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

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

Date: April 16, 2019

We are requesting to utilize the third of four (4) one (1) year renewal options with Industrial/Organizational Solutions (IOS) from May 2, 2019, through May 1, 2020. We are requesting to include written job knowledge exams for Police Sergeant and Lieutenant ranks, written job knowledge exams and assessment centers for the Corrections Sergeant and Lieutenant ranks and Military Make-up Assessments. The expenditure amount for the renewal period is $302,000.00 for a revised total not to exceed expenditure amount of $832,379.00. The funding source is SHPP011PR – 03109. Attached is the quote from Industrial/Organizational Solutions (IOS) for your review.

Please let me know if you need any other information.

INDUSTRIAL/ORGANIZATIONAL SOLUTIONS
PUBLIC SAFETY SELECTION EXPERTS

1127 S. Mannheim Rd. Suite 203
Westchester, IL 60154
708. 410. 0200 (office)
708. 410. 1558 (fax)
888. 784. 1290
www.iosolutions.org
www.publicsafetyrecruitment.com

April 2, 2019

Dear Mr. Laird,

Industrial/Organizational Solutions, Inc. (IOS) is pleased to have the opportunity to present this cost proposal for Sheriff and Corrections sergeant and lieutenant assessments in 2020. This cost proposal includes the work outlined in the existing contract, as well as the additional work requested in 2017 (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 have made minor modifications based on assessor travel-related costs and projected assessment days based on our experience in the most recent assessment cycle

We would welcome the opportunity to discuss the cost proposal with you or to clarify any points about which you may have questions.

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

Best regards,

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

Police Sergeant

Project Step	Consultant Hrs.	Consulting Assoc. Hrs.	Tech. Wrtr. Hrs	Admin. Hrs.	Cost
Written Job Knowledge Exam Development	***40***	***30***	***154***	***0***	**$20,430**
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 **250** exam items.		8	125		
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 27 assessors - 13, 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					**$64,975**
Consultant travel-related costs	$12,000				
Assessor travel-related cost (27 assessors)	$45,000				
Assessment facility cost	$4,500				
Cater lunches at assessment site.	$2,500				
Administrative costs (shipping, freight, printing, recording media)	$975				
TOTAL PROJECT INVESTMENT					$117,435

Copyright © 2019, IOS, Inc.

Police Lieutenant

Project Step	Consultant Hrs.	Consulting Assoc. Hrs.	Tech. Wrtr. Hrs	Admin. Hrs.	Cost
Written Job Knowledge Exam Development	***40***	***24***	***142***	***0***	**$19,140**
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 250 exam items.		8	125		
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	12		
Participate in Protest Review Hearing	8				
Score exam and conduct item level analysis and impact analysis.	6				
Assessment Center Development	***111***	***90***	***0***	***14***	**$27,775**
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 16 assessors - 5, 3-person panels plus 1 back-up assessor)	1	12			
Administer the assessment center (estimated 35 candidates: 3 staff, 1 training day plus 3 assessment days)	32	64			
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					**$43,230**
Consultant travel-related costs	$12,000				
Assessor travel-related cost (16 assessors)	$21,000				
Role-player costs	$2,600				
Assessment facility cost	$4,500				
Cater lunches at assessment site.	$2,500				
Administrative costs (shipping, freight, printing, recording media)	$630				
TOTAL PROJECT INVESTMENT					$92,930

Copyright © 2019, IOS, Inc.

Corrections Sergeant

Project Step	Consultant Hrs.	Consulting Assoc. Hrs.	Tech. Wrtr. Hrs	Admin. Hrs.	Cost
Written Job Knowledge Exam Development	***40***	***24***	***140***	***0***	**$19,000**
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 250 exam items.		8	125		
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	***73***	***80***	***0***	***24***	**$20,345**
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 2 assessment days)	24	48			
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					**$44,375**
Consultant travel-related costs	$12,000				
Assessor travel-related cost	$24,500				
Assessment facility cost	$4,500				
Cater lunches at assessment site.	$2,400				
Administrative costs (shipping, freight, printing, recording media)	**$975**				
TOTAL PROJECT INVESTMENT					**$86,505**

Copyright © 2019, IOS, Inc.

Corrections Lieutenant

Project Step	Consultant Hrs.	Consulting Assoc. Hrs.	Tech. Wrtr. Hrs	Admin. Hrs.	Cost
Written Job Knowledge Exam Development	***40***	***24***	***140***	***0***	**$19,000**
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 250 exam items.		8	125		
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					**$34,130**
Consultant travel-related costs	$12,000				
Assessor travel-related cost	$12,000				
Role-player costs	$2,600				
Assessment facility cost	$4,500				
Cater lunches at assessment site.	$2,400				
Administrative costs (shipping, freight, printing, recording media)	$630				
TOTAL PROJECT INVESTMENT					$78,490

Copyright © 2019, IOS, Inc.

Project Notes

IOS expects to use the Shriner's Hall, church building or similar facility that has been used for past administrations as the site for the assessment center.

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

Copyright © 2019, IOS, Inc.

Jacksonville, FL Sheriff's Office

Sgt. and Lt. Military Make-up Assessment

Project Step	*Consultant Hrs.*	*Consulting Assoc. Hrs.*	*Tech. Wrtr. Hrs*	*Admin. Hrs.*
Written Exam	***7***	***0***	***10***	***1***
Print and ship written exams and IOS administration script. (The City of Jacksonville will administer exam. City of Jacksonville will scan and score onsite.)				1
Replicate scoring using SPPS.	2			
Respond to protests. Prepare a Protest Hearing Booklet. IOS will not be onsite for Protest Hearing. IOS and City of Jacksonville will utilize video conferencing for IOS to serve on Protest Hearing Panel.	5		10	
Assessment Center	***30***	***15***	***0***	***1***
Develop schedule to process one Sergeant candidate and one lieutenant 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 3 days.)	2			
Recruit assessors and coordinate travel logistics (estimated 9 assessors - all 9 will be qualified to conduct Lt. and Sgt. assessment rating)	1	8		
Administer the assessor training and assessment center. (The training will occur in the morning. The assessment center exercise will occur in the afternoon.)	24			
Compile assessment scores and conduct quality controls.	2	3		1
Develop candidate feedback reports.	1	4		
Technical Report	***2***	***2***	***0***	***0***
Update technical report	2	2		
Project Expenses				
Consultant travel-related costs (1 consultant)	$1,975			
Assessor travel-related cost (9 assessors)	$12,430			
Assessment facility cost	City Hall - none			
TOTAL PROJECT INVESTMENT				

Schedule of Hourly Rates - IOS 2019

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

Cost
$2,030
$6,710
$520
$14,405
$21,635

Assumption:
A new candidate orientation is not necessary. Candidates will be advised to watch the recorded orientation.
The assessment facility will be City Hall, provided at no cost.

City of Jacksonville, Florida

Lenny Curry, Mayor

Procurement Division
Ed Ball Building
214 N. Hogan Street, Suite 800
Jacksonville, Florida 32202

ONE CITY. ONE JACKSONVILLE

May 10, 2018

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 & Police Sergeant Promotional Process Development and Implementation (Amendment No. 2)
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 amending the above-referenced contract.

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

That Contract No. 10198 between the City of Jacksonville and Industrial/Organizational Solutions (IOS) for Police Lieutenant & Police Sergeant Promotional Process Development & Implementation be amended to: (i) ratify the contract from May 1, 2018 to effective date of renewal and exercise the second of four (4) renewals extending the period of service through May 1, 2019, with two renewal options remaining; and (ii) increase the maximum indebtedness by $20,831.00 for the services to a new not-to-exceed total maximum of $530,379.00. All other terms and conditions shall remain the same except for such changes as the Office of General Counsel may deem appropriate to ensure compliance with the City's ordinances, Procurement policies and procedures and applicable federal and state laws.

If the foregoing meets your approval, we respectfully request your signature and return to my office.

Respectfully submitted,

for Gregory Pease, Chief
Procurement Division
Chairman, Professional Services
Evaluation Committee

APPROVED:

Lenny Curry, Mayor

This 10th day of May, 2018

GP:ab

cc: Council Auditor
Jeff Close, OGC
Melba Gray, GAD
Subcommittee Members

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