

CURVE LAKE FIRST NATION

Financial Code, Policies & Procedures

Request for Proposals

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1.0 Introduction

PURPOSE:

Curve Lake First Nation (CLFN) is seeking proposals from qualified consultants to assist in the development of a Financial Code that will operate as Curve Lake's Financial Law to administer and process all financial transactions for the organization.

BACKGROUND:

The Curve Lake First Nation is located on a peninsula situated between Buckhorn Lake, Harrington Narrows and Chemong Lake. It is affiliated with the Union of Ontario Indians and one of seven Williams Treaty First Nations. Curve Lake Chief & Council have developed a Governance Strategic Plan that has identified a Financial Code as a key component.

Other aspects of the Governance Strategic Plan Activities include

- Community Consultation Code
- Custom Election Code (Completed)
- Membership Code
- Residency By-Law
- Land Use Plan
- Human Resources Code
- Communication Strategy
- Constitution

This work is to;

1. Ensure that the organizational effectiveness meets the time-consuming demands and varying operating environments facing CLFN today and in the future.
2. Ensure the First Nation has the governance framework needed to undertake incremental activities identified by the Community which includes:
 - a. Financial policy development
 - b. Financial Management
 - c. Controllership and internal/external reporting to the Community and funders.
3. Contribute to the financial transparency demanded by the Community members and Council.
4. Contribute to a better strategic Financial Plan that factors in short-term and long-term Operating and Capital objectives.
5. Contribute to the overall effectiveness of the Community's administration.

2.0 Review Outcomes

GENERAL:

The overriding goal of this review is to create a process whereby clear strategic financial planning by Council is operationalized. Finance Committee and Administration staff will design and implement an effective Financial Code that incorporates Financial Management and Reporting for all financial resources to accounting activity conducted by Curve Lake First Nation. The final product will provide the procedures and business practices to accurately account for all Assets, Liabilities and Equity. The Financial Code will clearly indicate how each type of transaction is processed and represented in Curve Lake's accounting system.

SPECIFIC REVIEW GOALS:

It is the intent of Chief and Council, in collaboration with staff and Community members of Curve Lake First Nation, to advance government financial reporting and transparency by:

- Implementing a strategic approach to Financial planning;
- Improving administrative processes to ensure implementation of community vision and Council priorities;
- Adopting systems that ensure transparency and accountability to our membership;
- Implementing administrative systems that ensure services are delivered in the most effective and efficient manner;
- Encouraging more active participation from the community;
- Facilitating a clear understanding of the roles, rights and obligations of staff, Council and Community.
- Ensuring financial sustainability in a climate of changing public funding and priorities.
- Identifying critical service gaps, program and service overlaps, and balancing overall expectations within the limits of available financial resources.
- Ensuring that the administration staff possesses the capacity to pursue other sources of revenue to meet program requirements.

3.0 Scope of Work

The consultant or firm will incorporate the following activities into its proposal:

- a. Meet with leadership and management
- b. Take the necessary time to become acquainted with the organization's past and present
- c. Take the necessary time to become familiar with policies, procedures and key governance activities in place
- d. Provide accurate documentation in a summarized format to ensure that recommendations can be based on outcomes.
- e. Review, document and incorporate recommended changes to financial policy
- f. Incorporate business practices and procedures pertaining to Council/Administration travel
- g. Define and determine all Honorarium rates pertaining to Curve Lake activities
- h. Review existing reports that were produced internally and by outside service providers
- i. Long term investment reporting and establish an investment strategy including investment parameters and thresholds
- j. Short term and long term Capital Planning strategy and reporting to funders
- k. Determine organization spending authority, and payment authority (cheque signing)
- l. Facilitation of Community meeting(s)

4.0 Technical Details

ROLE OF THE CONSULTANT:

The consultant will provide independent expertise and advice to the Finance Committee. The consultant will meet with the Finance Committee to provide timely updates and identify areas requiring immediate attention and:

- Guide, manage and monitor the progress of the Review process
- Provide ongoing direction and support to the Finance Committee
- Identify methods to engage and obtain feedback from identified stakeholders
- Identify best management practices in other comparable organizations
- Assist in the formulation of options for governance change
- Provide expert advice on each key decision and recommendation

PROPOSAL CONTENT:

Proposals should include, but not be limited to, the following components:

- Outline the consultants understanding of the work to be undertaken and the consultants experience in similar projects
- Outline the consultant's approach and strategies to the Review
- Outline how the options will be developed and evaluated
- Identify the tasks to be undertaken by Curve Lake First Nation leadership, management and staff
- Identify the stages of interim reporting
- Identify the final reporting methods and products
- Identify communication, implementation and monitoring strategies
- Provide an itemized cost estimate to achieve each milestone within the consultant's recommended approach, including consulting fees (hourly and per diem rates for each member of the team, miscellaneous expenses and disbursements)
- The names and contact information for three referrals

DELIVERABLES:

The consultant or firm will be required to make electronic presentations to Finance Committee, Council and Management staff.

The consultant will prepare progress reports for Finance Committee and General Manager for each milestone in the approved work plan, including a breakdown of the costs to achieve the milestone.

The consultant will prepare a final report for consideration detailing their findings, observations and recommendations for change.

The final report will include an implementation plan that provides detailed action items and time frames to ensure full implementation is completed prior to 2016/17 audit.

Electronic copies of all reports are to be provided to the Curve Lake First Nation. Additionally, fifteen hard copies will need to be provided once the final report is approved by Chief and Council.

Completion date for the project is set for June 30th, 2016.

FEES AND INVOICING:

The maximum limit for this proposal is \$35,000 including professional fees, administration, and other disbursements.

The invoicing schedule will be as follows:

- 25% upon acceptance of proposal by Council;
- 25% upon completion of one-quarter of work;
- 25% upon completion of half of work;
- 25% upon the acceptance of the final report as deemed satisfactory by Curve Lake First Nation.

INSTRUCTIONS TO PROPONENTS:

Proposal Inquiries

All questions, requests for information, instructions or clarifications regarding any part of this proposal document must be set out in writing and directed to:

Brian Hamilton, Finance Manager
22 Winookeedaa Street
Curve Lake First Nation, ON, K0L 1R0
705-657-8045
brianH@curvelake.ca

All questions related to this Request for Proposal (RFP) or any clarification with respect to this RFP must be made no later than 3 Business Days prior to the closing date of this RFP in order that staff may have sufficient time to respond. The Council reserves the right to extend the deadline for questions, if required, regarding this RFP.

Written answers or clarifications to issues of substance shall be shared with all Proponents and shall be issued as part of the RFP in the form of an Addendum. This proposal document and all addendum(s), if any, shall also be posted on the First Nation's web-site.

Proposal Submissions and Closing Date

The closing date for proposals is set for April 4th at noon. Only proposals that are mailed or emailed will be accepted. If packages are mailed, please send 3 copies of the proposal. Packages should be clearly marked Proposal - Financial Code.

5.0 Proposal Evaluation Criteria

The Consultant shall be selected according to the following criteria:

Firm:

Experience and satisfactory performance on similar contracts.

Project Team:

The number, qualifications and experience of personnel to be assigned or made available.

Proposal:

The depth and detail of the submission which indicates the understanding of the requirements of the Terms of Reference and the size, complexity and time constraints of the job.

Schedule:

The turnaround time established for dealing with requests from the Curve Lake First Nation.

Control:

Overview of the Quality Assurance and Conflict of Interest mandates of the consultant.

Costs:

Evaluation of the proposed fees and disbursements.

First Nation Experience:

The degree of experience that the consultant has in working with First Nation clients.

Referrals:

Listed referrals will be contacted by the First Nation to ensure that the firm has the experience and qualifications to undertake the work.