Recommendations

Receive update on issues and tasks identified by the City Commission.

Executive Summary

On June 16, 2020 the City Commission discussed and provided direction on 12 issues and tasks related to equity, community policing, criminal justice, homelessness, mental health and other public safety concerns. This report provides a status update on progress and planning in response to the Commission's discussion of these items as well as resources related to a few of the specific tasks.

Other work is underway that either encompasses or connects to expectations identified in the 12 item list. The Human Relations Commission and Community Police Review Board have initiated work directly related to the list as well as other tasks. The City recently advertised a request for proposals for a comprehensive study of the Lawrence Police Department which encompasses many of the expectations identified in the Commission's plan. City staff, including the Interim Chief of Police, City Manager and an Assistant City Manager are committed to participating in the work of the Douglas County Criminal Justice Coordinating Council, some of which connects to the plan. These and other efforts are made in addition to those directly in response to the Commission's discussion on the 12 items.

Please see the attached tracking report for notes about and an update on each task. Additionally, please see the attached City of Lawrence Police Department Comprehensive Study request for proposals for a detailed description of the anticipated scope of work.

Strategic Plan Critical Success Factor

Effective Governance/Professional Administration

Fiscal Impact

Not applicable

Action Requested

Receive update on tracking report

Previous Agenda Reports:
June 23, 2020 City Commission Agenda, Regular Agenda Item No. 6

Discussion of and direction on items discussed on June 9, 2020 Commission comments.

ACTION: Discussion of and direction on items discussed on June 9, 2020 Commission comments.

Agenda Item Report 20-465 (Updated 06/15/20) - Pdf

Attachments

07-21-2020 Tracking Report for City Commission's 12 Item Plan
2020 City of Lawrence Police Department Comprehensive Study
City Commission’s 12 Item Work Plan Tracking Report

Date of Update: July 21, 2020

Task No. 1
Description: Decriminalization of behaviors related to houselessness, drug use or addiction, mental health, and non-person crimes, and removal of fines associated with these items.

Additional Discussion: City staff will develop options for a future discussion session and consideration of an ordinance.

Data presented with this task should include the number and type of person and non-person crimes related to these behaviors, number and types of violations related to detainment in Douglas County jail, type of crimes recommended for decriminalization and possible considerations, and police interactions related to these behaviors (not just arrest data).

Timeline: Provide periodic status updates and return with a report and options in six months (approximately December).

Progress Update: Staff is compiling a comprehensive list of charges and crimes and will provide a report when complete.

Status: In progress. Anticipated completion around December.

Task No. 2
Description: Establish a mental health and addiction crisis response team and reallocate funds from law enforcement to partners or employees in these areas to address these issues.

Additional Discussion: City staff will work with partner organizations to develop programming and budget needs for a proposal to the City Commission within three months.

Efforts should include county partners and other organizations in these conversations. Existing inter-local agreements may be utilized. Current resources, such as the crisis response team, Bert Nash, County and mental health crisis center should be considered. Douglas County emergency communications should be included in these conversations.

Timeline: Return to Commission with program and budget proposals in three months. The timeline will need to be extended to run concurrently with the Police Department Comprehensive Study.

Progress: City staff are working to engage the numerous agency stakeholders on this task. Additionally a request for proposals (RFP) for a comprehensive study of the Police Department was recently advertised by the City. The scope of work contemplated in that RFP encompasses and will guide much of the work of this task (see attached RFP).

Status: In progress.
Task No. 3
Description: Law enforcement should not respond to other City ordinance violations, including complaints about noise, lawns, or vehicles, allocating these violations/complaints to relevant departments, or a single department that responds to such issues, along with the proportional funding dedicated to these events.

Additional Discussion: Staff will develop and propose alternatives for consideration by the Commission within two months. Recommendations will need to consider the need for 24 hour response to complaints (e.g. noise and vehicle issues).

Timeline: Present a report in two months (August/September). Additional time will be needed to develop recommendations, including work plans, policies, and ordinances when necessary and resource needs to reassign enforcement duties.

Progress Update: Staff is compiling a comprehensive list of municipal offenses as well as identifying each official or department currently responsible for enforcement. This task is included in the scope of work advertised in the Police Department Comprehensive Study RFP.

Status: In progress. Additional time likely needed.

Task No. 4
Description: Community Police Review Board and Human Relations Commission should meet and provide an opportunity for the community to engage in the conversations. The boards should be urged to consider the use of 8 Can't-Wait Campaign, Campaign Zero, and Government Alliance on Racial and Equity (GARE) as resources and guides through this process.

Additional Discussion: The listening and engagement public forums may overlap or be coordinated with the City Commission’s planned sessions.

Timeline: 30 days (approximately August).

Progress Update: The Human Relations Commission and Community Police Review Board met and began these conversations. Chairs of the Community Police Review Board and Human Relations Commission are discussing a joint meeting between the two boards. A community engagement forum is being discussed although this may overlap with listening and engagement forums planned by the City Commission. The Human Relations Commission (as well as Affordable Housing Advisory Board) have received presentations on the GARE Toolkit.

Status: In progress.

Task No. 5
Description: City more actively engage with Douglas County in discussions to reduce the jail population.

Additional Discussion: County personnel will be asked to present to the City Commission within 30 days on the background, data, and current and recent work in this area. Staff will allocate
resources to actively participate in and support the work of the Criminal Justice Coordinating Council and report to commission on progress. Initially this will be a quarterly report.

**Timeline:** 30 days (approximately August).

**Progress Update:** County staff will present to the City Commission at their July 28, 2020 meeting. Additional City staff will be attending and working with the Criminal Justice Coordinating Council, including the interim chief of police, city manager and an assistant city manager.

**Status:** In progress.

**Task No. 6**
**Description:** Authorize the Mayor to commit to Obama Foundation’s Mayor’s Challenge.

**Additional Discussion:** The pledge calls for municipalities to commit to the following: 1) review police use of force policies; 2) engage communities by including a diverse range of input, experiences, and stories in the review; 3) report the findings of the review to the community and seek feedback; 4) reform the community’s police use of force policies.

**Timeline:** 30 days (approximately August).

**Progress Update:** City commissioners authorized the Mayor to commit to the Challenge on July 7, 2020. The actual work to fulfill the challenge is ongoing and being undertaken by community boards such as the Criminal Justice Coordinating Council, Human Relations Commission and Community Police Review Board.

**Status:** Complete.

**Task No. 7**
**Description:** Plan and conduct a listening session with the City Commission and community members where community members can share ideas on how to move on this action plan.

**Additional Discussion:** Staff should plan for and arrange a listening and engagement event (most likely a remote/digital format) within 30 days.

To build trust, staff recommends that the appropriate community stakeholders be identified, invited, and included in shaping listening meetings. A third-party facilitator should be engaged to facilitate meetings. Meetings should be held in places where everyone knows they will be heard and are comfortable being heard. Meetings should have a clear sense of direction, the GARE framework provides appropriate guidelines.

**Timeline:** 30 days (approximately August).

**Progress Update:** City staff has prepared a framework for the listening and engagement plan and will seek commissioners’ feedback to refine.
Status: In progress.

**Task No. 8**
**Description:** Pursue Commission on Accreditation of Law Enforcement Agencies (CALEA) Certification of the police department.

**Additional Discussion:** None.

**Timeline:** CALEA accreditation is a multi-year effort. Date of completion has yet to be identified.

**Progress Update:** Staff continue working toward this goal and the consultant-led Police Department Comprehensive Study will support the effort.

Status: In progress.

**Task No. 9**
**Description:** Revisit the requirements to be appointed as a member of the Community Police Review Board.

**Additional Discussion:** The Board should consider prohibiting factors to Board appointment (e.g. past convictions). The Community Police Review Board will also review the Board’s scope and role as outlined in City Code for recommendations.

**Timeline:** The City Commission’s action set a 30 day timeline.

**Progress Update:** The Community Police Review Board began discussing this item at its June 23, 2020 meeting and formed a working group (sub-committee) to bring recommendations on this and other topics back to the Board within 90 days. The sub-committee’s recommendations will be considered by the full Board before forwarding to the City Commission.

Status: In progress.

**Task No. 10**
**Description:** Reconsider Chapter 13 of the City's ordinances, which charges law enforcement with their role in the community.

**Additional Discussion:** Reconsideration should address the questions of law enforcement officers’ functions and charge, role in providing safety and security, powers and duties, as well as issues of neglect of duty.

**Timeline:** The Commission established a timeline of three months (approximately September/October).

**Progress Update:** Work on this task is underway by community boards, including the Community Police Review Board, and the upcoming Police Department Comprehensive Study
encompass this work and discussion. Staff anticipates engaging the City Commission in this
discussion following substantial completion of these ongoing efforts to allow for community and
stakeholder input.

Status: In progress.

**Task No. 11**
**Description:** Consider community safety broadly, including public health, economic equality,
environmental design, and other primary prevention focused safety considerations and invest
accordingly.

Additional Discussion: Staff plans on engaging commissioners in discussions through the City
Commission’s Strategic Plan process as well as the consultant-led Police Department
Comprehensive Study.

**Timeline:** To be determined.

**Progress Update:** Strategic Plan discussions are ongoing with a Commission retreat scheduled
July 25, 2020. The consultant-led study timeline will be solidified through the consultant
selection process.

Status: In progress.

**Task No. 12**
**Description:** Establish an intervention team for community members experiencing
homelessness.

Additional Discussion: Develop a point of entry that would allow better understanding and/or
responses for individuals experiencing homelessness. City staff will work with partner agencies
to develop and propose options for Commission consideration. This may likely involve similar
partners as Task No. 2 (above).

**Timeline:** Three months (approximately September/October). May need to extend timeline to
run concurrently with the Police Department study.

**Progress Update:** Staff is working with partner agencies to schedule discussions. Additionally
the scope of work in the Police Department Comprehensive Study RFP contemplates work on
this task.

Status: In progress.
CITY OF LAWRENCE REQUEST FOR PROPOSAL (RFP)

RFP Number: R2008

Purpose of RFP: The City of Lawrence (City) is interested in a third-party review of Lawrence Police Department (Department) operations, polices, procedures, staffing needs, organizational and leadership structures, and other relevant items described in this Request for Proposals (RFP). The City seeks proposals from qualified consultants with experience working on national-level issues with local police organizations to conduct this comprehensive management study. The results will be used to guide the department in pursuit of its goals as a high performing, responsive, modern police organization that exceeds expectations for fair and equitable policing and enhances the safety of all community members in their daily lives and in interactions with police.

RFP Description: The RFP describes a preliminary/potential scope of work for an external comprehensive management study of the Department, which will include common elements of management consulting and strategic planning.

Department: City Manager’s Office

Contacts: Please contact Brandon McGuire, Assistant City Manager with questions about this solicitation or the project bmcguire@lawrenceks.org; 785-760-4190.

Pre-submission Requirements: No pre-submission site visit required. A non-mandatory pre-submission meeting is scheduled for 1:00 PM (CST) on Monday, July 27, 2020. The meeting will be conducted by Zoom. Consultants interested in participating in the non-mandatory pre-submission meeting must notify Brandon McGuire at the contact information above by 5:00 PM CST on Friday, July 24, 2020. Interested consultants are encouraged to send questions to Brandon McGuire in advance of the meeting, preferably by the notification deadline. Instructions to access the Zoom meeting will be sent prior to the meeting to those consultants who have notified the City of their interest to participate.

Copy Requirements: Interested firms must submit proposals electronically by email to Brandon McGuire. The format for submissions must be compatible with common Microsoft Windows and/or Portable Document Format (PDF) software applications.

Due Date & Time: Proposals must be submitted by the consultant and received by the City by 1:00 PM (CST) on August 17, 2020. The City will confirm through email when submission materials are received from a prospective consultant. Consultants are responsible for ensuring
that their materials are received by the City prior to the submission deadline. Submissions will not be opened until the submission deadline has expired.

**Submit To Address:** Submissions must be emailed to bmcguire@lawrenceks.org. Note the RFP number in the email subject heading.
I. Background
The City of Lawrence (City) seeks an experienced management consultant to conduct a comprehensive management study for the Lawrence Police Department (Department). Preferred consultants will have specific experience in leading-edge policing practices and organizational leadership within the disciplines of law enforcement and equity and inclusion. The purpose of the study is to produce a comprehensive report which will aid development of the Department’s strategic plan and transformation of the department in response to changing operational needs, community expectations and the national narrative around policing and race relations.

The Department faces a transition in leadership with the former Police Chief’s recent resignation. The former Chief began service in October 2017 following a national recruitment. Community expectations have also changed with stakeholders engaging the City to develop new oversight and accountability measures and new policies reflecting expectations for fair, equitable and culturally inclusive policing practices. As a note, the Department uses the Lexipol service to review and manage its policy manual. The Department is currently participating in a disproportionate minority contact study, is developing its first strategic plan and is constructing a new consolidated police facility. Department personnel has undertaken training to develop new competencies in cultural sensitivity and inclusiveness and mental health first aid. Operationally, the department has seen a consistent wave of retirements leading to a loss of organizational experience combined with difficulty recruiting, retaining and supporting new talent resulting in part from the national and local narrative around police-race relations and in part due to organizational communication and leadership challenges.

The department and its 155 commissioned officers and 29 civilian employees enjoy a rich history and tradition. Many strengths are present which benefit the Department today and may be leveraged to accomplish the Department’s goals for high achievement as a modern police organization. As the search for the next Police Chief begins, the results of this study will inform the City Manager’s recruitment process and hiring decision. The consultant’s recommendations will guide the next Police Chief as they transition into this key leadership role. The study will also lay groundwork for the department’s strategic direction and help the leadership team understand and meet stakeholder expectations, including those of Department staff, the Lawrence Police Officers Association, the City Commission and community stakeholders. The selected consultant will work closely with these and other diverse stakeholders in their study process.

II. Study Objectives and Anticipated Scope of Work
The selected consultant will conduct a comprehensive management study, including analysis, review and recommendations of department policies relevant to the scope of work, procedures, processes, staffing levels, organizational structure and leadership. As envisioned, the consultant’s scope of work will include the following tasks in addition to other relevant tasks identified in the consultant selection process prior to reaching final agreement on the scope of work.

- Evaluate employee engagement levels within the Department’s commissioned and non-commissioned staff and provide recommendations to strengthen the work environment, organizational culture and employee fulfillment in alignment with the mission, vision, values and goals of the Department as well as the City organization.
RFP No. R2008  
City of Lawrence Police Department Comprehensive Management Study

- Evaluate and provide recommendations regarding the Department’s responsiveness to and ability to equitably serve all community members, including members of marginalized groups within the Lawrence community.
- Evaluate the police department for modern policing practices, identifying where they presently exist and provide recommendations for the adoption of new practices where opportunities exist to do so.
- Lay groundwork and establish a process for the Department to achieve accreditation by the Commission on Accreditation of Law Enforcement Agencies (CALEA).
- Evaluate and make recommendations on Department staffing levels. The Department previously analyzed Patrol staffing levels using the Michigan State University School of Criminal Justice model. The consultant will review and expand on this analysis to include all commissioned and non-commissioned Department personnel.
- Evaluate and make recommendations on Department command and leadership structure and capability.
- Develop a position profile for the police chief position.
- In light of national momentum for police reform, and in the context of local expectations, evaluate and provide recommendations for best practices and specific systems for on-going public engagement with the police department.
- Recommend alternatives to police response for current and traditional police calls for service.
- Evaluate and provide recommendations on hiring, training and professional development needs for the maintenance of a high performing organizational culture.
- Evaluate and make recommendations regarding statistical and data reporting systems and public reporting protocol.
- Evaluate and make recommendations regarding interactions with and service provided by Douglas County Emergency Communications and booking and holding facilities.
- Review work completed to-date on the Department’s strategic plan and work with Department leadership and stakeholders, including the Community Police Review Board, to complete this effort.
- For each task in the scope of work, where appropriate, provide metrics for the City’s use in evaluating the effectiveness of implementation.

The Lawrence Police Department Study will be of interest to many community members and stakeholder groups. Genuine and effective stakeholder engagement strategies that provide all stakeholders with a voice in this process is as important as the results of the study itself. The selected consultant will facilitate a robust stakeholder engagement effort, examples of which include survey work, focus group meetings, public meetings and other best practices. The effort must capture the voices of diverse stakeholders, including but not limited to commissioned and civilian Department staff, Lawrence Police Officers Association, racial and ethnic minority communities, LGBTQ+ community, community members experiencing homelessness, and advocates and service providers in the areas of homelessness, sexual violence, domestic violence, mental health, civil rights and marginalized community members. Additional stakeholder groups include the City’s Community Police Review Board and Human Relations Commission as well as the Douglas County Criminal Justice Coordinating Council. Additional stakeholder agencies may include Lawrence Memorial Hospital, Douglas County Government...
III. Proposal Instructions
Interested consultants should submit proposals in response to this request for proposals. Proposals must be structured to include each of the components described in the following list. Proposals should be sequenced in the same order as this list and each section should be clearly labeled. Each component of the consultant’s proposal must adhere to the maximum length guidelines assigned to each component below.

1. **Project Team and Experience:** The City is interested in evaluating the consultant’s project team that will actually perform work on this study. Proposals must identify the consultant’s project manager, subject matter expert(s) and additional team members who will specifically be assigned leadership responsibility for this project. This does not need to include the firms’ full resources, rather it should focus on the consultant’s lead project management team assigned to this project. Describe each project management team member’s qualifications and experience directly relevant to the envisioned scope of work described in this RFP. Describe additional resources, if any, the consultant plans/proposes to utilize during the course of the study, including subcontractors. Proposals must describe the percentage of support each of the consultant team members will provide for the project as well as the percent of each team member’s total work capacity that this project commitment represents.
   - **Instructions:** Response limited to 2 pages.

2. **Project Approach and Methodology:** Describe the consultant’s approach to the study based on the scope of work envisioned in this RFP plus any additional tasks proposed or recommended by the consultant. The description must address the consultant’s proposed approach to stakeholder engagement in the study process.
   - **Instructions:** Response limited to 4 pages.

3. **Data Competency:** Describe the consultant’s experience, ability and competency working with, analyzing and presenting complex data sets, data systems and processes. Please note specific knowledge of law enforcement related data and data systems.
   - **Instructions:** Response limited to 1 page.

4. **Project Timeline:** Provide a detailed schedule or timeline for each task and deliverable addressed in the consultant’s project methodology.
   - **Instructions:** Response limited to 1 page.

5. **Risk Assessment:** The City is interested in identifying and planning for risks to successful project delivery. Consultant proposals should identify and describe controllable and uncontrollable risks to project delivery as well as solutions to manage or mitigate those risks.
   - **Instructions:** Use the attached Risk Assessment Form.
   - **Response limited to 4 pages total.**

6. **Past Project Experience:** Provide three professional references from the consultant’s previous engagements in directly comparable projects, including contact information for
the project or agency that the City can use to conduct reference interviews. Proposals should explain the role of the consultant’s project team members assigned to this RFP/study in working on the referenced projects. In this section the consultant should concisely explain how each past engagement is comparable to this project and scope of work. The City reserves the right to contact and interview the consultant’s references as part of the evaluation process.

- **Instructions**: Response limited to 1 page.

7. **Consultant’s Needs and Assumptions**: Describe the consultant’s data and information needs, including access to software and databases as well as data formatting needs, plus any additional assumptions about the project made by the consultant in preparation of their proposal.

- **Instructions**: Response limited to 2 pages.

8. **Fee Schedule and Maximum Cost**: As a separate document from the consultant’s proposal, provide a fee schedule and proposed maximum or total fee for the consultant’s project proposal.

- **Instructions**: The fee schedule and proposed maximum fee must be submitted in a separate document from the consultant’s proposal.

- **Instructions**: The selection committee will perform a cost reasonableness evaluation. The City reserves the right to not consider any proposal with a cost that is 30% above or below the average of all of the proposals (regardless of ranking). Additionally, the City reserves the right to interview consultants whose cost proposals are within a reasonable range of each other.

- **Response limited to 1 page**.

9. **Samples of Work (Optional)**: As a separate document, consultants may submit work product samples from their work on comparable previous projects. This is not a requirement and these work samples will not be scored in the selection committee’s evaluation. This must be submitted as a separate document from the consultant’s proposal. The samples of work are not subject to page limitations.

Proposals must be submitted electronically in compatible format with standard Office and Portable Document Format (PDF) software applications.

Consultant proposals are due by **1:00 PM Central Standard Time on August 17, 2020**. Email proposals to Brandon McGuire at bmcguire@lawrenceks.org and include the RFP number in the subject line. Interested consultants who need to use an alternative method to transfer work samples that contain large file sizes may contact Brandon McGuire at the provided email address or by phone at (785) 760-4190 to arrange the file transfer prior to the submission deadline.

**IV. Proposal Evaluation Criteria and Consultant Selection**

Proposals will be reviewed by a selection committee consisting of City staff and community stakeholders. The selection committee will evaluate proposals using the following criteria:

1. Consultant’s project team’s related project experience (10 points possible)
2. Consultant’s proposed approach to the project, including planning and tasks, stakeholder engagement, project schedule and timeline (10 points possible)
3. Consultants risk identification and risk mitigation or risk management proposal (20 points possible)
4. Consultant’s knowledge, experience and competency with relevant data sets and data systems (10 points possible)
5. Other intangible criteria, including knowledge of the City of Lawrence organization and community dynamics, knowledge of legal framework (e.g. Kansas Statutes and City Code), knowledge of industry standards and best practices (10 points possible)
6. Interviews, if the selection team decides to interview (10 points possible)
7. Interviews with references (5 possible points)

Following the selection committee’s scoring process, the committee reserves the right to conduct interviews with consultant teams. Interviews will be conducted with the specific consultant’s project team identified in the consultant’s proposal. Interviews may consist of a group interview with the consultant’s project team plus individual interviews with each of the consultant’s project team members. Additional interview instructions will be provided to select vendors prior to interviews. From the interview process, the City and preferred consultant will negotiate a final scope of work and professional services agreement.

The selection process is expected to be conducted according to the following timeline which is subject to variation.

<table>
<thead>
<tr>
<th></th>
<th>Advertise request for proposals</th>
<th>July 17, 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>Consultants must notify Brandon McGuire of interest in attending pre-submission meeting. Questions submitted preferably by this same deadline.</td>
<td>July 24, 2020 by 5:00 PM CST</td>
</tr>
<tr>
<td>2</td>
<td>Pre-submission meeting with interested consultants</td>
<td>July 27, 2020 at 1:00 PM CST</td>
</tr>
<tr>
<td>3</td>
<td>Proposal submissions due</td>
<td>August 17, 2020 at 1:00 PM CST</td>
</tr>
<tr>
<td>4</td>
<td>Completion of City selection committee review and ranking</td>
<td>August 27, 2020</td>
</tr>
<tr>
<td>5</td>
<td>Notification of vendors selected for interviews with selection committee if desired</td>
<td>August 31, 2020</td>
</tr>
<tr>
<td>6</td>
<td>Interviews with vendors selected by City committee (via Zoom)</td>
<td>Completed by September 11, 2020</td>
</tr>
<tr>
<td>7</td>
<td>Clarification and negotiation with preferred consultant</td>
<td>To be determined</td>
</tr>
<tr>
<td>8</td>
<td>Final scope of work and professional services agreement authorized by City Commission (if necessary) or signed by City Manager</td>
<td>To be determined</td>
</tr>
<tr>
<td>9</td>
<td>Consultant begin study</td>
<td>To be determined</td>
</tr>
</tbody>
</table>

V. Equal Opportunity Agreement
The contractor agrees that the contractor shall observe the provisions of the Kansas Act Against Discrimination and shall not discriminate against any person in the performance of work under the present contract because of race, religion, color, sex, disability, national origin or ancestry. The contractor shall in all solicitations or advertisements for employees include the phrase, “equal opportunity employer.” The contractor agrees that if the contractor fails to comply with the manner in which the contractor reports to the Kansas Human Rights Commission in accordance with the provisions of K.S.A. 44-1031 and amendments thereto, the contractor shall
be deemed to have breached the present contract and it may be canceled, terminated or suspended, in whole or in part, by the City. If the contractor is found guilty of a violation of the Kansas Act Against Discrimination under a decision or order of the Commission which has become final, the contractor shall be deemed to have breached the present contract and it may be canceled, terminated or suspended, in whole or in part, by the City.
This template must be used. Please do not modify the template (with the exception of deletion of the instructions).

You may copy/paste to add or delete individual Risk items, but do not exceed the specified page limits.

Please use the following format:

- **Risk #** – Title of the Risk (critical aspect of the scope)
- **Why is it a Risk?** – A brief description of why the risk is critical to a successful project outcome.
- **Solution** – describe all of the following: (a) action steps that will be taken to successfully execute this aspect of the scope, and (b) technical expertise/experience to ensure the proposed action steps will fulfil the Scope of Work.

**Bullet points may be useful for listing recommended action steps.**

(2 pages maximum)
(You may delete all of these instructions)

**SECTION 1 – ASSESSMENT OF CONTROLLABLE RISKS**

<table>
<thead>
<tr>
<th>Risk 1:</th>
<th>Why is it a Risk?</th>
<th>Solution:</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Risk 2:</th>
<th>Why is it a Risk?</th>
<th>Solution:</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Risk 3:</th>
<th>Why is it a Risk?</th>
<th>Solution:</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Risk 4:</th>
<th>Why is it a Risk?</th>
<th>Solution:</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Risk 5:</th>
<th>Why is it a Risk?</th>
<th>Solution:</th>
</tr>
</thead>
</table>
PROPOSAL FORM 5 – RISK ASSESSMENT (NON-CONTROLLABLE)

This template must be used. Please do not modify the template (with the exception of deletion of the instructions).

You may copy/paste to add or delete individual Risk items, but do not exceed the specified page limits.

Please use the following format:

- Risk # – Title of the Risk item
- Why is it a Risk? – A brief description of how the risk may impact the project (cost/schedule/scope/quality).
- Solution – include all of the following: (a) action steps to prevent the risk from occurring, (b) definition of potential impacts to project cost/schedule/scope/quality if the risk does occur, and (c) recommended response plan if the risk does occur.

Bullet points may be useful for listing recommended action steps.

(2 pages maximum)

(You may delete all of these instructions)

SECTION 2 – ASSESSMENT OF NON-CONTROLLABLE RISKS

Risk 1:
Why is it a Risk?  
Solution:

Risk 2:
Why is it a Risk?  
Solution:

Risk 3:
Why is it a Risk?  
Solution:

Risk 4:
Why is it a Risk?  
Solution:

Risk 5:
Why is it a Risk?  
Solution: