



# Squamish Nation

Forensic Audit Services

RFP# 1-0201

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Questions and Answers for Proponents



The following questions have been received from Proponents indicating an intent to submit a Proposal on the Squamish Nation's RFP # 1-0201. Through the Squamish Nation's (the "Nation") website, these questions and the Nation's answers are made available to all Proponents.

Squamish Nation contact for all questions and correspondence:

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### 1. Question 1

The RFP states the following on Page 7 under "Section 1": "*Include the following information regarding **individuals** who will conduct the forensic work....Expertise and relevant experience (within the past 5 years)*". This suggests that evidence of expertise and relevant experience should be provided for each individual included in our response to the RFP. We note however, that this will result in repetition/overlap as the same project citations will be repeated for numerous individuals. Please confirm if it would be acceptable to provide evidence of our expertise and relevant experience for the forensics practice generally and then reflect within each citation the team members involved and for whom are being put forward in this RFP.

#### Answer

Confirmed.

### 2. Question

Please confirm whether it would be acceptable to include 4-6 unique project citations (detailing the items set out in Section 1, page 7, i.e. scope, value, risks etc.) in the RFP as evidence of our expertise and relevant experience?

#### Answer

Confirmed.

### 3. Question

The RFP states the following on Page 7 under "Section 1": "*Include the following information regarding the individuals who will conduct the forensic work....Qualifications (biography, education, professional designations, First Nations experience, numbers of years of forensic experience)*". This is a two-fold question:

(a) Our resourcing/staffing for manager level and below is largely dependent on the scope of work being undertaken, timing of work, availability of resources etc. so as to ensure we assign individuals with the right skill set to the file. Please confirm for purposes of this RFP if it would be sufficient to include the qualifications of only the senior members of the team (i.e. partners and directors/senior managers) that would work on the file.



(b) As evidence of individual team member qualifications, please confirm if full resumes/CVs (these would be greater than 2 pages) are required for each individual team member being put forward, or whether a shorter bio (no more than 2 pages per bio) for each team member would be sufficient.

**Answer**

- (a) Confirmed.
- (b) Full resumes/CVs are not a requirement.

**4. Question**

THE RFP states the following on Page 5 under Section 1.4: "*The Proposal must provide a **Fixed Hourly Rate** for all the forensic resource team members inclusive of all expenses to perform the services set out in this RFP*". We further note from the evaluation criteria, that 20% weight is attributed to pricing. Please confirm that the 20% weight will be based on the Fixed Hourly Rates as defined in section 1.4?

**Answer**

The 20% weight attributed to pricing will be based on the Fixed Hourly Rate and the total budgeted cost.

**5. Question**

The RFP states the following on Page 8 under Section 2 [Workplan] ": *please provide a detailed budget for each stage of the Work Plan that details all fees and costs expected to perform the Services, including the Fixed Hourly Rate.*" We further note that paragraph 2.3 [Budget] on page 10 states that the RFP budget is a fixed fee to a maximum of \$150,000.

There does not appear to be sufficient available information in the RFP that would allow us to assess the total fixed fees for an engagement of this nature (specifically whether it would be more or less than the \$150,000 fixed fee noted in the RFP) and therefore determine an appropriate budget by each phase of the workplan. We understand that further information is likely not available due to its sensitive nature and being subject to legal/litigation privilege. In the absence of further information, please confirm if it would be acceptable to assume total fees of \$150,000 and then express the detailed budget for each stage in the workplan based on the proportionate percentage of work required in a "typical" forensic engagement. As an example, if information gathering discussions typically constitute 10% of an overall forensic engagement budget, then \$15,000 would be allocated to this phase for purposes of the RFP. If this is not acceptable, please advise how we should proceed based on the information available. If we are selected as the successful proponent, and upon receipt of additional information, we would be in a position to provide a more accurate budget by each phase of the workplan for pre-approval by the Nation.

**Answer**

Confirmed. It is an acceptable response to assume total fees of \$150,000 and then express the detailed budget for each stage in the workplan based on the proportionate percentage of work required in a "typical" forensic engagement.

**6. Question**

The RFP states the following on Page 8 under Section 2 [Workplan]": "*the level of effort expected for the Proponent to undertake the Services;*". Can you please clarify what is meant by "level of effort "and how this level of effort should be expressed/quantified, in particular taking into account our Question # 5 above regarding the availability of information.



**Answer**

The level of effort refers to the total estimated hours per team member and should be provided for each stage of the Work Plan.

**7. Question**

Please confirm if there is a page limit for the RFP.

**Answer**

There is no page limit for Proposals.

**8. Question**

Are there specific allegations or concerns with respect to the Business Revenue Services, Intergovernmental Relations, Natural Resources & Revenue, and Member Support Services that you could share with us? This would help us refine and tailor our proposed Work Plan to your needs.

**Answer**

Member Support Services - The Squamish Nation would specifically like to extend the inquiry into issues surrounding disbursements distributed by the member support services department.

Business Revenue Services - The Sqomish Forestry LP is currently under a business review, and while we don't have direct allegations, we do have concerns about the performance of the business and perhaps how revenue and expenses are handled within this company.

Intergovernmental Relations, Natural Resources & Revenue – no specific allegations or concerns.

**9. Question**

Could you provide us with the name and addresses of any particular individuals or organizations that are potentially opposed to the Nation so that we can perform conflict checks?

**Answer**

No particular individuals or organizations identified at this time.

**10. Question**

Is the Report in the Deliverable section expected to be used for Court purposes? Are civil and/or criminal proceedings expected to arise out of this work and if so, which (civil, criminal or both)? This may affect the extent of the proposed work due to the difference in the standard of evidence.

**Answer**

The Report referenced in section 2.2 shall detail, at a minimum and as may be requested:

- all discovered or potential abnormal activity, its quantification, cause and consequence, and
- recommendations and appropriate actions to prevent further irregular activities relating to contracting, purchasing, expense reporting, standard operating procedures, policies, and other financial activity.



It is unknown at this time whether any criminal or civil proceedings will arise from the Services outlined in the RFP.

**11. Question**

How many employees in total are responsible for managing the areas of review listed in Section 2, Scope of Services? Are budgets and payments from these areas managed and administered separately from each other? This will help us better tailor our budget.

**Answer**

The question has been broken down into two component with the following responses:

- a) How many employees in total are responsible for managing the areas of review listed in Section 2, Scope of Services? **Answer:** See answer to Question #20.
- b) Are budgets and payments from these areas managed and administered separately from each other? **Answer:** budgets were managed by department Directors and the Director of Finance. All accounting and payments are processed centrally through the Nations finance department.

**12. Question**

Under the submission requirements, the Proponent profile requires the inclusion of three references for previous work. Can you confirm that you require three references for previous work to be from the proposing firm?

**Answer**

References must be received by the Proponents from the Proponents past/current clients, and included in the Proponents Proposal.

**13. Question**

Can you please provide details on how the 20% evaluation weight attributed to pricing will be evaluated?

**Answer**

See answer to Question #4.

**14. Question**

Under Section 1.7 Submission Requirements of the RFP regarding the organization of proposals. Section one is requesting 3 references. As we will be proposing a team of individuals, are you requesting 3 references for each individual proposed or will 3 references for the firm suffice?

**Answer**

Three references for the firm will suffice.

**15. Question**

With respect to Section 2 Scope of Services of the RFP: Has the Squamish Nation identified specific concerns which they would like investigated? Any information available regarding the specific concerns already identified would be helpful as this information is typically used to guide the work plan in forensic audit engagements. Can you please provide any specific concerns identified.



**Answer**

See response to question #8.

**16. Question**

With respect to the operational areas identified in section 2.0 can you confirm whether there are specific concerns for each of the areas listed or whether the requirement is more general in nature and not tied to specific concerns or allegations received by the Squamish Nation?

**Answer**

The requirement is more general in nature and not tied to a specific concern or allegation.

**17. Question**

Please confirm the name and firm of the Nation's legal counsel

**Answer**

Miller Titerle + Company.

**18. Question**

Will the Nation appoint a project coordinator for the successful proponent?

**Answer**

The Director of Finance will be the Nation's project coordinator.

**19. Question**

Where will the successful proponent be expected to undertake some or all their work? Specifically, will travel be required outside of Greater Vancouver?

**Answer**

Travel may be required to Squamish, BC, however it is not anticipated at this time.

**20. Question**

In Section 2.0 Scope of Services, the RFP lists a number of areas requiring review (Business Services, Intergovernmental Relations, Natural Resources & Revenue and Member Support Services). In order to assist with the preparation of our fee quote, please confirm the following for each area identified:

- a. Size of budget (revenue, expenditures and capital additions);
- b. Number of staff;
- c. Number of transactions; and
- d. Estimated number of transactions that might require review.



**Answer**

RFP Question #20

	MSS			BRS			IRNR&R			Notes
	2010	2011	2012	2010	2011	2012	2010	2011	2012	
<b>Actual</b>										
<i>Revenue</i>	370,000	306,000	303,000	38,200,000	37,900,000	39,500,000	14,100,000	7,600,000	6,350,000	
<i>Expenses</i>	4,300,000	3,300,000	3,130,000	17,230,000	16,800,000	18,900,000	8,100,000	4,750,000	4,900,000	
<i>Capital Additions</i>				3,800,000	2,290,000	1,408,770				
<b># Staff</b>	37	39	32	141	139	108	21	23	23	
<b># Transactions</b>	4,703	3,962	3,756	10,102	9,431	10,185	2,230	2,237	1,996	
<b>Estimated transactions under review</b>	All	All	All	All	All	All	All	All	All	A

**Notes**

A - the estimated number of transactions under review is unknown at this time and is expected to be established through discussions between the Nation and the successful Proponent

**21. Question**

In Section 2.1, the RFP states the period of review would be a maximum of three fiscal years. Which three fiscal years will this be?

**Answer**

It is anticipated that the Forensic Audit Services will be performed for fiscal years ended March 31, 2010, 2011, and 2012. However, it may not be the same fiscal year for each department identified in Section 2.0. This will be determined with the successful Proponent and the Nation.

**22. Question**

Name of accounting software and other software used by the areas/departments to be investigated so we can draw appropriately from our data analytics capabilities.

**Answer**

The Nation uses ORACLE JD Edwards for its accounting system.

