



Recommended Scope of Work for Community Engagement Process about Policing Forum

June 15, 2017 ~ December 13, 2017

The scope of work outlined below is based on our best understanding of the goals outlined in the resolution¹ presented to City Council, your needs, expectations, and assumptions.

Outcome Objectives:

- Build constituency and support for community policing in Columbia

Essential Questions:

- Are we (as a community) motivated to adopt a comprehensive community-oriented policing philosophy?
- If so, how do we implement and provide adequate resources for a citywide community-oriented policing program?

Process Objectives:

- Engage and coordinate community stakeholders in a collaborative planning process to design a public forum that fosters increased understanding about current challenges, such as staffing levels and officer safety and morale, and that further explores strengths and solutions, such as community-oriented policing.
- Facilitate the public forum and action planning and evaluate participants to identify what kind of policing Columbia desires and to produce action steps for collectively-determined strategies.
- Prepare a post-forum report with outcomes and recommendations by December 13, 2017

Assumptions:

- The City will assign this project to a staff member in order to support the work of the consultants.
- All project work will take place in or around Columbia, MO.
- The City will allocate appropriate resources for essential project-related expenses for such matters as:
 - Forum speakers (stipend, travel)
 - Food (i.e. snacks) and beverages for forum participants
 - Printing of event materials
 - Promotion of the event

¹ Council Bill R 28-17

- The City will enable and ensure the participation in the planning committee of the following key players:
 - Members of City Council (Ian Thomas and/or Mike Trapp)
 - Chief Ken Burton
 - Representatives of the City’s COU, including either Lt. Jones or Sgt. Hestir, as well as Tony Parker (or other COU officer)

Scope of Work:

ACTIVITY/TASK	DELIVERABLES	TIME
Step One: Organizing for Success		72.0 hrs.
Review relevant documents/information in preparation for the project <ul style="list-style-type: none"> • Issue Analysis • Feedback from individuals/organizations that chose not to respond to survey request 	Synthesis report from all relevant local issue data sources Comprehensive Stakeholder List	<u>24.0 hrs.</u> 18.0 hrs. City 5.0 hrs. NCC 1.0 hrs. HMUW
Project management <ul style="list-style-type: none"> • 2 pre-meetings with client • Define what collaboration of team looks like • Define successful project outcomes • Develop project work plan, timeline, and milestones 	Meeting agendas Team charter Consensus on goals, scope of work, client expectations, and team charter Client buy-in and understanding of process Project work plan, timeline, and milestones	<u>24.0 hrs.</u> 4.0 hrs. HUMW 20.0 hrs. NCC
Recruit planning committee	Establish planning committee of no more than 20 stakeholders	<u>8.0 hrs.</u> 6.0 hrs. HMUW 2.0 hrs. NCC
Planning committee coordination <ul style="list-style-type: none"> • Establish shared accountability system • Determine Planning Committee work plan, timeline, and milestones 	Basecamp site created and maintained Planning Committee work plan, timeline, and milestones	<u>16.0 hrs.</u> 10.0 hrs. NCC 6.0 hrs. City

ACTIVITY/TASK	DELIVERABLES	TIME
Step Two: Forum Planning		342.0 hrs.
<p>Design, facilitate and prepare materials for Community Policing Forum Planning Committee meetings (June-Nov) to design, prepare for, and execute successful Community Policing Forum</p> <p>Identify and engage event speakers; coordinate presentations of same</p> <p>Create event evaluation plan</p> <p>Develop and implement community engagement plan to engage a broad range of community members and organizations (including residents from high-crime neighborhoods; residents from neighborhoods that do not have high levels of crime; representatives of CPS, U. of Missouri, Chamber of Commerce, and social service providers; representatives of CPOA; the Columbia police chief and officers of all ranks)</p>	<p>Meeting strategy, meeting agendas, supporting materials</p> <p>Weekly internal project management meetings (June-November)</p> <p>Bi-weekly planning committee meeting (8-10 meetings)</p> <p>Planning committee is divided into sub committees to carry out work</p> <p>Date and location selected</p> <p>Contracts executed with speakers Acquire speaker bios and PowerPoints and review their presentations</p> <p>Event evaluation criteria established and tool created</p> <p>Creating an invitation list Creation of collateral marketing material and signage Outreach to participants Press release schedule, press releases and press packets day of event Social media schedule and posting Event posting on community calendars Secure City TV broadcast</p>	<p><u>120.0 hrs.</u> (2 hrs/wk x 3 x 20 wks) 30.0 hrs. HMUW 90.0 hrs. NCC</p> <p><u>60.0 hrs.</u> (2hrs/wk x 3 x 10wks) 15.0 hrs. HMUW 45.0 hrs. NCC</p> <p><u>20.0 hrs.</u> 12.0 hrs. City 8.0 hrs. NCC</p> <p><u>5.0 hrs. HMUW</u></p> <p><u>30.0 hrs.</u> 20.0 hrs. City 5.0 hrs. NCC 5.0 hrs. HMUW</p>
<p>Establish an online registration system</p> <p>Provide participants with information and educational resources</p>	<p>List of attendees Process for check in day of the event</p> <p>Create an event guide containing an agenda, handouts and speaker bios</p>	<p><u>5.0 hrs. City</u></p> <p><u>12.0 hrs.</u> 8.0 hrs. City 2.0 hrs. NCC 2.0 hrs. HMUW</p>

<p>Up to three project meetings with client to discuss and finalize forum agenda, including topics, strategic input on implementation of the public engagement plan, background information needed and other key issues to be addressed</p> <p>Ongoing project management (strategy development, coordination, and communication) between and among consultants, client, and stakeholders</p>		<p><u>18 hrs.</u> 6.0 hrs. HMUW 12.0 hrs. NCC</p> <p><u>72.0 hrs.</u> 12.0 hrs. HMUW 60.0 hrs. NCC</p>
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ACTIVITY/TASK	DELIVERABLES	TIME
Step Three: Forum Facilitation & Evaluation		104.0 hrs.
<p>Prepare for and facilitate all aspects of 1 ½ day forum including, but not limited to develop facilitator’s agenda, develop PowerPoint slides and handouts, develop world café format and questions and other participant and public engagement opportunities for input, preparation of instructional materials for world café facilitators/recorders, and review of all presentations for both content and timing</p>	<p>Preparation for the event:</p> <ul style="list-style-type: none"> • Agenda, instructional materials and training documents for meeting with facilitators/recorders of the world cafe • Facilitator/recorder instructional materials and training if needed <p>Facilitation of event:</p> <ul style="list-style-type: none"> • Facilitators’ agenda for sessions • Facilitation of event • PowerPoint slides • Participant handouts/materials 	<p><u>54.0 hrs</u> 18.0 hrs. HMUW 36.0 hrs. NCC</p> <p><u>40.0 hrs. NCC</u></p>
<p>Launch a post event evaluation for participants</p>	<p>Collect event evaluation data Analyze and synthesis survey results Debrief with client</p>	<p><u>10 hrs.</u> 5.0 hrs. HMUW 5.0 hrs. NCC</p>

ACTIVITY/TASK	DELIVERABLES	TIME
Step Four: Report Writing		15.0 hrs.
Write a report following the forum with all outputs from the 1½-day forum and action items/actionable next steps.	Final draft action plan	15.0 hrs. 5.0 hrs. HMUW 10.0 hrs. NCC

CONTRIBUTORS		TIME
New Chapter Coaching Hours		350.0 hrs.
Heart of Missouri United Way Hours		114.0 hrs.
City of Columbia		69.0 hrs.
Combined City/Consultant Hours		533.0 hrs.
Total Consultant Hours (subtracting City hours)		464.0 hrs.
Hourly Rate		\$130.00
Total Cost		\$60,320

n.b. Consultants shall be reimbursed for all reasonable out-of-pocket project-related expenses.

Consultants' Profiles and Qualifications²

The consultants for this project are Heart of Missouri United Way and New Chapter Coaching.

Heart of Missouri United Way is honored to be advancing our mission to fight to improve lives in our community. Through several projects, we have increasingly built our role and capacity to serve as a community convener. We have been leading the coordination of collective projects that seek to address root issues and break down barriers to community health.

For the last 70 years, we have built philanthropy in our community with trust and neutrality, engaging stakeholders across sectors through our annual communitywide campaign. Our network of campaign volunteers and agency partners provides access to resources and support on collaborative projects as needed.

Heart of Missouri United Way looks forward to building on the current effective collaborative actions between the City of Columbia and New Chapter Coaching and is grateful for the opportunity to be considered to convene and support a project that seeks to increase social equity in our community.

² If it would be easier for the City if we structured our agreement as a single contract with one of us (with the second and third consultants being subcontractors), we would be happy with such an arrangement. As you know, we have done this previously with the City.

New Chapter Coaching, LLC

When you hire New Chapter Coaching, led by Carolyn Sullivan and supported by Jessica Macy, you are not just hiring experts on facilitation, planning, organizing or training; you're hiring experts on making things happen on the individual, organizational, and community level. In 2012, New Chapter Coaching was retained to design and implement a systematic approach to strategic planning for the City of Columbia's inaugural strategic planning process and to assist the City in generating a strategic plan and performance measures. Carolyn's systematic process resulted in the City's leadership – leaders who had almost no experience working as a team on a single large-scale project – using extensive stakeholder input and market research to identify priorities to meet the needs of Columbia's residents. Evaluations for the planning process yielded high praise for Carolyn's work.

In 2015, New Chapter Coaching was retained to improve upon this strategic planning process as the City embarked upon its second strategic planning cycle. During this process, Carolyn received even higher praise for helping the City not only improve the quality of its planning process, but to make its plan more strategic, innovative, and responsive to its stakeholders' needs. It was during this planning process that the City boldly added Social Equity to its list of strategic priorities.

New Chapter Coaching understands and appreciates group processes and has a deep respect for people involved in groups, their views, and their right to be heard. Last fall, New Chapter Coaching was contracted to lead the City's Neighborhood Empowerment Project. This project focuses on the three strategic neighborhoods identified in the City's strategic plan and is designed to engage and empower the residents in those neighborhoods to create lasting positive change. With this project, we use foundational facilitation skills (i.e. questioning, focusing, energizing, agenda setting, building consensus, managing dysfunction, prioritizing, brainstorming, etc.) to create a balance of process and outcome while increasing the neighbors' leadership and advocacy skills and abilities.

To enhance our team and bring other unique expertise to this project, New Chapter Coaching will be subcontracting services with Menifield & Associates. More information is listed below.

Menifield & Associates, LLC

Partnership with Menifield & Associates is not only an association with a John Maxwell Team Executive Director and an Independent Certified Coach, Teacher, and Speaker, but is a partnership with over a quarter of a century of experience in public service serving as a mediator, resolving official, trainer, and leader in the Federal Government. Angela Menifield uses her vast experience from getting things done within the bureaucracy of government to facilitate growth, raise awareness levels, and add value to others as she understands that everything rises and falls on leadership and that growth must be intentional.

Menifield & Associates, LLC works with a wide range of clientele in knowing that leadership is not based on position, but influence. With the understanding that leadership is at every level, for every sector (public, non-profit, for profit); we offer concierge level training and leadership develop opportunities for everyone. This level of understanding and a wide range of clientele bring a level of expertise, connection, and rapport that has proven valuable and highly sought after during negotiations, facilitations, and mediations. Angela served as a speaker for the City of Columbia all-supervisor meeting in May 2017 and currently is contracted to provide a year-long virtual mentorship program for 40 supervisors to facilitate professional and personal growth, up-level performance, and develop strategies to assist these supervisors in better leading their teams from a higher level of awareness.

Angela understands and appreciates the complexities associated with bringing groups from diverse backgrounds together to reach a common goal. During her tenure with the USDA, she served as the liaison between her organization and the Civil Rights Office and was trained to serve as a Resolving Official for EEO/CR complaints. This required her to exercise discretion, tact, discernment, and deductive reasoning while serving in an inclusive and unbiased manner in an effort to resolve the issues at hand and ensure all parties left the discussion whole. Her results included the best FEVS (Federal Employee Viewpoint Survey) scores for the entire Agency and three consecutive years of zero (0) informal and formal complaints from a staff of over 5000 personnel. Angela received the highest awards available for these achievements.

Thank you again for the invitation to generate this scope of work for you. It would be our honor to be of service to you, the Council, and your colleagues. We look forward to hearing from you after your consideration of this scope of work. If you have any questions or need more information, please let us know.