# 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: Larry Schmitt
Director of Personnel & Professional Standards

Kevin Goff
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 14, 2020

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We are requesting to utilize the fourth and final one (1) year renewal option with Industrial/Organizational Solutions (IOS) from May 2, 2020, through May 1, 2021. 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 $415,586.00 for a revised total not to exceed expenditure amount of $1,247,965.00. The charge account is 00111.541201.531090.000000. Attached are the quotes 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

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March 23, 2020

Dear Mr. Laird,

Industrial/Organizational Solutions, Inc. (IOS) is pleased to have the opportunity to present this cost proposal for work to be delivered June 2020 through June 2021. This work includes Police sergeant and lieutenant and Corrections sergeant and lieutenant assessments. 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).

The attached cost proposal supersedes the estimates provided to JSO on 4.2.19. We have made minor modifications to assessor travel-related costs based on projected candidate numbers, as well as some modifications in costs based on current plans, such as the costs for the AC facility. The costs presented are comparable to the costs outlined in the 4.2.19 estimate. Should any component of the project significantly change and need to be modified, IOS will contact JSO and explain the required modification and any associated pricing change. Any future change in the proposed project must be mutually acceptable to JSO and IOS.

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

As always, we very much 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 |
|---|---|---|---|---|---|
| **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 14 assessors - 4, 3-person panels plus 1 back-up assessor) | 1 | 12 | | | |
| Administer the assessment center (estimated 63 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** | | | | | $43,190 |
| Consultant travel-related costs | $12,000 | | | | |
| Assessor travel-related cost (14 assessors) | $25,060 | | | | |
| Role-player costs | $0 | | | | |
| Assessment facility cost | $3,000 | | | | |
| Cater lunches at assessment site. | $2,500 | | | | |
| Administrative costs (shipping, freight, printing, recording media) | $630 | | | | |
| **TOTAL PROJECT INVESTMENT** | | | | | $92,890 |

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Note: Projected costs assume assessment facility costs at $1,000 per day (as with Deermeadows Baptist Church) and that the assessor training will occur at City Hall.

*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 41 assessors - 20, 2-person panels plus 1 back-up assessor) | 2 | 14 | | | |
| Administer the assessment center (estimated 300 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** | | | | | $91,865 |
| Consultant travel-related costs | $12,000 | | | | |
| Assessor travel-related cost (41 assessors) | $73,390 | | | | |
| Assessment facility cost | $3,000 | | | | |
| Cater lunches at assessment site. | $2,500 | | | | |
| Administrative costs (shipping, freight, printing, recording media) | $975 | | | | |
| **TOTAL PROJECT INVESTMENT** | | | | | $144,325 |

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***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 31 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** | | | | | $27,629 |
| Consultant travel-related costs | $12,000 | | | | |
| Assessor travel-related cost (7 assessors) | $10,599 | | | | |
| Role-player costs | $0 | | | | |
| Assessment facility cost | $2,000 | | | | |
| Cater lunches at assessment site. | $2,400 | | | | |
| Administrative costs (shipping, freight, printing, recording media) | $630 | | | | |
| **TOTAL PROJECT INVESTMENT** | | | | | $71,989 |

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*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** | *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 11 assessors - 5, 2-person panels plus 1 back-up assessor) | 2 | 10 | | | |
| Administer the assessment center (estimated 70 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** | | | | | $29,322 |
| Consultant travel-related costs | $12,000 | | | | |
| Assessor travel-related cost (11 assessors) | $12,947 | | | | |
| Assessment facility cost | $1,000 | | | | |
| Cater lunches at assessment site. | $2,400 | | | | |
| Administrative costs (shipping, freight, printing, recording media) | $975 | | | | |
| **TOTAL PROJECT INVESTMENT** | | | | | $68,772 |

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March 24, 2020

Dear Mr. Laird,

Industrial/Organizational Solutions, Inc. (IOS) is pleased to have the opportunity to present this cost proposal for the administration of the military make-up assessments of the 2020/2021 Police lieutenant and sergeant promotional processes and Corrections lieutenant and sergeant promotional processes.

The tables on the following pages provide the costs associated with assessment center administration, results preparation and technical reporting for the military make-ups of the assessment processes. The tables 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 JSO and explain the required modification and any associated pricing change. Any future change in the proposed project must be mutually acceptable to JSO and IOS.

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 Military Make-up**

| Project Step | Consultant Hrs. | Consulting Assoc. Hrs. | Tech. Wrtr. Hrs | Admin. Hrs. | Cost |
|---|---|---|---|---|---|
| **Written Exam** | ***7*** | ***0*** | ***6*** | ***1*** | **$1,750** |
| 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 | | 6 | | |
| **Assessment Center** | ***30*** | ***15*** | ***0*** | ***1*** | **$6,710** |
| Develop schedule to process up to eight candidates (sergeant and/or lieutenant), 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*** | **$520** |
| Update technical report | 2 | 2 | | | |
| **Project Expenses** | | | | | **$12,568** |
| Consultant travel-related costs (1 consultant) | $1,975 | | | | |
| Assessor travel-related cost (9 assessors) | $10,593 | | | | |
| Assessment facility cost | City Hall - none | | | | |
| TOTAL PROJECT INVESTMENT | | | | | $21,548 |

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**Corrections Military Make-up**

| Project Step | Consultant Hrs. | Consulting Assoc. Hrs. | Tech. Wrtr. Hrs | Admin. Hrs. | Cost |
|---|---|---|---|---|---|
| **Written Exam** | ***7*** | ***0*** | ***6*** | ***1*** | **$1,750** |
| 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 | | 6 | | |
| **Assessment Center** | ***22*** | ***15*** | ***0*** | ***1*** | **$5,230** |
| Develop schedule to process up to eight candidates (sergeant and/or lieutenant), one exercise per day over 2 days for lieutenant and 1 day for sergeant.) | 2 | | | | |
| Recruit assessors and coordinate travel logistics (estimated 6 assessors - all 6 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.) | 16 | | | | |
| Compile assessment scores and conduct quality controls. | 2 | 3 | | 1 | |
| Develop candidate feedback reports. | 1 | 4 | | | |
| **Technical Report** | ***2*** | ***2*** | ***0*** | ***0*** | **$520** |
| Update technical report | 2 | 2 | | | |
| **Project Expenses** | | | | | **$8,562** |
| Consultant travel-related costs (1 consultant) | $1,500 | | | | |
| Assessor travel-related cost (6 assessors) | $7,062 | | | | |
| Assessment facility cost | City Hall - none | | | | |
| TOTAL PROJECT INVESTMENT | | | | | $16,062 |

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# City of Jacksonville, Florida

*Lenny Curry, Mayor*

ONE CITY. ONE JACKSONVILLE

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

April 25, 2019

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. 3)**
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) exercise the third of four (4) renewal options extending the period of service from May 2, 2019 through May 1, 2020, with one renewal option remaining; and (ii) increase the maximum indebtedness by $302,000.00 for the services to a new not-to-exceed total maximum of $832,379.00. 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,

GregoryEase, Chief
Procurement Division
Chairman, Professional Services
Evaluation Committee

APPROVED:

Lenny Curry, Mayor

This 27th day of April, 2019

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

GP:ob

cc Council Auditor
James McCain, Jr., OGC
Melba Gray, GAD
Subcommittee Members