



*City of Lawrence*

## **Project Charter**

### **Community-Police Oversight Task Force**

**MARCH 3, 2022**

## **A Note about the Project Charter**

The project charter will be reviewed by the Community Police Review Board (CPRB) and a final draft will require endorsement by the Community Police Review Board and approval of the City Commission (the project sponsor) prior to implementation. The project charter will be used as a guide for the Community-Police Oversight Force throughout the course of its work. The project manager may amend the charter to reflect changes to the scope of work, timeline or deliverables. Any amendments must be presented to the Task Force for approval with notice provided to the CPRB and City Commission.

### **1. Project Description**

A comprehensive review of the Lawrence, Kansas Police Department completed in May 2021 included 75 recommendations for changes to policies, procedures and other topics. Contained in the report were findings and recommendations pertaining to the handling of complaints against law enforcement officers, community-police relations, public trust and transparency, citizen oversight and the Community Police Review Board. The proposed project involves a review of the complaint process, including a review of the CPRB draft ordinance, relevant findings and recommendations from the Lawrence, Kansas Police Department Study and relevant laws, regulations, policies and procedures.

### **2. Project Purpose**

Review, discuss and make recommendations regarding the Community Police Review Board's proposed ordinance revisions. Assess existing policies, procedures, systems and other information relevant to the receipt and investigation of complaints against law enforcement officers in the Lawrence Police Department and citizen oversight of that process.

### **3. Project Expectations and Scope of Work**

The Community-Police Oversight Task Force will review the entire existing process in which complaints against the LKPD are handled, including complaint intake, investigation, resolution, public reporting and the CPRB's oversight role. The following provides an outline for topics within the Task Force's purview.

1. Select a consultant to provide technical and facilitation services in support of the Task Force. Oversee the work of the consultant throughout the project, including any consideration for alterations to the consultant's scope of work.
2. Document and explain the existing complaint process in a diagram.
3. Assess the existing complaint process to identify concerns and conflicts as well as opportunities to improve trust and transparency.
4. Research and review evidence-based and best practices, policies and procedures for receiving, investigating, resolving and reporting on complaints against law enforcement officers.
5. Review the CPRB proposed ordinance changes to determine if it supports the goals of the Task Force for improving the complaint process and enhancing citizen oversight.
6. Identify goals for CPRB membership, including number of board members, qualifications and strategies to achieve diverse and inclusive board composition. Review evidence-based and best

practices for board member appointment that advance goals for diverse representation and inclusion.

7. Review evidence-based and best practices and make recommendations about public reporting related to the complaint process.
8. Document and explain the proposed complaint process, including roles and responsibilities of each party involved.
9. Produce an executive summary report for the City Commission addressing the work and process conducted by the Task Force and findings and recommendations for Commission consideration.

#### 4. Business Case

The proposed project seeks to improve trust in the process in which complaints against members of the Lawrence, Kansas Police Department are handled. The complaint process and citizen oversight provided by the CPRB represent an important part of a system of oversight and accountability. Community trust in the complaint process is essential to achieving positive community-police relations and honoring the commitment to a Safe and Secure Outcome as stated in the City's Strategic Plan. The City is committed to making Lawrence a community where all people feel safe and secure and have access to trusted public and community-based safety resources.

- The proposed project will impact Safe and Secure Progress Indicator #8 (SaS #8): Percent of residents rating trust in emergency services departments as satisfied or very satisfied (Police).

The City's Strategic Plan includes three commitments for how the City accomplishes its work which are directly relevant to this project proposal.

- Community Engagement: Listen, share, and engage with our community to drive action and build trust in City government.
- Efficient and Effective Processes: Intentional and consistent delivery of city services.
- Equity and Inclusion: Fair and impartial delivery of services so that no group is disadvantaged or burdened along with having inclusive representation and participation for all.

#### 5. Task Force Membership

This project charter proposes the following Task Force membership.

1. Community Members: Five community members representing diverse communities. Each city commissioner will nominate one community member for consideration by the full Commission. Each nominee will be appointed and confirmed by a majority vote of the Commission.
2. Community Police Review Board: three members of the CPRB will be appointed by the CPRB. Note: alternatively, all seven members may serve on the Task Force which will necessitate compliance with the Kansas Open Meetings Act.
3. Lawrence, Kansas Police Department: The Chief of Police and a member of the LKPD command staff as selected by the Chief of Police.
4. Lawrence Police Officers' Association: Two members of the Lawrence Police Officers' Association as selected by the LPOA.

Additional City staff will be available to assist the Task Force with technical knowledge and project support, including members of the City Manager’s Office and City Attorney’s Office. These employees will not serve as members of the Task Force, but will attend meetings in a non-voting capacity.

## 6. Assumptions

**Facilitation:** The project team will receive facilitation and technical assistance from a consultant project manager with expertise in citizen oversight processes/systems, community policing, public engagement processes, and diversity, equity and inclusion. The consultant selection process will comply with the City’s Procurement Policy. The Task Force will oversee the consultant selection process, select the consultant and oversee the consultant’s work in coordination with the project manager. A consultant-led approach is recommended to enhance trust and effective communication among the Task Force members.

**Task Force Meetings:** Task Force meetings will occur at a City of Lawrence facility. The first meeting will occur at the Lawrence, Kansas Police Department Facility and Task Force members will decide the location of future meetings. Task Force meetings will be closed to the public in order to encourage open and candid discourse among the members.

**Updates:** Periodic status updates about the Task Force’s work will be provided to the CPRB and City Commission.

## 7. Constraints and/or Risks

Constraints on the proposed project include the following.

- **Fiscal:** The project is unbudgeted and funding for the consultant agreement and any ancillary costs will come from existing budgeted resources. As such, funding for the project is likely to come from salary savings in the City’s 2022 Adopted Budget.
- **Time Commitment:** The Citizen Oversight Task Force will be served largely by volunteers, including community leaders and Community Police Review Board members. The Task Force is expected to meet twice per month for two hours in the evening on a set schedule in order to aid volunteer Task Force members in managing this time commitment. The meeting schedule may be altered as needed with the approval of the Task Force.
- **COVID-19:** Ongoing pandemic-related safety protocol could limit the Task Force’s ability to meet in-person and a surge in COVID-19 cases could hinder the Task Force’s rate of progress. The City has developed useful solutions to mitigate pandemic-related impacts on our work, but the risk is worth noting.
- **Community Engagement:** Community members with direct or lived experience of interactions with law enforcement can provide important context and insight for the Task Force. This is especially true with communities who have historically had or are presently experiencing disproportionate contact with the criminal justice system. Input from these community members is key to the project’s outcome. Hesitancy from marginalized community members to engage with the Task Force poses a risk to the project. Community engagement methods must account for this risk.

- **Diverse Perspectives:** The proposed Task Force comprises individuals from diverse personal and professional backgrounds and the potential for conflicting ideas must be recognized and mitigated with appropriate facilitation techniques. The diversity of perspectives and healthy conflict of ideas in the Task Force forum can strengthen the proposals and subsequent buy-in from community members and employees.
- **Community Survey Data:** The City plans to undertake a community survey to evaluate public perceptions and satisfaction of various City services and operations. The survey will oversample marginalized community members to gain more authentic insight on levels of trust in public safety and other services. Data from this survey will be valuable to the Task Force but it likely will not be available until August 2022.

## **8. Public Engagement**

The Task Force will seek diverse input from the community, prioritizing marginalized communities and those experiencing disproportionate contact with the criminal justice system. Input from individuals with direct or lived experience will be sought. The public engagement process will be designed in consultation between the Task Force and consultant.

The Task Force proposal envisions a collaborative process between community leaders and direct stakeholders (CPRB members, police leadership and Lawrence Police Officers' Association leadership). Community leaders serving on the Task Force will enhance the level of public representation and collaboration in the Task Force's process. The Task Force itself will approach public engagement as a consultative process in reference to the International Association for Public Participation (IAP2) Spectrum of Public Participation (see following diagram).

# IAP2 Spectrum of Public Participation



IAP2's Spectrum of Public Participation was designed to assist with the selection of the level of participation that defines the public's role in any public participation process. The Spectrum is used internationally, and it is found in public participation plans around the world.

INCREASING IMPACT ON THE DECISION					
	<b>INFORM</b>	<b>CONSULT</b>	<b>INVOLVE</b>	<b>COLLABORATE</b>	<b>EMPOWER</b>
PUBLIC PARTICIPATION GOAL	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision making in the hands of the public.
PROMISE TO THE PUBLIC	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.

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## 9. Project Deliverables

Executive summary report to the City Commission addressing the work and process the Task Force conducted, findings and recommendations related to the entire complaint process, the Community Police Review Board's role in the complaint process and other relevant considerations for citizen oversight of the complaint process.

## 10. Project Milestones

Note: The Task Force should complete its work within four months following the selection and engagement of a consultant. The schedule below will be filled in with dates when this draft

Milestone Date	Milestone Name	Milestone Description
	RFP Issued	City staff will advertise a request for proposals (RFP) for project management, facilitation and technical support.
	Community leader appointment	City Commission reviews applications from community leaders interested in serving on the Task Force and makes appointments.

Task Force convenes	First meeting of the Task Force – member introduction, review project charter, review RFP
Task Force reviews proposals	Review consultant proposals and identify short list to invite for interviews
Consultant interviews	Short listed consultants interview with the Task Force
Consultant selection	Task Force selects consultant and forward recommendation to the City Commission
Project initiation	First meeting with consultant and Task Force – clarify scope of work and expectations for deliverables
Mid-project briefing	Consultant and Task Force chairperson present mid-project briefing to City Commission
Final Task Force report	Consultant submits final report to Task Force for review and reaction
Present report	Report presented to CPRB (if appropriate) then to the City Commission
Project closeout	Identify next steps and responsibilities for implementation of recommendations

## 11. Project Manager

\_\_\_\_\_ will serve as the project manager. The project manager is responsible for ensuring fulfillment of the following responsibilities.

- Coordinate the development and execution of the project scope and plan
- Manage the project plan, scope, timeline and budget throughout the project, and modify as needed and approved by the Task Force with notice provided to the CPRB and City Commission.
- Manage risks and threats to the project throughout the timeline
- Coordinate and facilitate work of the consultant, supporting City staff and Task Force members. Delegate functions as appropriate to ensure completion.
- Coordinate the solicitation process for consultant services and manage the consultant contract.
- Manage communications for the project team and keep the CPRB and City Commission apprised of the project team’s work. Seek guidance and approvals as needed.

## 12. Intentionally Left Blank

### 13. Authorization

Endorsement of this project charter by the project team members and the project sponsor signifies authorization to initiate the project.

Approved by the Project Sponsor:

\_\_\_\_\_  
Courtney Shipley  
Mayor

Date: \_\_\_\_\_

Endorsements

\_\_\_\_\_  
Jennifer Robinson  
Community Police Review Board Chairperson

Date: \_\_\_\_\_