

# Request for Proposal (RFP)

**Consultant for a Strategic Plan for Akwesasne Mohawk Police Service**

Issue Date: June 14, 2023

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## 1. Introduction

The Mohawk Council of Akwesasne's Department of Public Safety invites proposals from qualified and experienced consultants to develop a comprehensive strategic plan for the Akwesasne Mohawk Police Service (AMPS). The purpose of this strategic plan is to outline the vision, mission, goals, and objectives of AMPS, and provide a roadmap for its operations and initiatives over the next five (5) years.

## 2. Background Information

The Akwesasne Mohawk Police Service is a First Nation law enforcement agency serving the northern portions of the Akwesasne Mohawk territory, which spans parts of Ontario, Quebec and New York State. The AMPS is responsible for maintaining public safety, enforcing laws, and providing community policing services to the Akwesasne Mohawk community. There are currently 41 sworn officers and 11 civilian members.

## 3. Purpose

The rapidly changing world has caused many organizations, including the AMPS, to review their ways of operating. The Akwesasne Mohawk Police Service seeks a consultant to guide and facilitate the development of a plan that aligns with the community's diverse needs and aspirations. The Consultant would work with AMPS and the community to build a visionary, impactful strategic plan that promotes community centered policing as well as effective and accountable law enforcement practices.

## 4. Scope of Work

The selected consultant will be responsible for the following tasks:

- Engage with key stakeholders, including community members, police officers, Council portfolio holders, the Akwesasne Mohawk Police Commission member and any other relevant parties, to understand their perspectives, concerns, and expectations.
- Conduct a comprehensive needs assessment to identify the critical issues and challenges facing AMPS and the community it serves.
- Facilitate strategic planning workshops and meetings to gather input, build consensus, and develop a shared vision for AMPS's future.
- Develop a comprehensive strategic plan that includes clear goals, objectives, strategies, and performance indicators.
- Provide recommendations for resource allocation, including personnel, equipment, and training, to support the implementation of the strategic plan.
- Prepare a final report that presents the strategic plan in a clear, concise, and visually appealing manner.

## 5. Deliverables

The consultant will be expected to deliver the following key deliverables:

- A detailed work plan outlining the approach, methodology, and timeline for completing the project.
- A comprehensive needs assessment report.
- Documentation of stakeholder engagement activities, including meeting minutes, surveys, and interviews.
- A draft strategic plan for review and feedback.
- A final strategic plan document incorporating all feedback and recommendations.

## 6. Timeline

The proposed timeline for the project is as follows:

Proposal submission deadline:	July 14, 2023
Consultant selection:	July 31, 2023
Project kickoff:	August 7, 2023
Completion of needs assessment:	October 27, 2023
Draft strategic plan submission:	March 31, 2023
Final strategic plan submission:	June 30, 2023

Please note that the timeline is subject to negotiation and adjustment based on mutual agreement between the consultant and AMPS.

## 7. Budget

The anticipated budget for the consultant's scope of work for this project is \$60,000.

## 8. Proposal Submission Guidelines

Interested consultants are requested to submit the following information as part of their proposal:

- Brief cover letter.
- Overview of the Consultant including full legal name, address, telephone and email contact information, company profile (if applicable) and relevant experience and qualifications.
- Details with evidence of previous work related to strategic planning, preferably in the law enforcement or public safety sector.
- The methodology and approach for developing the strategic plan.
- A proposed work plan and timeline for the project.
- A budget estimate, including a breakdown of costs for each phase of the project, including any travel costs/per diem.

## 9. Submission Instructions

Proposals must be received in person at the Akwesasne Mohawk Police Station OR by email as follows:

*Hand-deliver proposals to:*  
**Akwesasne Mohawk Police Station**  
**73 Sweetgrass Lane**  
**Akwesasne, QC**  
**H0M 1A0**

*Email proposals to:*  
**leeann.obrien@akwesasne.ca**

**All proposals MUST be received PRIOR to:**  
**JULY 14, 2023 at 12 p.m. (noon) EST**

## 10. Inquiries

Inquiries should be directed to Deputy Chief, Lee-Ann O'Brien by:

Email: [leeann.obrien@akwesasne.ca](mailto:leeann.obrien@akwesasne.ca)

Phone: 613-575-2340 ext. 3504

OR

Directed to the A/Office Manager, Kristian Terrance by:

Email: [kristian.terrance@akwesasne.ca](mailto:kristian.terrance@akwesasne.ca)

Phone: 613-575-2340 ext. 3539