



REQUEST FOR PROPOSAL

*Ahkwesáhsne Mohawk Board of Education:
Structural Readiness*

RFP No. 2026/2027-01

Date of Issuance:

April 28, 2026

Submission Deadline:

Noon, May 25, 2026

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PART I ~ GENERAL INFORMATION FOR CONSULTANTS

PURPOSE

This Request for Proposals (RFP) pertains to planned requirements of the Ahkwesáhsne Mohawk Board of Education. The Ahkwesáhsne Mohawk Board of Education is a Native school board offering educational services from head start to post-secondary. The following RFP pertains to work related to continued *Structural Readiness* initiatives.

SUBMITTING YOUR PROPOSAL

This RFP presents instructions governing the proposals to be submitted and the material to be included therein; a description of the service to be provided; requirements which must be met to be eligible for consideration; evaluation criteria; deliverables; and other requirements. All RFP's must be mailed and/or emailed to the following Issuing Contact:

Ahkwasáhsne Mohawk Board of Education
Executive Assistant: Allie Oakes-McCumber
169 International Road
Akwasasne, ON K6H 5R7
allie.oakes-mccumber@ambe.ca
Virtual Office Hours are 9:00 AM – 5:00 PM (EST) Monday – Friday.

TYPE OF CONTRACT

This is a fixed term contract to begin August 1, 2026 – August 31, 2027.

REJECTION OF PROPOSALS

Ahkwasáhsne Mohawk Board of Education reserves the right to reject any and all proposals received as a result of this request. Where this procurement does not result in contracts for the supply of all elements of this procurement, a separate and subsequent procurement will be implemented.

INCURRING COSTS

Ahkwasáhsne Mohawk Board of Education is not liable for any costs incurred by consultants prior to issuance of a contract.

RFP TIMELINES

Ahkwesáhsne Mohawk Board of Education will make every effort to adhere to the following schedule:

Activity	Date
RFP package is distributed.	April 28, 2026
Deadline to submit questions for clarification via email	May 11, 2026 (noon)
Deadline to submit RFP to the at the address stated above	May 25, 2026 (noon)
Selection Process	June 5, 2026
Contract Award(s)	August 1, 2026

QUESTIONS & ANSWERS

Potential Consultants shall address any question for clarification regarding this RFP by submitting a question in writing (via email – entitle subject line “RFP 2026/2027-01 Question”) to the contact stated above. Questions must be submitted via email and must be received NO LATER THAN the date indicated on the RFP Timeline. All questions and written answers will be issued as an addendum to and become part of this RFP and will be made available for other Potential Consultants. Ahkwesáhsne Mohawk Board of Education will not provide any verbal information or by any written information respecting this procurement that is not either contained within the solicitation documents or in its responses to questions for clarification.

RESPONSE DATE

To be considered, completed proposals must arrive by email at the Ahkwesáhsne Mohawk Board of Education on or before 12:00p.m. EST **May 8, 2026 (noon)** by email ONLY to:

allie.oakes-mccumber@ambe.ca

PROPOSALS

To be considered, Potential Consultants must submit a complete response to the mandatory requirements of this RFP, using the format indentified in PART II, with respect to the elements of this procurement which they propose to fulfill.

Each proposal page should be numbered for ease of reference. Proposals must be signed by an official authorized to bind the consultant to its provisions. A Potential Consultant’s proposal must remain valid and binding for at least 120 days or until any dispute arising from this procurement has been fully resolved, whichever comes later. Potential Consultants are reminded that contents of the successful proposal(s) will become contractual obligations.

In submitting a proposal Potential Consultants are deemed to waive any right to withdraw or modify it, except as hereinafter provided. A proposal may also be withdrawn in person by a Potential Consultant or its authorized representative provided that a receipt for the proposal is provided by the Potential Consultant or its representative. A proposal may only be modified by

the submission of a new sealed proposal or submission of a sealed modification which complies with the requirements of this RFP following withdrawal of the previous proposal.

ECONOMY OF PREPARATION

Ahkwesáhsne Mohawk Board of Education encourages proposals to be prepared simply and economically, providing a straightforward, concise description of the Potential Consultants ability to meet the requirements of the RFP.

DISCUSSIONS FOR CLARIFICATION

Potential Consultants may be invited after the deadline for proposals to provide oral or written clarification of their proposals. Ahkwesáhsne Mohawk Board of Education, will initiate requests for clarification.

RFP CONTENTS

Proposals will be treated as confidential. If a contract is executed based on a proposal under this RFP, however, the proposal submitted in response to this RFP shall form part of the contract with Ahkwesáhsne Mohawk Board of Education and will be subject to disclosure. All material submitted with a proposal becomes the property of Ahkwesáhsne Mohawk Board of Education and may be returned only at the Ahkwesáhsne Mohawk Board of Education's option. Proposals submitted to Ahkwesáhsne Mohawk Board of Education may be reviewed and evaluated in confidence by any person other than Potential Consultant or other non-submitting potential supplier of the products and services subject to this RFP at the discretion of Ahkwesáhsne Mohawk Board of Education.

RESTRICTION OF CONTACT

From the issue date of this RFP until a final determination is made regarding the selection of a contractor's proposal, any contacts with the Ahkwesáhsne Mohawk Board of Education personnel concerning this RFP, proposals and the evaluation process must be approved in advance. Any violation of this requirement will disqualify the Potential Consultant's proposal. If it is discovered that any such violations have occurred on the part of a successful consultant, Ahkwesáhsne Mohawk Board of Education may rescind that contract at no cost or penalty. Successful consultants are required to agree to make no other distribution, assignment, or subcontracting of any part of their contract beyond that identified in their proposal without the prior written consent of Ahkwesáhsne Mohawk Board of Education.

AHKWESÁHSNE MOHAWK BOARD OF EDUCATION PARTICIPATION

Unless specifically noted in this RFP, the successful consultant(s) will provide all services to complete the identified work and build capacity while working with the AMBE Leadership team.

CONSULTANTS' REPRESENTATIONS AND AUTHORIZATIONS

Each Potential Consultant by submitting its RFP understands, represents, and acknowledges that:

- A. All information provided by, and representations made by, the Potential Consultant in the proposal are material and will be relied upon in assessing the proposal and in awarding the contract. Any misrepresentation will result in disqualification.
- B. The price and service descriptions presented in its proposal have been arrived at independently and without consultation, communication or agreement with any other contractor or potential contractor.
- C. The prices, fees or charges or related estimates presented in its proposal have not been disclosed to or discussed with any other firm or person who is or may be a Potential Consultant.
- D. No attempt has been made or will be made to induce any firm or person to refrain from submitting a proposal under this RFP, or to submit a proposal higher than its proposal, to submit any intentionally high or noncompetitive proposal, or to submit any other form of complementary proposal.
- E. The proposal is made in good faith and not pursuant to any agreement or discussion with, or inducement from, any firm or person to submit a complementary or other non-competitive proposal.
- F. Until the selected consultant receives a fully executed and approved written contract from Ahkwesáhsne Mohawk Board of Education there is no legal and valid contract in law or in equity, and the consultant may not begin to perform work.

NOTIFICATION OF SELECTION

The Potential Consultant whose proposal is determined to be the most advantageous to Ahkwesáhsne Mohawk Board of Education, as determined by the director will be notified in writing of its selection.

POTENTIAL CONSULTANT DEBRIEFING

Unsuccessful Potential Consultants may request a debriefing. Such requests should be made as soon as possible, but no later than 21 days after, the awarding of contract pursuant to this RFP.

PART II ~ MANDATORY INFORMATION

Potential Consultants' proposals must be submitted in the format, including heading descriptions, outlined below. To be considered, the proposal must respond to all mandatory requirements and to those rated elements of the RFP upon which the Potential Consultant has elected to make a specific proposal. Any other information thought to be relevant, but not applicable to the RFP elements that are being bid on, should be provided as an appendix to the proposal. Potential Consultants are encouraged to keep their proposals to a maximum of 50 pages, excluding table of contents, appendices and references.

Ahkwesáhsne Mohawk Board of Education reserves the right to request additional information which is necessary to assure that the Potential Consultant's competence, number of qualified employees, business organization, and financial resources are adequate to perform according to the contract.

Consultants can bid on one or all projects or their components as they appear in the table below and in section 4 of this RFP. For multiple project bids please provide only once the overall company overview, team information, and understanding of our needs should be addressed per project.

Project	Title	Sub-Components
Project 1	Establishing Comprehensive Strategic Direction and Capacity	1.2.1 Strategic Plan Implementation - Workplans 1.2.2 Policy Review and alignment 1.2.3 Risk Management and Policy development 1.2.4 Staff Training sessions on report and governance document writing 1.2.5 Preparing management for Community Engagement
Project 2	Implement a Structured Performance Accountability Framework	2.2.1 Develop KPI's and Reporting Templates 2.2.2 Training on new reporting templates 2.2.3 Drafting of the Management and Evaluation Policy 2.2.4 Develop policy communication plan
Project 3	Integrate Formal Enterprise Risk Management	3.2.1 Risk Assessment Analysis 3.2.2 Development of Risk Management Policy 3.2.3 Training Management on Implementation of the Policy

FORMAT TO FOLLOW FOR PROPOSAL—2 PARTS

A. TECHNICAL PROPOSAL

UNDERSTANDING OUR NEED

State in succinct terms your understanding of the best way to supply the services identified as Requirements by this RFP upon which you are bidding and describe and demonstrate your ability to comply with the requirements and scenarios outlined within Part IV.

COMPANY OVERVIEW AND PROPOSED TEAM

Include a brief overview of your organization and qualifications of the proposed team.

PROPOSED METHODOLOGY AND WORK PLAN*

Include a narrative description of the proposed methodology and approach, the items to be delivered or services to be provided.

Describe in narrative form your technical plan for accomplishing the work. Use the task descriptions in Part IV of this RFP as your reference point.

*Work plan(s) will only be required within a month of the granting of the contract.

PRIOR EXPERIENCE

Experience shown should involve work to be done by individuals who will be assigned to this project as well as that of your organization. Studies or projects referred to should be identified and the name of the customer shown, including the name, address, and telephone number of the responsible official of the customer, company, or agency who may be contacted.

B. FINANCIAL PROPOSAL

COST SUBMISSION

Include:

- a budget itemizing fees for consulting days;
- tasks; and
- deliverables; as well as
- any foreseen travel and other related costs within the proposal.

BUDGET

The work for this project is funded through an Indigenous Services Canada grant. AMBE must adhere to the approved areas within this grant.

NEGOTIATION OF CONTRACT AND AWARD

When Ahkwesáhsne Mohawk Board of Education selects a successful bidder, they shall attempt to enter into an agreement with that consultant within the parameters of the approved grant. If contract terms and conditions cannot be negotiated with selected consultant, this RFP will be revised for further clarification and be retendered.

PAYMENT TERMS AND PAYMENT SCHEDULE

The winning consultant will be provided with a service agreement that will outline the final contract amount once approved the Mohawk Council of Akwesasne Resolution process. The successful consultant will be required to submit bi-monthly invoice to Ahkwesáhsne Mohawk Board of Education for payments. For greater certainty cost of general management, non-technical supporting services and general overhead cost are deemed to be covered in this monthly invoice and Ahkwesáhsne Mohawk Board of Education will not be subject to additional overhead or undisclosed costs.

PART II - EVALUATION

MANDATORY REQUIREMENTS

To be eligible for selection, the RFP must be (a) timely received from a consultant; (b) properly signed by the consultant.

Proposals will be reviewed and evaluated by a committee of Ahkwesáhsne Mohawk Board of Education. The committee will propose to the Director the best proposal which they determine

will be the most advantageous to Ahkwesáhsne Mohawk Board of Education after applying the Evaluation Criteria below.

PROPOSAL EVALUATION RUBRIC

The following criteria will be used by Ahkwesáhsne Mohawk Board of Education committee.

Criteria	Points	Exceptional (4-5 points)	Good (2-3 points)	Poor (0-1 point)
1. AMBE Need	5	Who we are, where we are, and requirements of structural Readiness. Understanding of the complexity of AMBE’s services.	A few statements that show knowledge about AMBE and Structural Readiness process.	Little to no mention of topic
2. Capacity Building	15	Clearly explain how company intends to complete the work and build capacity within the AMBE team to take on said work in the future.	Mention of need for capacity building - not in depth or detailed.	Little to no mention of topic
3. Growth Strategies	15	Clear ability to determine best recommended plans for School Board recognition.	Some mention of School Board recognition plan.	Little to no mention of topic
4. Industry Best Practices	10	Methods used to research best practices and determine how it will influence current operations.	Mention reviewing industry norms.	Little to no mention of topic
10. Pricing	5	The proposal pricing is within budget and outlined as requested.	The pricing is somewhat outlined.	Little explanation
11. Experience	15	Company has implemented successful change process in multi-level education or public/private sector organizations.	Companies display past successes but outside of education or public/private sector organizations.	Little to none
12. Company Resources	15	Company has qualified and available experts in the field of education and change to support the project work.	The company has some resources that are suitable and available for certain projects.	Little to none
13. Prior knowledge working with Native education institutions	20	Company has prior experience and knowledge working with Native communities. Demonstrated through referenced projects.	Company has minimal experience and knowledge of working in Native contexts, some projects.	No experience working in a Native context

TOTAL: 100pts

PART IV - WORK STATEMENT

OUR MISSION

The Ahkwesáhsne Mohawk Board of Education focus mainly on **le thi ha hon:nien**, “Building the road for our students: through quality governance and service offerings.

OUR TOWN

Ahkwesáhsne Mohawk Board of Education is a unique and growing Mohawk community with a population of 13,000 people. Akwesasne borders the countries of Canada and the United States; the Canadian Provinces of Ontario and Quebec; and the American State of New York—a peaceful reserve situated along the St. Lawrence River.

OUR SERVICES

Ahkwesáhsne Mohawk Board of Education oversees the services for three elementary schools, one adult learning center, one alternative high school, and all daycares. We provide services to schools in relation to development of the Mohawk language, finance, human resources, transportation, professional development, hot lunch and inclusion support, amongst all the other services typical of a school district. We follow the Ontario Ministry of Education Curriculum.

EDUCATIONAL TRENDS

All our schools provide a quality education through shared responsibility in a safe and supportive environment for all students to meet the challenges of a global society. Our responsibility is to help each student develop an enthusiasm for learning, a respect for self and others, and the skills to become creative independent thinkers and problem solvers. Ahkwesáhsne Mohawk Board of Education is on a journey towards sound inclusive practices and offering opportunities from child care to adult education in our community. We wish to continue on our path to becoming an Autonomous School Board.

PROBLEM STATEMENT

For Ahkwesáhsne Mohawk Board of Education (AMBE) has undertaken a multi-year journey to improve its practices towards a continued vision for best servicing its students, parents, employees and community. Through previous funding we were able to embark on a journey of strategic plan development that involved all key stakeholders from our Board of Trustees, to the staff, students, our community and the Akwesasne Mohawk Council. Year 5 of Structural Readiness will focus on implementation and refinement of governance practices. We now have a 5year Strategic plan that is being granularized by each of our service sectors and schools, into strategic action plans. The emphasis of this proposal is strengthening governance, readying the system structures and training employees to implement the changes. As such, this RFP is the continuation of our journey.

PROJECT OBJECTIVES

Each project has *sub-components* with *deliverables*. Project numbering aligns with internal documents and not all projects are being brought to tender. Sub-Component numbers may not follow a sequence—this is expected and not an error

Project 1: Establishing Comprehensive Strategic Direction

Projects	Deliverables	Sub-Components	Overall Objectives
	1.2.1 Strategic Plan Implementation	<p>Development of operational timelines, task prioritization, and milestone tracking. The Consultant shall translate the overarching organizational strategic plan into actionable, multi-year workplans. This includes defining clear objectives, assigning accountability, establishing Key Performance Indicators (KPIs), and creating a project management framework that allows for quarterly monitoring and reporting on progress toward strategic goals.</p>	Detailed Workplans, Gantt Charts, Status Report Templates.
	1.2.2 Policy Review & Alignment	<p>Gap analysis of current policies against AMBE objectives and regulatory requirements. The Consultant shall perform a comprehensive audit of existing organizational policies to identify operational gaps, redundancies, or conflicts. The objective is to harmonize all internal policies with the current AMBE strategic direction and applicable regulatory standards, resulting in a cohesive, updated policy manual that ensures operational consistency.</p>	Audit Report, Policy Alignment Matrix, Revised Policy Documents.
	1.2.3 Risk Management & Policy Development	<p>The Consultant shall conduct a structured risk assessment to identify institutional, operational, and governance-related vulnerabilities. Based on these findings, the Consultant will develop a robust Risk Management Framework and draft supporting governance policies designed to mitigate identified risks, ensure continuity, and enhance organizational resilience.</p>	Risk Register, Risk Management Framework, Drafted Governance Policies.
	1.2.4 Staff Training & Capacity Building	<p>Workshop development and delivery focused on professional reporting and governance writing. The Consultant shall design and facilitate targeted training workshops for designated staff members. The curriculum must focus on professional technical writing, specifically governance reporting and administrative documentation. The sessions must emphasize accuracy, clarity, and the ability to synthesize complex information into actionable briefs for senior management and community stakeholders.</p>	Training Curriculum, Workshop Materials, Participant Feedback Summaries.
	1.2.5 Management Preparation	<p>Coaching and strategy sessions for management to handle community interactions effectively. The Consultant shall provide strategic advisory services to prepare the management team for community-facing engagements. This includes developing standardized communication protocols, drafting "Frequently Asked Questions" (FAQs) regarding sensitive governance topics, and facilitating simulation exercises to ensure management is equipped to communicate organizational changes with transparency, consistency, and professional confidence.</p>	Brief Engagement Strategy, FAQ/Talking Points, Simulation/Role-play Feedback Report.

Projects	Deliverables	Sub-Components	Overall Objectives
Project 2: Implement a Structured Performance Accountability Framework	2.2.1 KPI & Template Development	Defining metrics for success and standardizing data collection across departments. The Consultant shall define and establish a set of organization-specific Key Performance Indicators (KPIs) aligned with AMBE’s strategic objectives. This includes the development of user-friendly reporting templates that ensure data consistency, facilitate easy aggregation for senior management, and allow for accurate, periodic performance tracking across all operational areas.	KPI Dictionary, Standardized Performance Dashboards, Reporting Templates.
	2.2.2 Reporting Training	Conducting workshops for staff to ensure proficiency in using new templates and tracking tools. The Consultant shall facilitate training sessions for staff responsible for data collection and reporting. The objective is to ensure full competency in the application of the new reporting templates, emphasizing data integrity, the frequency of reporting, and the workflow for submitting performance data to management.	Training Manual/User Guide, Recorded Training Sessions, Completion Log.
	2.2.3 Management & Evaluation Policy	Drafting formal policy documents governing how performance is measured, evaluated, and improved. The Consultant shall draft a formal Management and Evaluation Policy that establishes clear expectations, roles, and responsibilities for organizational accountability. This policy must define the methodology for performance reviews, the criteria for success, and the feedback loops required to continuously improve organizational performance.	Draft M&E Policy Document, Evaluation Procedures Manual.
	2.2.4 Policy Communication Plan	Designing a rollout strategy to ensure all stakeholders understand new policies and accountability expectations. The Consultant shall develop a comprehensive communication plan to facilitate the internal rollout of the new M&E Policy. This includes identifying key internal stakeholders, determining the optimal channels for dissemination, and creating messaging materials that explain the "why" behind the new accountability framework, thereby fostering organizational buy-in and compliance.	Communication Strategy Plan, Internal Launch Materials (Emails, FAQs, Intranet content).

Projects	Deliverables	Sub-Components	Overall Objectives
Project 3: Integrate Formal Enterprise Risk Management (ERM)	3.2.1 Risk Assessment Analysis	Identifying and categorizing organizational risks (financial, operational, reputational, etc.) via workshops or surveys. The Consultant shall perform a thorough Enterprise Risk Assessment to identify, document, and prioritize risks across all organizational functions. This involves gathering input from key stakeholders to produce a comprehensive Risk Profile and a "Heat Map" that visualizes the likelihood and potential impact of identified risks on AMBE's strategic objectives.	Enterprise Risk Profile, Risk Heat Map, Vulnerability Assessment Report.
	3.2.2 ERM Policy Development	Formalizing the processes for risk identification, ownership, mitigation, and ongoing monitoring. The Consultant shall draft a formal Enterprise Risk Management (ERM) Policy that serves as the organization's foundation for proactive risk governance. This policy must clearly articulate AMBE's risk appetite, establish clear risk-ownership roles for management, and outline the standardized procedures for regular risk monitoring, reporting, and escalation.	Formal ERM Policy Manual, Risk Tolerance Statement, Oversight Protocols.
	3.2.3 Management Training	Coaching leadership on how to apply the ERM framework in decision-making and operational planning. The Consultant shall deliver intensive, scenario-based training for the management team regarding the practical implementation of the ERM framework. The focus must be on embedding risk considerations into daily decision-making processes, utilizing the "Risk Response" playbooks, and fostering a culture of risk-aware accountability among departmental leadership.	Training Modules, "Risk Response" Playbooks, Management Certification/Attendance Record.

REPORTING REQUIREMENTS

The selected consultant shall meet the following requirements:

1. Work under the direction of the AMBE Director of Education.
2. Set project team meetings to discuss project progress.
3. Monthly reports summarizing the activities of the consultant staff and providing appropriate advice and courses of action in accordance with the consulting agreement.
4. Final report should be delivered in MS Word and PDF for future edits and imbedded images, diagrams, process flow should be editable made available in an editable format.

CONTRACT ADMINISTRATION

The consultant is responsible for all tasks highlighted in the RFP. The consultant is also responsible to gather all invoices and provide payments based on the approval from and at the discretion of Ahkwesáhsne Mohawk Board of Education owners. If the consultant deviates from the proposed plan of action highlighted in the Statement of Work, the consultant must obtain written approval from the Ahkwesáhsne Mohawk Board of Education Director, as well as reasoning for the change. If the consultant does not follow the SOW or RFP guidelines, they can be terminated without notice. The first three weeks of the consulting project will be a 3-week probation period, after 3 weeks just cause is necessary for any termination.