:

This certification is made on [Day, Month, Year], in [Location].

[LEGAL BUSINESS NAME OF COMPANY SUBMITTING THE PROPOSAL], incorporated under [Jurisdiction], having a Head Office at [Address], (herein called “Bidder”) certifies that:

The undersigned [NAME] is entitled to represent the commercial interest of the Bidder, is empowered by the Bidder to submit a Proposal on its behalf and is authorized to negotiate and execute contractual agreements on behalf of the Bidder. [Initials]

The Bidder is properly licensed to practice in Canada. [Initials]

The Bidder assumes full responsibility for any and all applicable federal, provincial, or municipal statutes, laws, codes and regulations that it may incur as a result of work conducted within the scope of its Proposal and any subsequent contract resulting from its Proposal. [Initials]

CONFLICT OF INTEREST

The Bidder has and will not influence, seek to influence or otherwise take part in a decision of Mohawk Council of Akwesasne knowing that the decision might further its private interest. [Initials]

The Bidder has no financial interest in the business of a third party that causes or would appear to cause a conflict of interest in connection with the performance of its obligations under any subsequent contract resulting from the Proposal. [Initials]

The Bidder has not, directly or indirectly, paid, given, promised or offered and will not pay, give, promise, or offer any bribe, gift, benefit, or other inducement to any official or employee of Mohawk Council of Akwesasne or to a member of the family of such a person, with the view to influencing the entry into any contractual agreement or the administration of any contract resulting from its Proposal. [Initials]

The Bidder, to the best of its knowledge after making diligent inquiry, is unaware that any conflict of interest exists or is likely to arise in the performance of any contract resulting from its Proposal. [Initials]

The Bidder shall declare a potential conflicting interest acquired during the life of any contract resulting from its Proposal immediately in writing to the Mohawk Council of Akwesasne. The Bidder acknowledges that if the Mohawk Council of Akwesasne is of the opinion that a conflict exists as a result of the Bidder’s disclosure or as a result of any other information brought to the Mohawk Council of Akwesasne’s attention, the Mohawk Council of Akwesasne may require the Bidder to take steps to resolve or otherwise deal with the conflict, at the Mohawk Council of Akwesasne’s entire discretion, terminate any contractual agreement for default. [Initials]

NON-COLLUSION

The Bidder’s Proposal is genuine and is not made in the interest of, or on behalf of, an undisclosed person, Bidder or corporation. [Initials]

The Bidder has not directly or indirectly induced or solicited any other entity to submit a false or sham Proposal, or decline to submit a Proposal. [Initials]

The Bidder has not sought, by collusion, to obtain any advantage over any other Bidder or over the Mohawk Council of Akwesasne. [Initials]

PROPERTY RIGHT

The Bidder assigns all property rights to any technical documentation and related innovations produced by the Bidder in the performance of the work under any contract with the Mohawk Council of Akwesasne to vest in and remain the sole property of the Mohawk Council of Akwesasne. [Initials]

CONFIDENTIALITY

The Bidder’s representatives shall commit to keep confidential all information in connection with the work and shall not disclose any such information to any person without the prior written permission of the Mohawk Council of Akwesasne. [Initials]

Name

Signature

Business Name

Date

Address