***Seneca Gaming Corporation***



L&W Engage Implementation

Project Management Services

RFP # SGC-0104-25SDH

September 17, 2025

*Confidential*

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# Introduction

Seneca Gaming Corporation is a wholly owned, tribally chartered corporation of the Seneca Nation of Indians (the “Nation”) which operates all of the Nation’s Class III gaming operations in Western New York.

Seneca Gaming Corporation, through its wholly owned subsidiaries, owns and operates Seneca Niagara Resort & Casino in Niagara Falls, New York, Seneca Allegany Resort & Casino in Salamanca, New York, and Seneca Buffalo Creek Casino in Buffalo, New York.

For additional information, please visit our website at [www.Senecacasinos.com](http://www.Senecacasinos.com).

# RFP Objective

Seneca Gaming Corporation (“SGC”) is seeking a qualified organization to provide project management services related to a multi-site implementation of the L&W Engage solution.

Hardware will be one site at a time (site order currently not determined), followed by the software which will be all sites at once.

Bid Winner will be responsible for the oversight of the entire implementation process and will interface with various executive level departments to ensure a successful, on-time implementation.

Timeline:

* The project start date is not yet solidified – we anticipate it being sometime towards the end of fourth quarter (December) or early first quarter (January). The date will be announced as soon as it is available. The Project Manager should be available at least 45 days prior to that date to participate in pre-planning events.
* The anticipated project timeline Go Live/complete conversion from ACSC v13 to Engage is August/September 2026.

# Scope of Services

1. Manage Seneca L&W Engage implementation through all life cycles stages.
2. Work with the L&W PM to develop the project plan and project charter, including procedures for managing actions, risks, and issues throughout the project.
3. **Communicate Project Plan**: ensure a common understanding by setting expectations regarding the project plan to align the stakeholders and team members. Implement approved actions and workarounds to mitigate project risks to minimize the impact on the project.
4. **Execute Project Plan**: execute the tasks as defined in the project plan to achieve the project goals.
5. **Monitor and Control Project Work:** measure project performance using appropriate tools and techniques to monitor and report on the progress of the project against plan and budget, identify and quantify variances, perform required corrective actions, and communicate to all stakeholders.
6. **Manage Project Scope**: manage changes to the project scope, schedule, roles, responsibilities, and costs using appropriate verification techniques to keep the project plan and budget accurate, updated, and reflective of authorized changes as defined in the change control procedures; facilitate customer acceptance.
7. Ensure any signoffs required for the project (e.g., stage and/or milestone signoffs, design signoffs, Stage Gate Reviews, Change Order signoffs etc.) are obtained in a timely manner.
8. **Close Contractual Obligations:** Formalize final acceptance for the project from the sponsor/customer by ensuring that the delivered product(s) and services comply with the agreed deliverables lists, scope, and any organizational procedures. Ensuring the end of project survey is sent to the client as well as performing a project lesson learned.
9. **Communicate:** Provide information to others both internal and external to the organization; represent the organization to customers and other external sources in coordination with Seneca Leadership Steering Committee and project teams.
10. **Partnership with L&W:** liaise with L&W in terms of the project status updates, delivery assurance checkpoints, product gap reporting and other processes as defined
11. Schedule and maintain End User Training and participate in change management activities.
12. **Execute Resource Allocation Plan:** manage resource allocation proactively by ensuring that appropriate resources and tools are assigned according to the project plan.
13. **Celebrate,** either formally or informally, the accomplishment of goals.
14. **Engage Others:** introduce the Engage project team members to the project. Manage, guide, and motivate the Engage project team. Set clear vision, expectations, and milestones for the project. Facilitate and enable effective teamwork and collaboration.
15. **Manage Client billing:** with support from the Seneca Project Management Office, ensure that any time spent on the project work gets reported against the right project codes and charged to the client (unless otherwise agreed upon).
16. Monitor and manage project budget and margin, document corrective actions when necessary. Continually assess action items, risks, and issues maintaining risk and issue logs and contingency plans.
17. Manage the contract based on agreed scope as defined in Statement of Work, manage scope creep, ensure change requests are clearly called out, agreed, and impacted against timeline.
18. Expedite issues to Steering Committee.
19. Understand appropriate paths and methods for escalation to designated project governance committees.
20. Promote a best practice approach in the business process framework design and throughout each project phase.
21. Ensure compliance with global and local regulations, data privacy, and security policies throughout the migration process.
22. Coach and counsel teams on matters.

# RFP Administrative Information

## Contact Information

Please use the following name and email address for all correspondence concerning this RFP.

Name Shelle Heaton

Telephone (716) 345-1594

Email sheaton@senecacasinos.com

## Schedule of Events

RFP issue date: 09/17/2025

Bidder Questions Due : 09/29/2025

**Bid Submission Deadline: 10/0/82025**

## Intent to Bid

Potential Bidders must submit an email confirming their intent to bid to the Facilitator by the date and time indicated in the above schedule of events.

Submission of the intent to bid notice constitutes the Potential Bidder’s acceptance of the RFP schedule, procedures evaluation criteria and other administrative instructions of this RFP.

## Bidder Questions

Bidders must submit any questions to the Facilitator’s email address directly. *No telephone questions will be accepted or considered*.

Questions must reference the specific RFP paragraph number and page and quote the passage being questioned. SGC will respond to questions promptly and will send answers to Bidders as a group.

## Submission of Proposals

Proposals must be submitted in electronic form, preferably in Microsoft Word and/or Microsoft Excel formats. **Note: SGC’s email system rejects incoming messages with attachments exceeding 20 MB**. Bidders are encourage to confirm that the Coordinating Buyer received their bid, prior to the bid submission deadline (date and time) indicated in the above schedule of events.

The Coordinating Buyer must receive proposals on or before the bid submission deadline. **Proposals received after the bid submission deadline will not be considered.**

## Non-disclosure Agreement

Prior to receiving specific information necessary to submit a bid, Potential Bidders must sign a non-disclosure undertaking in the form attached hereto.

## Proposal Format

Send RFP response with all requested information answered in the format provided, along with any supporting attachments, electronically via email as stated in (above) Section E. Submission of Proposals.

In addition, the following documents must be sent with your RFP response:

**Part-1 Bidder Representations and Certifications**

A corporate officer or person who is authorized to represent Bidder must complete, sign and date the Bidder Certifications and Representations, Section VII of the RFP.

**Part-2 Appendix**

Appendix-A: Evidence of Insurance

Evidence of current insurance is to be provided to the satisfaction of SGC’s Risk Management Department. Insurance requirements vary depending upon the nature of the services and the degree of risk. Standard requirements include minimum $5 million general liability coverage (per occurrence and in the aggregate) [$10 million for construction-related contracts], $1 million automobile liability coverage, combined single limit, for all vehicles brought on-site, worker’s compensation and employer liability insurance in accordance with state law. Additional types of insurance, including, without limitation, professional liability insurance and network privacy/data security/cyber liability insurance, may be required in specific circumstances. SGC and related persons and entities will be additional insured under the general liability and automobile liability policies of insurance.

SGC’s Risk Management Department has discretion to increase, decrease, or dispense with insurance in appropriate cases. They may, in addition to or instead of insurance, require signature of a Waiver, Indemnification and Hold Harmless form by any individuals who will be present on SGC property.

**Additional Insured language:**

Seneca Gaming Corporation and their parent, Subsidiaries, Directors, Officers, Agents, representatives and Employees are named as Additional Insures on the General Liability and Automobile Liability policies. A waiver of subrogation applies on all policies, including Employer’s Liability, in favor of Seneca Gaming Corporation.

Seneca Gaming Corporation to be named as Certificate Holder:

Seneca Gaming Corporation

310 Fourth Street

Niagara Falls, NY 14303

Certificates evidencing such coverage shall be provided prior to commencement of work and renewal certificates shall be provided upon availability.

SGC’s Risk Management Department has discretion to increase, decrease, or dispense with insurance in appropriate cases. They may, in addition to or instead of insurance, require signature of a Waiver, Indemnification and Hold Harmless form by any individuals who will be present on SGC property.

For additional details, see section 22 of SGC’s Standard Terms & Conditions at <https://senecacasinos.com/media/zqdd2j1f/sgc-standard-terms-and-conditions-v-10-30-20.pdf>

Appendix-B: Standard Agreements

Bidders are invited to include their standard form of agreement (preferably in Word format) to form the basis of the contract should it be awarded to them. However, SGC reserves the right to utilize its own standard form of agreement.

**Part-3 Company Overview**

Section 1: Company Overview

Provide a brief description of the overall organization of your company including the location of corporate headquarters, primary industries and markets served, how long the company has been in business and what experience your company has serving multi property and Native American-owned casinos and casino resorts, if any.

**Section 2: References**

Include a minimum of three contracts for goods or services similar to those in the RFP’s Requirement Specifications that were awarded within the last three (3) years, along with contact information for each client reference. Wherever possible, include casino and casino-resort clients in these references.

**Part-4 RFP Proposal**

**Section 1: Executive Summary**

The purpose of this section is to summarize your proposal for SGC evaluators and decision makers. The summary should include, at minimum, key proposal elements, your vectors of competitive differentiation and an overview of your pricing model.

**Section 2: Response to Requirements**

Include complete responses to all requirements outlined in the Requirements Specification section of this RFP. Reponses are to follow the outline of the Requirements Specification herein (including companion documents, if any) and refer to each requirement being addressed. Requirements that cannot be supported in whole or in part should be identified as such.

**Section 3: Bidder Supplemental Information**

The purpose of this section is to afford Bidder an opportunity to present necessary information that was not requested. Use this section to indicate, for example, alternative methodology or additional functionality that may be outside the scope of the RFP but could enhance the value of services delivered or potential issues that are relevant to the RFP and your proposal.

**Part-5 Pricing Proposal and Quotes**

This section summarizes Bidder’s pricing model as an hourly rate and any other applicable terms.

## Conditions

Under no circumstances will responses be made available to other organizations, either wholly or in part, without Vendor’s prior written permission.

By participating in this RFP:

* Bidder agrees that you will not directly contact any SGC employee without prior written approval from SGC. Failure to do so may revoke your invitation to participate in this RFP.
* Bidder agrees to keep confidential all information related to this RFP. Any sharing of this information without express permission will exclude Vendor from consideration. This RFP and all supporting attachments and related communications may not be duplicated or distributed in any form to any other company without prior written permission.

Bidder agrees that all information provided in their RFP response is valid for a minimum of 90 days from the response date.

All costs incurred by the bidder for participating in this evaluation will be the responsibility of the bidder. SGC will not reimburse any bidder costs or expenses.

All responses to the RFP become the property of SGC.

## Proposal Evaluation/Vendor Selection

Proposals will be evaluated to determine their completeness and compliance with the mandatory requirements and qualifications specified throughout this document. Failure to comply with one or more of these requirements may result in the proposal being rejected as non-responsive. SGC reserves the right to waive deviations it deems non-material and/or to reject any and all Proposals in its sole discretion.

The successful Bidder(s) will be notified by email of the award of contract, conditional upon appropriate licensure through SGC’s regulatory authority, the Seneca Gaming Authority (“SGA”), providing proof of insurance to the satisfaction of SGC’s Risk Management Department, and signature of a contract and/or issue of a Purchase Order. It is only following all of these actions that the successful Bidder will be considered a Vendor of SGC.

Successful Bidders must complete SGC’s Vendor Registration Form and W-9 (or equivalent for non-U.S. persons/entities). If required, they must also complete and submit to the SGA the requisite vendor license application. They are also responsible for payment of SGA processing or vendor license fees plus the Seneca Nation of Indians Business License fee as detailed in paragraph VI. I. below. Fees range from $750 to $2,500 depending upon the nature of the services. These requirements must be completed and, if applicable, the requisite SGA vendor license issued, prior to signature of the contract. Vendor licenses and fees must be renewed every two years. SGA may also, in an appropriate case, require the licensure of individual employees who perform certain services that are or may be closely associated with SGC’s casino operation. As SGA retains the discretion to make this type of determination on a case-by-case basis, SGC is unable at the RFP point in the bidding process to state definitively whether such licensure will be required in any particular case.

## General Bidder Information

This RFP does not commit SGC to award a contract, to pay any costs incurred in the preparation of the RFP, nor to procure or contract for services or supplies.

It is the policy of SGC that all Proposals are to be held unopened and confidential until after the closing date and time. At the bid opening, Proposals will be opened by the contact Coordinating Buyer and are reviewed by a compliance representative.

Bid Validity. Bidder’s bid submission must remain valid for a minimum of ninety (90) days from the bid closing date.

Minority Bidders:SGC gives priority to Bidders who are Native American, minority, women-owned or small disadvantaged businesses. If your company falls into any of these categories or has contracted with such businesses for the purpose of the proposal, please note as such on your proposal.

Alternative Proposals*(if applicable)*are accepted based on the following conditions: SGC will consider alternative proposals from Bidders provided they have submitted a response based on the original requirements. The alternative Proposal will be submitted separate and apart from the basic Proposal. It is assumed that the materials included in the alternative Proposal meet all of the qualifications of the original Proposal.

## SGC Standard Terms and Conditions

Any purchase order or contract flowing from this RFP (in the absence of language to the contrary in the contract) is subject to the terms and conditions hereof as well as to Seneca Gaming Corporation’s Standard Terms and Conditions which are available on the following website: <https://senecacasinos.com/media/zqdd2j1f/sgc-standard-terms-and-conditions-v-10-30-20.pdf>.

Reference to, or inclusion of, the Bidder’s preprinted terms and conditions with Bidder’s Proposal will not be considered as an exception to SGC Terms and Conditions.

# Provisions Applicable to the Contract

## Agreement Term

The term of the contract will be through project completion.

## Requirements Specification - preferred candidates will have:

### Preferred Candidates will have:

* A proven track record leading start-to-finish L&W Engage or other ACSC implementations/migrations.
* A strong understanding of ACSC and multi-site usage.
* A strong understanding of CMS systems and the gaming industry.
* Excellent communication and interpersonal skills.

### Work Location and Approximate Hours

* Candidate will be required to be onsite for visits as necessary or recommended by project team. Remote or hybrid work schedule is acceptable as long and candidate participates in scheduled video conferences. For the mid/end of execution through the controlling/monitoring phase, the current expectation is the candidate will be onsite.
* Candidate is expected to attend all project meetings and sessions. Anticipate approximately 15 hours per week average during course of the project; however, number of hours per week will vary depending upon project timeline demands.
* Candidate is expected to provide a status report and a weekly accounting of hours worked to the Seneca Project Management Office.

## Pricing

Please provide your most competitive hourly rate and any additional offers.

## Tax Exempt Status

Seneca Gaming Corporation is a governmental instrumentality of the Seneca Nation of Indians all of whose operations (except for its golf course) are on sovereign Seneca Territory. SGC will provide a New York State tax exemption certificate issued in the name of the Seneca Nation of Indians, as applicable.

## Payment Terms

SGC standard payment terms are Net 30 days after delivery of goods and/or services and receipt of a correct invoice. Bidder is encouraged to indicate any additional early payment/ discount terms in its Proposal. It is the policy of SGC not to provide deposits unless significant discounts or special circumstances apply.

# Supplemental Bidder Information

## Business Continuity

For RFP’s involving strategic commodities/services, provide an overview of your disaster recovery/business continuity plan (the “Plan”). The Plan indicates how Bidder minimizes the risk of interruption to Bidder’s ability to provide the goods and/or services contemplated in this RFP in the event of specified occurrence; Bidder’s critical supplier strategy to ensure continuity of suppliers in such event; and Bidder’s process or criteria for prioritizing customer demands during a crisis.

## Conformity of Proposal with SGC Requirements

Bidders represent and warrant that the goods and/or services provided in their Proposal will meet SGC’s requirements **as expressed in the Scope of Work contained in this RFP** and will be fit for the purpose expressed herein.

# Vendor Requirements

## Proposal

Successful Bidders should expect that their response to the RFP and any accompanying supporting materials will be incorporated into any contract signed with SGC.

## Standard Consulting Agreement

Successful Bidder will be expected to sign SGC’s standard consulting agreement, subject to such changes as are necessary to reflect the terms of this RFP and Successful Bidder’s bid or proposal, and such further changes as the parties, acting reasonably, may agree.

## Seneca Nation Business Registration Fee (SNIBRF)

Vendor must pay the SNIBRF of $750 directly to the Seneca Gaming Authority once total payment to the vendor exceeds $10,000. Failure to pay the fee when required may result in termination of further business with Seneca Gaming Corporation.

# Bidder Certifications and Representations

Bidder is a reputable company fully qualified and regularly engaged in providing products and/or services necessary to meet the terms, conditions and requirements of the RFP.

Bidder is aware of, is fully informed about, and is in full compliance with all applicable federal, state and local laws, rules, regulations and ordinances.

Bidder understands the requirements and specifications set forth in this RFP and affirms that no compensation has been received for participation in the preparation of the specifications for this RFP.

Bidder has reviewed and understood SGC’s Standard Terms & Conditions found at <https://senecacasinos.com/media/zqdd2j1f/sgc-standard-terms-and-conditions-v-10-30-20.pdf>

Bidder represents and warrants that all goods and services quoted in response to this RFP will meet or exceed the safety standards established and promulgated under the Federal Occupational Safety and Health Law (Public Law 91-596) and its regulations in effect or proposed as of the date of this solicitation.

All statements, information and representations prepared and submitted in response to this RFP are current, complete, true and accurate. Bidder acknowledges that SGC will rely on such statements, information and representations in selecting the Awarded Vendor. If selected by SGC as the Awarded Vendor, Bidder will notify SGC immediately of any material change in any matters with regard to which Bidder has made a statement or representation or provided information.

**I, the undersigned, hereby certify that I am authorized to sign as a representative for the Bidder listed below:**

Legal Name of Bidder: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

DBA (if applicable): \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Address: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Telephone: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

E-Mail: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Website: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Representative’s Signature: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Representative’s Printed Name: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Representative’s Printed Title: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ NAICS code # \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_