Jacksonville Sheriff's Office

Duval County, Florida

Mike Williams, Sheriff

501 E. Bay Street
Jacksonville, FL 32202

To: Gregory Pease
Chief of Procurement

Thru: Bill Clement, CPA
Chief of Budget & Management Division

From: Tom Hackney
Director of Personnel & Professional Standards

Larry Schmitt
Chief of Personnel Services

Bart Laird
Manager of Personnel Services

Subject: P-21-16 (Contract #10198) Police Lieutenant & Police Sergeant Promotional Process Development and Implementation of Subcommittee Report

Date: May 10, 2017

We are requesting to utilize the first of four (4) one (1) year renewal options with Industrial/Organizational Solutions (IOS) from May 2, 2017 through May 1, 2018. We are requesting to include Military Make-up exams for those JSO members who are or will be on military duty when the original exams are conducted, written job knowledge exams for the Police Sergeant and Police Lieutenant ranks and written job knowledge exams and assessment centers for the Corrections Sergeant and Lieutenant ranks. The expenditure amount for the renewal is $376,113.00 for a revised total not to exceed expenditure amount of $530,379.00. The funding source is SHPP011PR – 03109. Attached are the quotes from Industrial/Organizational Solutions (IOS) for your review.

Attachment: Vendor Statements of Work

INDUSTRIAL/ORGANIZATIONAL SOLUTIONS
EXPERTS IN THE SCIENCE OF PUBLIC SAFETY SELECTION

Statement of Work

Client: City of Jacksonville

Project Title: Military Make-up, Police Lieutenant & Sergeant Promotional Process Implementation

Under Agreement P-21-16 signed on May 2, 2016

Date: July 28, 2016

The purpose of this document is to describe the components of the assessment center administration, result preparation and technical reporting for the military make-ups of the 2016 sergeant and lieutenant promotional processes and to document the costs associated with the project. The following was stated in Agreement P-21-16, signed on May2, 2016,"Should military assessments need to be administered, IOS will assess our hourly rate to implement that future process". The table on the following page will describe the anticipated project steps and associated costs. Should any component of the project need to be modified, IOS will contact the client and explain the required modification and any associated pricing change. Any future change in the proposed project must be mutually acceptable to the Client and IOS.

IOS will submit the invoice upon project completion. The proposed price is fixed-firm and will be invoiced in total.

The following table(s) contain a breakdown of the project steps and associated costs.

Project Step	*Consultant Hrs.*	*Consulting Assoc. Hrs.*	*Tech. Wrtr. Hrs*	*Admin. Hrs.*	*Cost*
Assessment Center Development	***30***	***38***	***0***	***6***	**$8,610**
Develop schedule to process 9 Sgt. candidates and 1 Lt. candidate using the same pattern as recently deployed for Sgt. and Lt. processes (Lt candidate, one exercise per day over 3 days; Sgt candidates, one exercise per day over 2 days).	2				
Recruit assessors and coordinate travel logistics (estimated 9 assessors - all 9 will be qualified to conduct Lt. assessment rating)	1	8			
Administer the assessment center (Training and Lt assessment in morning, Sgt. assessment in afternoon.)	24	24			
Compile assessment scores and conduct quality controls.	2	2		2	
Develop candidate feedback reports.	1	4		4	
Technical Report	***2***	***2***	***0***	***0***	**$520**
Update technical report	2	2			
Project Expenses					**$11,701**
Consultant travel-related costs	$3,730				
Assessor travel-related cost	$7,971				
Assessment facility cost	TBD				
TOTAL PROJECT INVESTMENT					**$20,831**

Schedule of Hourly Rates - IOS 2016

Category	*Rate*
Consultant/Industrial Psychologist	$185/hour
Consulting Associate	$75/hour
Technical Writer	$70/hour
Administrative Assistant	$35/hour

Assumptions made in project steps and costs:

- A new candidate orientation is not necessary. Candidates will be advised to watch the recorded orientation.
- The assessment facility will be invoiced at cost.
- Two IOS staff onsite for AC.

Acceptance by IOS:

Industrial/Organizational Solutions, Inc. (d.b.a. I/O Solutions, Inc.; IOS, Inc.) agrees to conduct the work outlined herein according to a timeline that is mutually agreeable to both parties.

Chad C. Legel

_____

Signature of Authorized Agent

President & CEO

_____

Title of Authorized Agent

July 28, 2016

_____

Date

INDUSTRIAL/ORGANIZATIONAL SOLUTIONS
PUBLIC SAFETY SELECTION EXPERTS

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Westchester, IL 60154
708. 410. 0200 (office)
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888. 784. 1290
www.iosolutions.org
www.publicsafetyrecruitment.com

May 10, 2017

Dear Mr. Laird,

Industrial/Organizational Solutions, Inc. (IOS) is pleased to have the opportunity to present this cost proposal for an addendum to the contract between the City of Jacksonville and IOS, Inc., dated May 2, 2016. This cost proposal includes the original work, outlined in the existing contract, as well as the addition of written job knowledge exams for the Police Sergeant and Lieutenant ranks, and written job knowledge exams and assessment centers for the Corrections Sergeant and Lieutenant ranks. We would welcome the opportunity to discuss the cost proposal with you or to clarify any points about which you may have questions.

We truly look forward to continuing our work with Jacksonville Sheriff's Office.

Best regards,

Chad C. Legel, M.S.
President & CEO IOS, Inc.

Police Lieutenant

Project Step	Consultant Hrs.	Consulting Assoc. Hrs	Tech. Wrtr. Hrs	Admin. Hrs.	Cost
Job Analysis	*24*	*28*	*0*	*5*	$6,715
Conduct a job analysis consisting of incumbent interviews, JAQ design and deployment and analysis. Work with SMEs, based on job analysis results, to develop a high level written exam and AC plan and weights for each component.	24	28		5	
Written Job Knowledge Exam Development	*40*	*26*	*159*	*0*	$20,480
Work with SMEs to design the exam plan/blueprint based on review of essential knowledge areas, identification of knowledge sources, and allocation of items by source/knowledge.	6				
Draft approximately 300 exam items.		10	144		
Conduct item review meeting with SMEs to assess relevance and accuracy as well as collect item difficulty ratings and CVRs.	10	10			
Construct final examination.			5		
Administer examination on-site and provide scores to candidates immediately.	8				
Prepare appeals materials and provide a response to appeals.	2	6	10		
Participate in Protest Review Hearing	8				
Score exam and conduct item level analysis and impact analysis.	6				
Assessment Center Development	*111*	*54*	*0*	*14*	$25,075
Design three assessment center exercises based on input from SMEs, including candidate preparation materials, scripts, and rating criteria/guidelines.	34				
Develop parallel assessment center exercises to be administered to any returning military personnel.	30				
Review exercises with SMEs to refine exercise details and ensure accuracy of criteria.	8				
Develop efficient assessment schedule and coordinate needs for assessment site.	4				
Recruit assessors and coordinate travel logistics (estimated 7 assessors - 2, 3-person panels plus 1 back-up assessor)	1	8			
Administer the assessment center (estimated 35 candidates: 3 staff, 1 training day plus 3 assessment days)	32	32			
Compile assessment scores and conduct quality controls.	2	6		6	
Develop candidate feedback reports.		8		8	
Candidate Orientation Presentation	*8*	*0*	*0*	*0*	$1,480
Prepare and deliver a candidate preparation/orientation document and presentation.	8				
Technical Report	*3*	*10*	*0*	*0*	$1,305
Draft report to document test development, validation and results.	3	10			
Project Expenses					$28,738
Consultant travel-related costs	$11,228				
Assessor travel-related cost	$9,240				
Role-player costs	$2,600				
Assessment facility cost	$4,500				
Cater lunches at assessment site.	$540				
Administrative costs (shipping, freight, printing, recording media)	$630				
TOTAL PROJECT INVESTMENT					$83,793

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Police Sergeant

Project Step	Consultant Hrs.	Consulting Assoc. Hrs.	Tech. Wrtr. Hrs	Admin. Hrs.	Cost
Job Analysis Update	*24*	*32*	*0*	*5*	$7,015
Conduct a job analysis consisting of incumbent interviews, JAQ design and deployment and analysis. Work with SMEs, based on job analysis results, to develop a high level written exam and AC plan and weights for each component.	24	32		5	
Written Job Knowledge Exam Development	*40*	*32*	*173*	*0*	$21,910
Work with SMEs to design the exam plan/blueprint based on review of essential knowledge areas, identification of knowledge sources, and allocation of items by source/knowledge.	6				
Draft 300 exam items.		10	144		
Conduct item review meeting with SMEs to assess relevance and accuracy as well as collect item difficulty ratings and CVRs.	10	10			
Construct final examination.			5		
Administer examination on-site and provide scores to candidates immediately.	8				
Prepare appeals materials and provide a response to appeals.	2	12	24		
Participate in Protest Review Hearing	8				
Score exam and conduct item level analysis and impact analysis.	6				
Assessment Center Development	*113*	*100*	*0*	*24*	$29,245
Design three assessment center exercises based on input from SMEs, including candidate preparation materials, scripts, and rating criteria/guidelines.	34				
Develop parallel assessment center exercises to be administered to any returning military personnel.	30				
Review exercises with SMEs to refine exercise details and ensure accuracy of criteria.	8				
Develop efficient assessment schedule and coordinate needs for assessment site.	4				
Recruit assessors and coordinate travel logistics (estimated 25 assessors - 12, 2-person panels plus 1 back-up assessor)	2	14			
Administer the assessment center (estimated 200 candidates: 3 staff, 1 training day plus 3 assessment days)	32	64			
Compile assessment scores and conduct quality controls.	3	6		8	
Develop candidate feedback reports.		16		16	
Candidate Orientation Presentation	*8*	*0*	*0*	*0*	$1,480
Prepare and deliver a candidate preparation/orientation document and presentation.	8				
Technical Report	*3*	*10*	*0*	*0*	$1,305
Draft report to document test development, validation and results.	3	10			
Project Expenses					$50,243
Consultant travel-related costs	$11,228				
Assessor travel-related cost (25 assessors)	$33,000				
Assessment facility cost	$4,500				
Cater lunches at assessment site.	$540				
Administrative costs (shipping, freight, printing, recording media)	$975				
TOTAL PROJECT INVESTMENT					$111,198

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Corrections Lieutenant

Project Step	Consultant Hrs.	Consulting Assoc. Hrs.	Tech. Wrtr. Hrs	Admin. Hrs.	Cost
Job Analysis	*24*	*28*	*0*	*5*	$6,715
Conduct a job analysis consisting of incumbent interviews, JAQ design and deployment and analysis. Work with SMEs, based on job analysis results, to develop a high level written exam and AC plan and weights for each component.	24	28		5	
Written Job Knowledge Exam Development	*40*	*26*	*159*	*0*	$20,480
Work with SMEs to design the exam plan/blueprint based on review of essential knowledge areas, identification of knowledge sources, and allocation of items by source/knowledge.	6				
Draft approximately 300 exam items.		10	144		
Conduct item review meeting with SMEs to assess relevance and accuracy as well as collect item difficulty ratings and CVRs.	10	10			
Construct final examination.			5		
Administer examination on-site and provide scores to candidates immediately.	8				
Prepare appeals materials and provide a response to appeals.	2	6	10		
Participate in Protest Review Hearing	8				
Score exam and conduct item level analysis and impact analysis.	6				
Assessment Center Development	*91*	*70*	*0*	*14*	$22,575
Design two assessment center exercises based on input from SMEs, including candidate preparation materials, scripts, and rating criteria/guidelines.	26				
Develop parallel assessment center exercises to be administered to any returning military personnel.	26				
Review exercises with SMEs to refine exercise details and ensure accuracy of criteria.	8				
Develop efficient assessment schedule and coordinate needs for assessment site.	4				
Recruit assessors and coordinate travel logistics (estimated 7 assessors - 2, 3-person panels plus 1 back-up assessor)	1	8			
Administer the assessment center (estimated 30 candidates: 3 staff, 1 training day plus 2 assessment days)	24	48			
Compile assessment scores and conduct quality controls.	2	6		6	
Develop candidate feedback reports.		8		8	
Candidate Orientation Presentation	*8*	*0*	*0*	*0*	$1,480
Prepare and deliver a candidate preparation/orientation document and presentation.	8				
Technical Report	*3*	*10*	*0*	*0*	$1,305
Draft report to document test development, validation and results.	3	10			
Project Expenses					$26,068
Consultant travel-related costs		$10,688			
Assessor travel-related cost		$7,245			
Role-player costs		$2,600			
Assessment facility cost		$4,500			
Cater lunches at assessment site.		$405			
Administrative costs (shipping, freight, printing, recording media)		$630			
TOTAL PROJECT INVESTMENT					$78,623

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Corrections Sergeant

Project Step	Consulting Consultant Hrs.	Consulting Assoc. Hrs.	Tech. Wrtr. Hrs	Admin. Hrs.	Cost
Job Analysis Update	*24*	*32*	*0*	*5*	$7,015
Conduct a job analysis consisting of incumbent interviews, JAQ design and deployment and analysis. Work with SMEs, based on job analysis results, to develop a high level written exam and AC plan and weights for each component	24	32		5	
Written Job Knowledge Exam Development	*40*	*26*	*159*	*0*	$20,480
Work with SMEs to design the exam plan/blueprint based on review of essential knowledge areas, identification of knowledge sources, and allocation of items by source/knowledge.	6				
Draft 300 exam items.		10	144		
Conduct item review meeting with SMEs to assess relevance and accuracy as well as collect item difficulty ratings and CVRs.	10	10			
Construct final examination.			5		
Administer examination on-site and provide scores to candidates immediately.	8				
Prepare appeals materials and provide a response to appeals.	2	6	10		
Participate in Protest Review Hearing	8				
Score exam and conduct item level analysis and impact analysis.	6				
Assessment Center Development	*65*	*64*	*0*	*24*	$17,665
Design one assessment center exercise based on input from SMEs, including candidate preparation materials, scripts, and rating criteria/guidelines.	16				
Develop parallel assessment center exercise to be administered to any returning military personnel.	16				
Review exercises with SMEs to refine exercise details and ensure accuracy of criteria.	8				
Develop efficient assessment schedule and coordinate needs for assessment site.	4				
Recruit assessors and coordinate travel logistics (estimated 19 assessors - 9, 2-person panels plus 1 back-up assessor)	2	10			
Administer the assessment center (estimated 150 candidates: 3 staff, 1 training day plus 1 assessment day)	16	32			
Compile assessment scores and conduct quality controls.	3	6		8	
Develop candidate feedback reports.		16		16	
Candidate Orientation Presentation	*8*	*0*	*0*	*0*	$1,480
Prepare and deliver a candidate preparation/orientation document and presentation.	8				
Technical Report	*3*	*10*	*0*	*0*	$1,305
Draft report to document test development, validation and results.	3	10			
Project Expenses					$33,723
Consultant travel-related costs	$10,688				
Assessor travel-related cost	$17,290				
Assessment facility cost	$4,500				
Cater lunches at assessment site.	$270				
Administrative costs (shipping, freight, printing, recording media)	$975				
TOTAL PROJECT INVESTMENT					$81,668

Project Notes

Military make-up administrations will be invoiced at our hourly rate, as outlined in existing contract, and at actual travel costs.

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PROCUREMENT DIVISION

Jacksonville
Where Florida Begins.

March 31, 2016

The Honorable Lenny Curry, Mayor
City of Jacksonville
4th Floor, St. James Building
Jacksonville, FL 32202

Dear Mayor Curry:

Ref: P-21-16 Police Lieutenant & Sergeant Promotional Process Development/Implementation
Jacksonville Sheriff's Office

The Professional Services Evaluation Committee met today in Board Room 851 on the eighth floor of the Ed Ball Building, for the purpose of concluding fee and contract negotiations with the number one ranked company for the above-captioned project.

The following motion/recommendation was **adopted**:

That the City of Jacksonville enter into a contract with Industrial Organizational Solutions (IOS) to provide Police Lieutenant & Sergeant Promotional Process Development/Implementation by:(i) incorporating the attached Scope of Services identified as Exhibit "A"; (ii) incorporating the attached Contract Fee Summary identified as Exhibit "B"; (iii) providing a total not-to-exceed maximum indebtedness of $133,435.00 for the services; and (iv) providing a period of service from date of execution of the contract to one year, with four one-year renewal options remaining at terms mutually agreeable. All other terms and conditions are per the RFP and the city's standard contract language. Nothing contained herein shall be amended, modified, or otherwise revised without prior approval from the PSEC and the Mayor.

If the foregoing meets your approval, please affix your signature and return to my office.

Respectfully submitted,

Gregory Pease, Chief
Procurement Division
N.K. Chairman, Professional Services
Evaluation Committee

APPROVED:

MK
Lenny Curry, Mayor
This 31st day of March, 2016

GP:ab

cc: Council Auditor
James McCain, OGC
Philip Barton, GAD
Subcommittee Members

Sam E. Mousa
Chief Administrative Officer
For: Mayor Lenny Curry
Under Authority of:
Executive Order No. 2015-05