

Allegro Training and Consulting Proposal/Contract for LKPD

Allegro Training & Consulting Needs Assessment Overview

Allegro Training & Consulting highly recommends a complete needs assessment prior to beginning any diversity related training program design. The needs assessment establishes a baseline of current multicultural issues and concerns and provides analysis materials for strategic planning. By utilizing tools for capturing and processing individual and group subtleties, Allegro's methods achieve broader organizational data than typical, single pass, survey instruments. Our process combines the results of unique survey tools with focus groups and individual interviews, as well as relevant internal and external communications that send multicultural messages to stakeholders. The Needs Assessment results are crucial to the design of the training program, as well as set the baseline for developing a long-term strategic multicultural leadership initiative.

Tools used in the needs assessment will include:

- Interviewing stakeholders at various levels
- Facilitating focus groups
- Producing and analyzing results of surveys for stakeholders
- Collecting and analyzing communications that impact multicultural stakeholders
- Working inside your organization (shadowing) to gain insights, terminology, and first-hand knowledge of cultural environment

The needs assessment includes days spent interviewing, surveying and working with focus groups in your organization and affected stakeholders. We interview key leaders and stakeholders from all levels to determine your organizational needs. We use this information to customize our educational system in order to use your examples and scenarios, your verbiage, your organizational structure, and to produce your desired results.

We will solicit stakeholder responses to on-line surveys generating computerized results. Through these results, Allegro will gain a clearer picture of your subculture and give us information from a larger group of people than we can interview in our fieldwork. We will work as employees or shadows, for one full day inside your organization. This step in the assessment process will most effectively enable us to get a true sense of your culture.

We also gather any communications that will help assist us in understanding your subculture and stakeholder concerns and needs—organization handbook, policies on discrimination, memo's related to diversity, company news letters, books written about the organization, organization history, social media sources, etc. **We compare industry standards** (best and worst practices) and apply them to your needs assessment report recommendations.

The Needs Assessment allows for program design customization. Customization is a key component to training success. Because multicultural issues can be controversial and stir up emotion, it is vital that we know and understand the organizations climate. A superior needs assessment sets the stage for an outstanding diversity training program design. **The Needs Assessment results are the driving force behind your organizations "business case" for any diversity initiatives and strategic plans.**

The Needs Assessment provides the basis for developing a comprehensive Multicultural Leadership Initiative and Strategic Diversity and Inclusion Plan. The Needs Assessment recommendation report begins to form the basis for a road map that is inclusive of *MC recruiting and hiring, MC mentoring and development of stakeholders, MC vendor, business and community development and marketing and MC measurement and evaluation.*

Most importantly, we provide a neutral and confidential space for all stakeholders to express their concerns, their needs, their hopes and to develop a strategic plan of action for your organization!

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Needs Assessment and Diversity Strategic Plan Development Investment Proposal

***STATEMENT OF WORK TO THE CONTRACT FOR SERVICES AGREEMENT**

This Statement of Work ("SOW") is made as of the 30 day of November, 2016 ("SOW Effective Date") by and between Allegro Training & Consulting ("Service Provider") and The Lawrence, Kansas Police Department ("Customer", LKPD). This SOW incorporates by reference the Contract for Services Agreement ("Agreement...Project Approach and Timeline.") between the parties dated November 30, 2016 (this will be our flexible timeline working relationship). In the event of a conflict in terms between this SOW and the Agreement, the terms of this SOW shall prevail. All capitalized terms not otherwise defined herein shall have the same meaning as in the Agreement. Any documents attached hereto and explicitly referenced herein shall be part of this SOW, provided such documents are in writing and signed by an authorized representative of each party.

1. PROJECT NAME

MCLI Development & Strategic Plan Development

2. PROJECT DESCRIPTION

3. The objective is to obtain information from a statistical representation (including needs assessment components) of the Customer's -employees and community in order to understand the needs of indicated cultures internally and externally in the following areas, see section five...**PROJECT OBJECTIVES AND SCOPE**

4. PROJECT LEADERS

SERVICE PROVIDER DIRECTOR OF PROFESSIONAL SERVICES	NAME ALLEGRO TRAINING & CONSULTING , ADDRESS OP.O. BOX 4255 LAWRENCE, KS 66046 PHONE 785.423.5917 E-MAIL BETH@ALLEGROTRAINING.COM OR ADMIN@ALLEGROTRAINING.COM
SERVICE PROVIDER PROJECT MANAGER	Name Allegro Training & Consulting Address P.O. Box 4255 Lawrence, KS 66046 Phone Beth Clark & TBD...785-423-5917 E-mail admin@allegrotraining.com

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CUSTOMER PROJECT MANAGER	<i>Name</i> Chief Tarik Khatib & TBD <i>Address</i> 4820 Bob Billings parkway Lawrence kansas 66049 <i>Phone</i> 785-832-7501 <i>E-mail</i> Khatib@lkpd.org
CUSTOMER BILLING CONTACT	<i>Name</i> Chief Tarik Khatib & TBD <i>Address</i> 4820 Bob Billings parkway Lawrence kansas 66049 <i>Phone</i> 785-832-7501 <i>E-mail</i> Khatib@lkpd.org
CUSTOMER SITE	<i>Address</i> 4820 Bob Billings parkway Lawrence, Kansas

5. SERVICES

Consulting Services

Provide Focus Group interviewing, statistical analysis, interviewing, and cultural needs assessment review and Strategic plan development report.

6. PROJECT OBJECTIVES AND SCOPE

Consulting Services

The objective is to obtain information from a statistical representation of the Customer's employees and community in order to develop a strategic diversity initiative branded to LKPD (this is the missing link, the foundation of any initiative).

The scope of work is limited to conducting internal focus groups, one-on-one interviews, and a broad reaching anonymous electronic survey to collect data for analysis/trending

The Four Planks of the MCLI

Overall Objectives filtered through the four planks of a Multicultural Leadership Initiative (MCLI):

- Proactively develop strategies for a MCLI (branded for LKPD) to meet the needs of Lawrence community citizens and LKPD staff. Kicked off with communications by Chief about clear evidence-based productivity and innovation of diverse teams.
- Increase trust between the LKPD and citizens served
- Begin a process for strategy to increase diversity pipeline

7. **PROJECT APPROACH AND DELIVERABLES:** *Aggressive Time-line (this can be scaled back); This time-line is also flexible and movable to a certain degree. Two weeks into the project, after Allegro has done extensive research, time-line will be scaled after approval from customer on objectives and scope. Initial timeline will primarily be Allegro prep. Project to be complete within 6 months.*

Consulting Services


Provided Customer fulfills all agreed upon deliverables and provides requested resources on a timely basis, Service Provider shall perform the defined activities and prepare the deliverables in a timely manner based as estimated below, with deliverables and responsible parties outlined in the fifth column:

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START TIME	ACTIVITY	ESTIMATED DURATION (DAYS)	DELIVERABLE	RESPONSIBLE PARTY (PRIMARY/ SECONDARY) ANY "communications" change requests by Client that have been delivered by allegro must happen within three days or Allegro will consider the deliverable "accepted"
WEEK 1 & 2, ONGOING	ALLEGRO RESEARCH	10	OFFER FINAL OBJECTIVES AND SCOPE OF PPROJECT RECOMMENDATION	CUSTOMER FINAL APPROVAL NEEDED
Week TBD Start <u>Nov. 16</u> (or 2 weeks after signed contract) Comm. and Invitations out by _____ All week one deliverables allegro/ customer by _____	Develop Communication announcing the full scale of the project and its vision. Announce project	5	Formal email communication. * (Customer delivers internally and/or externally...depending on final decisions for project scope and objectives)	Allegro
Week TBD	Develop categories and list of consistent interview questions .	5	Allegro internal process	Allegro
Week TBD	Develop database or spreadsheet of confidential data on employee on which to base focus group selection.	5	Basic database/spreadsheet for participant criteria and selection.	Customer
Week TBD	Develop opening communication to participants . Create communications and formal announcements to the focus group audience, solicitations for volunteers, information describing the focus group process, what participants should expect, forms, include confidentiality info. etc.	10	Formal email communication.* (Customer delivers internally and/or externally)	Allegro develops communication Customer delivers emails and invitations
Week TBD	Create the confidentiality agreement form.	5	Statement of Confidentiality*	Allegro

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Week 2-3	Deliver the confidentiality agreement form created by Allegro with final responsibility to enforce confidentiality by Customer.	10	Formal Communications	Customer

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<p>Week TBD</p> <p>Mostly Customer waiting for invitation responses</p> <p>Internal and/or external depending on the focus...point of contact to help determine these groups</p> <p>leadership level interviews</p> <p>target cultures. TBD</p>	<p>Invitations out to develop internal focus groups comprised of the following: SAMPLE</p> <p>Day 1: Possibile time line but can be moved and changed to do interviews in between focus groups based on executive availability</p> <ul style="list-style-type: none"> - 8:30-10: HR group, up to 16 people - 1 & 1/2 hour : ESL group (Topics of discussion may include english as a second language, religious differences, Foreign Nationals, ethnicity), non-management, 16 people (8 male, 8 female) - 1 & 1/2 hour : ESL group Management - all levels, (Cultures & subcultures to be discussed: - 1 hour: LGBTQIA, Differntly-Abled - 1 hour Generational diffeerence and religious differences. Anyone who has concerns, input or categorizes yourself in one or more of these culutres, please attend this focus group) - 1 & 1/2 African Americans, non-managers with managers joining after 1/2 hour - Hispanics, all levels <p>Day 2</p> <ul style="list-style-type: none"> - 8:30-10: White males, managers - White Males, non-managers, 16 people - 10-12: Females, all levels 1, 16 people - 3-5: Diversity, sMC steering <p>Day 3 leadership Interviews</p> <ul style="list-style-type: none"> - 8:30-9:30 	5	Focus Group and 1:1 Interview participant selection.*	Customer waiting to receive acceptance from email invitations

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START TIME	ACTIVITY	ESTIMATED DURATION (DAYS)	DELIVERABLE	RESPONSIBLE PARTY (PRIMARY/ SECONDARY) ANY "communications" change requests by Client that have been delivered by Allegro must happen within three days or Allegro will consider the deliverable "accepted"
Week TBD	Set up all logistics for meeting rooms, etc. for Focus Group meetings and 1:1 Interviews. Send out meeting invitations via Outlook.	1	Meeting logistics.	Customer (neutral space for external interviews)
Week TBD Cont. form week	Invitations out to develop interna and/or external focus groups		Focus Group and 1:1 Interview participant selection.*	Customer waiting to receive acceptance from email invitations
Week TBD	Send information to focus group and 1:1 interview participants as developed by Allegro and approved by Customer. This communication is a general thank you to the participants who volunteered with a generalized list of questions to be thinking about in preparation for the focus group.	1	Communication delivery.	Customer
Week TBD	Send confidentiality agreement form created by Allegro to all Customer participants.	1	Communication delivery.	Customer
Week TBD	Conduct focus group sessions and 1:1 interviews in 3 consecutive days.	2 & 1/2	Conduct focus groups and 1:1 interviews	Allegro
Week TBD	Discuss final decisions on format of final reports, details around matters of confidentiality regarding reporting results, target audiences for summary reports versus full reports, etc.	1	Decision matrix*	Allegro and Customer
Week TBD 3 Focus group and Interview analysis and survey development	Conduct in depth analysis of verbal data collected by Allegro with a concise summary report and examples of supporting data.	4		Allegro

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START TIME	ACTIVITY	ESTIMATED DURATION (DAYS)	DELIVERABLE	RESPONSIBLE PARTY (PRIMARY/ SECONDARY) ANY "communications" change requests by Client that have been delivered by allegro must happen within three days or Allegro will consider the deliverable "accepted"
Week TBD Survey questionnaire reviewed by customer and returned to Allegro on - Week TBD Allegro ends survey to Survey company	Develop survey questions for electronic delivery to larger target audience within Customer's organization and/or external community. Survey content/questions will be developed with emphasis on factors such as the four planks of Multicultural Leadership Initiative (MCLI), cultural and co-cultural data, the results of the focus group needs assessment and programs that are already a part of the Customer's culture.		Survey Questionnaire *	Allegro (use IS of LKPD or external source with Steering committee access)
Week TBD	Develop written communication to electronic survey participants on length, type, and format of survey; confidentiality, purpose of survey, etc.	4	Formal Communications*	Allegro
Week TBD	Develop written instructions on where to go and how to take the survey. Included are follow-up templates (reminders).	4	Formal Communications*	Allegro
Week TBD	Send introduction communication to electronic survey participants.	1	Communication delivery.	Customer
Week TBD	Send communication with instructions on how to take the survey.	1	Communication delivery.	Customer

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START TIME	ACTIVITY	ESTIMATED DURATION (DAYS)	DELIVERABLE	RESPONSIBLE PARTY (PRIMARY/ SECONDARY) ANY "communications" change requests by Client that have been delivered by allegro must happen within three days or Allegro will consider the deliverable "accepted"
Week TBD _____ send survey with deadline of _____ (2 weeks). Survey Comm. Will have to happened in the two weeks prior to sending the survey	Administer the survey through Survey system (Survey monkey, internal IT system) ensuring 20% participation with follow up communications. Short survey with incentives to external takers?	5	Survey Administration.	Customer OR Allegro (best option) with results accessible to customer steering committee
Week TBD	Develop final participant communication.	10	Formal Communications*	Allegro
Week TBD	Generate report to analyze results of Focus Groups and Interviews and Survey detailing findings and patterns in conjunction with the information gathered from the Focus Groups and 1:1 Interviews.	5	Final report for Focus Group results and 1:1 Interview results * Final report for Electronic Survey *	Allegro
Week TBD	Deliver communications to all participants providing a brief summary of efforts, high level findings, and gratitude for involvement.	1	Communication delivery.	Customer
Week TBD _____	Generate a concluding PowerPoint presentation on the themes, findings, and possible suggestions emerging as a result of the needs assessment.	5	Presentation *	Allegro
Week TBD	Schedule a presentation to an appropriate audience as determined by Customer and Allegro.	1	Meeting logistics	Customer
Week TBD Final Presentation	Deliver presentation in manner to be determined by customer and Allegro	1	Presentation	Allegro/Customer

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* Denotes deliverable that requires Customer signoff. Timelines are contingent on rapid Customer signoff.

8. PROJECT RESOURCES

8.1. SERVICE PROVIDER

The following consultant(s) shall be assigned to work on the Project described in this SOW:

CONSULTANT NAME	ROLE	DESCRIPTION
(to be provided by Allegro)	Survey Implementation as defined by Additional Components Options 3 or 4.	Responsible for assisting Customer Project Manager with project schedule and direction, leading project activities, and leading the preparation of project deliverables. This individual will have completed a minimum of three (3) other successful implementations.

8.2. CUSTOMER

Customer agrees to assign resources to work on the project described in this SOW per the roles listed below:

ROLE	DESCRIPTION
Customer Project Manager	Responsible for facilitating and overseeing planned work activities and supporting project participants as needed
Customer Functional Resources	Provides insight into process steps, pass/fail criteria, and data required to accurately test business processes
Customer Environment Administrators	Provide Network, System, Database, and Security support as needed

9. PROJECT TIMELINE

The Project will be completed within 6 months from November 30, 2016.


This Agreement must comply with the applicable provisions of the Kansas Cash Basis Law, K.S.A. 10-1101 *et seq.* Customer is obligated only to make payments under this Agreement as may be lawfully made from funds budgeted and appropriated for the purposes as set forth in this Agreement during Customer's current budget year. In the event Customer does not so budget and appropriate the funds, the parties acknowledge and agree that they shall be relieved from all obligations, without penalty, under this Agreement. To the extent that Customer does so budget and appropriate funds for the purposes set forth in this Agreement, the obligations of the parties shall remain as provided herein.

10. PROJECT COST

Consulting Services

Customer agrees to pay for the Services provided per the table below. Payment dissemination will be determined and agreed upon in the table below. "In addition, Customer will pay Allegro reasonable travel

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expenses (if applicable), and additional reasonable vendor expenses (if applicable). Service Provider must receive Customer's prior approval before incurring such travel expenses and vendor expenses.

- Recommended that 10-15% of the population (internally) participate in a focus group
- Allegro will recommend focus group composition and quantity when all details are discussed
- In depth analysis of verbal data collected with a summary report and detailed supporting data (this done without breach of confidentiality)
- This does not include price of survey company... We suggest use of survey monkey type system, or special interest group
- Creation of questions and ideas directed to survey company for formatting and final decisions on formatting

Service Investment:

QTY	Unit Cost	Description	Total List Cost
2 weeks	\$5000/wk	Research and development: Allegro in-depth research and analysis of customer communications, alliances, media reprot, citizen reviews, training, etc. To determine and develop recommendations for objectives and scope of project. Attending community events and meetings that are relevant to LKPD. Study for comparison and contrast best and worst practices of PD's of similar sizes. Job shadowing.	\$10,000
1	\$5000	Communication Plan – Developed by Allegro and distributed by Customer. The communication plan will consist of, but not limited to, the following: <ul style="list-style-type: none"> - Initial communication announcing the full scale of the project and its vision. - Announcements of the focus groups, solicitations for volunteers, information describing the focus group process, what participant should expect, a volunteer form, etc. - Written communication with relevant information to participants once they are selected. - Written communication announcing the intent of the one-on-one interviews, the overall goals, what participant should expect, etc. - Informations deliverable regarding reporting, how it is to be shared, bullet pointed summary of needs assessment results, and confidentiality concerns, etc. - Informations deliverable regarding reporting, how it is to be shared, bullet pointed summary of needs assessment results, and confidentiality concerns, etc. - Written communication to survey participants on length, type, format, and purpose of survey. Topics of confidentiality and goals, etc. will be addressed. - Written communication on how to take the survey, instructions, reminders, etc. - Confidentiality agreement form created by Allegro delivered by Customer with final responsibility to "enforce" confidentiality by Customer. - Final presentation on the themes, findings, and possible suggestions emerging as a result of the needs assessment. A 60-90 minute presentation on findings to an audience chosen by the Customer in conjunction with Allegro will complete 	\$5000

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		the Communication deliverable. - Invitation to participants for the delivery of the final results presentation.	
8 minimum	\$600	Focus Groups SAMPLE – Develop <i>internal</i> focus groups comprised of the following: (need stats and org. chart to create final list along iwth point of contact) - 2-hour ESL group (8 male, 8 female) - 1-hour HR group, up to 16 people - 1.5-hour, under represented cultures, 16 people - 2-hour, under represented cultures, 16 people - 1.5-hour, Differently-abled/Disabled employees, all levels, up to 16 people - 1-hour, males, 16 people - 1-hour, females, 16 people - 2-hour, Steering committee	\$4,800
8	\$100	Interviews – 45-60 minute one-on-one interviews with Customer's leadership	\$800
8 minimum	\$600	External Focus Group development with targeted cultures	\$4,800
2	\$3000	Report Generation & Develop outline for Strategic Diversity Plan that can be shared with the public (detailed for leadership and summary for distribution)– Concise reports will be delivered on each of the following activities: Focus Groups, One-on-one Interviews, and Electronic Survey Results. Pattern analysis, Critical for in-depth needs assessment report and recommendations. Compare and contrast industry standards and best and worst practices	\$6,000
1	\$3,000 (does not include survey company fee)	Survey Development and delivery – Electronic survey development. Survey content/questions will be developed with emphasis on factors such as the four planks of MCLI, cultural and subcultural data. The results of the focus group needs assessment and programs that are already a part of the Customer's culture. This does not include price of survey company... We suggest use of survey monkey type system, or special interest group. Creation of questions and ideas directed to survey company for formatting and final decisions on formatting. We recommend a survey that would rank the diversity issues according to importance of stakeholders based on diverse criteria, like age, gender, race, religion, abilities, etc. Also included would be a section for short answers to get more depth. Have Allegro distribute these.	\$3,000
		Sub-Total	\$34,400
		<i>Special discounted rate expressly for LKPD based on full signed contract within two weeks of first submission</i>	-\$14,400
		Potential additional costs: Survey services; editing; asst. depending on LKPD assistance	\$20,000
		SOW INVESTMENT TOTAL	To be paid in thirds: 1/3rd paid with

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			signed contract by dec.5 with check for *\$6600; 1/3 rd paid by January 30 with check for \$6700; 1/3 rd paid at completion of project or by March 15 th \$6700
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This SOW is an attachment to and is subject to the terms and conditions of the Agreement entered into between the parties. The undersigned represent and warrant that they are authorized as representatives of the party on whose behalf they are signing to sign this SOW and to bind their respective party thereto.

Lawrence Kansas Police Department

T. Khatib
~~Elizabeth Ellen Clark (X represents signature)~~

Tarik Khatib
~~Elizabeth Ellen Clark~~
Chief of Police
President CEO

12/2/2016

12-5-16

Allegro Training & Consulting

Beth Clark
 Authorized Signature

Beth Clark
 Name

CEO
 Title

November 20,

2016
 Date

12-5-16

End Work to Order

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AGREEMENTS PROJECT APPROACH AND DELIVERABLES:

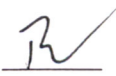
SUMMARY: TO be filled out in first two weeks of research phase of contracted work and/or when project objectives and scope are determined by Allegro in conjunction Customer...this will be an ongoing timeline agreed upon and somewhat flexible due to dynamic nature of...LKPD and Allegro commitments.

Consulting Services

Provided Customer fulfills all obligations and provides requested resources on a timely basis, Service Provider shall perform the defined activities and prepare the deliverables on a time and material basis as estimated below:

START TIME	ACTIVITY SUMMARY COMPONENTS	ESTIMATED DURATION (DAYS)	DELIVERABLE	RESPONSIBLE PARTY (PRIMARY/ SECONDARY) ANY
			Report	

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START TIME	ACTIVITY SUMMARY COMPONENTS	ESTIMATED DURATION (DAYS)	DELIVERABLE	RESPONSIBLE PARTY (PRIMARY/SECONDARY) ANY

Steering committee and Project scope

Current MCLI Steering Committee will Include: Tarik (first point of contact), Rob, Amy, Anthony, Beth, Lori Carnahan (City HR on occasion), member of the Citizens Review Board. As we get deeper into the process we will begin to add to the steering committee to get multicultural representation (Hispanic? Native American? Mental Illness? LGBTQIA? Disability? Muslim? Etc....)

MC Recruiting & Hiring	MC Associate Development	MC Organization & Community Development	MC ROI & Measurement
LKPD internal recruiting interviews, focus groups and surveys	Focus groups: Internal focus groups to "take pulse" of organization culture and determine needs	Focus groups and surveys (more "scientific" approach) to determine needs of community external View of Police Department by marginalized cultures, trust, value seen in LKPD, community reputation understanding of LKPD, communication effectiveness, idea generation.	Analysis and recommendation report for strategic diversity initiative in all four plank area
Goal: determine why employees stay with and were attracted to LKPD. What is missing, present, needed. Establish baseline information	Goal: Increase satisfaction, retention, opportunity, promotion	Goal: determine baseline for trust and satisfaction/culture. Idea generation from community organizations and individuals	Goal: Outline the beginnings of a diversity initiative and strategy based on needs assessment results
Needs for Allegro: Current recruiting strategy; Current stats/culture; events attend for recruiting	Needs for Allegro: All internal communications related to diversity; access to training (Fair and Impartial Policing, internal training...), Mentoring program, Organizational chart	Needs for Allegro: Media Strategy; any media communications attractive or targeted to particular cultures (i.e. running man; LGBTQIA) community events; community education forums...	Needs for Allegro: Statistical analysis related to diversity; Awards; ROI numbers; Allegro job shadow...
Assistance from LKPD: Steering Committee Anthony, Rob Any relevant event or training dates that Allegro might attend	Assistance from LKPD: Steering Committee Rob, Anthony Any relevant event or training dates that Allegro might attend	Assistance from LKPD: Steering Committee Amy Citizens review board active? Who and how used? If Not, develop one that truly represents marginalized culture Any relevant event or training dates that Allegro might attend	Assistance from LKPD: Tarik...communication letters emails, systems Any relevant event or training dates that Allegro might attend

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