

**PUBLIC NOTICE**  
**'SPECIAL' PSEC AGENDA**  
**PROFESSIONAL SERVICES EVALUATION COMMITTEE MEETING**  
**Thursday, February 03, 2022, 10:00 a.m.**  
**Eighth Floor, Conference Room 851**  
**Ed Ball Building, 214 N. Hogan Street**  
**Jacksonville, FL 32202**

[Join Teams Meeting](#)  
[Teams Meeting](#)

**Committee Members:** Gregory Pease, Chairman  
 Paul Barrett, Treasury  
 James McCain, Jr., OGC

<i>Subcommittee Members</i>	<i>ITEM #</i>	<i>TITLE &amp; ACTION</i>	<i>MOTION</i>	<i>CONTRA EXP</i>	<i>OUTCOME</i>
<b>Kendra Mervin</b>  <b>Larry Finkelstein</b>	P-32-21	<b>Subcommittee Report</b> <b>Health Literacy Campaign Consulting Services</b> <b>Office of Grants and Compliance</b>	<p>It is the consensus of the committee that the two (2) proposals received in response to the Request for Proposal (RFP) were found to be responsive, interested, qualified and available to provide the required services. The ranking of first and second designates the order of qualification of these firms to perform the required service and alphabetically they are:</p> <p style="text-align: center;">           1) Indelible Health Solutions LLC            2) Sauti Plus, LLC         </p> <p>We recommend the above list is forwarded to the Mayor for final selection so that fee and contract negotiations may begin with <u>Indelible Health Solutions, LLC</u>, the number one (1) ranked firm.</p>		
<b>Dinah Coleman-Mason</b>  <b>Alleen Cruz</b>	P-39-21	<b>Subcommittee Report</b> <b>JSES Training, Estimating &amp; Proposal Writing Consulting</b> <b>EBO Contract and Compliance Office</b>	<p>It is the consensus of the committee that of the one (1) proposal received in response to the Request for Proposal (RFP) was found to be responsive, interested, qualified and available to provide the required services and that company is:</p> <p style="text-align: center;">1) ICATT Professional Services</p> <p>We recommend the above list is forwarded to the Mayor for final selection so that fee and contract negotiations may begin with <u>ICATT Professional Services</u>, the number one (1) ranked firm.</p>		
<b>Kevin Goff</b>  <b>Bart Laird</b>	P-27-21	<b>Fee and Contract Negotiations</b> <b>Police Lieutenant, Police Sergeant, Corrections Lieutenant and</b> <b>Corrections Sergeant Promotional Process Development and</b> <b>Implementation</b> <b>Jacksonville Sheriff's Office</b>	<p>That the City of Jacksonville enter into a contract with Industrial/Organization Solutions (IOS) to provide Police Lieutenant, Police Sergeant, Corrections Lieutenant and Corrections Sergeant Promotional Process Development and Implementation that incorporates the attached Scope of Services, identified as Exhibit 'A' and Fee Schedule identified as Exhibit 'B'; the period of service shall</p>		

			be from execution of the contract thru one (1) year with four (4) additional one-year renewal options available at terms mutually agreeable; the maximum indebtedness is a not-to-exceed amount of \$302,000.00. All other terms and conditions are per the RFP and the City's standard contract language.		
Gall McCormick Tom Fonger	P-35-21	Fee & Contract Negotiations Physical Therapist for JFRD Jacksonville Fire and Rescue Department	That the City of Jacksonville enter into a Contract with Unity Health Services for the provision of Physical Therapy Services for JFRD that incorporates the attached Scope of Services identified as Exhibit 'A' and Contract Fee Summary identified as Exhibit 'B' ; the maximum indebtedness is a not-to-exceed amount of \$185,000.00; and the period of service is from Date of execution of the contract to 2024 , with two (2) additional 2-year renewal options available at terms mutually agreeable. All other terms and conditions are per the RFP and the City's standard contract language.		
Meeting Adjourned: _____					

*"The next PSEC meeting is scheduled to be held on Thursday, February 10, 2022."*





# City of Jacksonville, Florida

*Lenny Curry, Mayor*

City Hall at St. James  
117 W. Duval St.  
Jacksonville, FL 32202  
(904) 630-CITY  
www.coj.net

ONE CITY. ONE JACKSONVILLE.

**TO:** Greg Pease, Chairman  
Professional Services Evaluation Committee (PSEC)

**FROM:** Kendra Mervin, Grants Administrator  
Office of Grants and Contract Compliance

Larry Finkelstein, Grants Writer  
Office of Grants and Contract Compliance

**RE:** P-32-21 Health Literacy Campaign Consulting Services

**DATE:** January 28, 2022

---

The Office of Grants and Contract Compliance received two (2) proposals for the **Health Literacy Campaign Consulting Services** and found them to be responsive, interested, qualified, and available to provide the services required by the Request for Proposal (RFP).

The proposals were evaluated using the selection criteria outlined in the Purchasing Code as augmented by the RFP.

Based on the above, the following companies were determined to be qualified and are available to perform the required services. The ranking of first and second designates the order of qualification of these firms to perform the required services and alphabetically they are:

- 1) Indelible Health Solutions LLC
- 2) Sauti Plus, LLC

Please advise us when this item is placed on your agenda so we may be present. After a full committee review, we request that this item is sent to the Mayor for final decision.

Thank you,

Kendra Mervin  
Grants Administrator

Attachment(s): Scoring Matrix







# City of Jacksonville, Florida


*Lenny Curry, Mayor*


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

ONE CITY, ONE JACKSONVILLE

## MEMORANDUM

**TO:** Greg Pease, Chairman  
Professional Services Evaluation Committee (PSEC)

**FROM:** Dinah Coleman-Mason, EBO/JSEB Administrator   
Equal Business Opportunity Office

Aileen Cruz, EBO Business Data Analyst   
Equal Business Opportunity Office

**RE:** P-39-21 JSEB Training, Estimating & Proposal Writing Consulting Services

**DATE:** January 28, 2022

---

The Equal Opportunity Office ("EBO") received one (1) proposal for the **JSEB Training, Estimating & Proposal Writing Consulting Services** and found it to be responsive, interested, qualified and available to provide the services required by the Request for Proposal (RFP).

The proposal was evaluated using the selection criteria outlined in the Purchasing Code as augmented by the RFP.

Based on the above, the following company was determined to be qualified and available to perform the required services and that company is:

- 1) ICATT Professional Services

Please advise us when this item is placed on your agenda so we may be present. After a full committee review, we request that this item is sent to the Mayor for final decision.

Attachment(s): Scoring Matrix









# Jacksonville Sheriff's Office

MIKE WILLIAMS, SHERIFF

Serve • Protect • Community

**To:** Gregory Pease, Chairman  
Professional Services Evaluation Committee

**Thru:** Bill Clement, CPA *WJC*  
Chief of Budget

**From:** Kevin Goff *KS/G*  
Chief of Human Resources

**Subject:** P-27-21 Police Lieutenant, Police Sergeant, Corrections Lieutenant, and Corrections Sergeant Promotional Process Development and Implementation

**Date:** January 18, 2022

---

The Jacksonville Sheriff's Office has negotiated with the number one ranked consultant that submitted proposal and was selected to provide the Police Lieutenant, Police Sergeant, Corrections Lieutenant, and Corrections Sergeant Promotional Process Development and Implementation resulting in the attached Scope of Services, Exhibit A and Contract Fee Schedule, Exhibit B.

Accordingly, this is to recommend that the City of Jacksonville enter a contract with Industrial/Organizational Solutions (IOS), to provide Police Lieutenant, Police Sergeant, Corrections Lieutenant, and Corrections Sergeant Promotional Process Development and Implementation that incorporates the attached Scope of Services, Exhibit A and Fee Schedule, Exhibit B. The initial contract period will be for one (1) year from date of execution of contract, with four (1) one (1) year renewal options. The maximum indebtedness is a not-to-exceed amount of \$302,000.00. All other terms and conditions of the Contract are per the City's standard contract language and as provided in the Request for Proposals.

**Attachments:** Exhibit A  
Exhibit B

**cc:** Alex Baker, PSEC Specialist

[jvssheriff.org](http://jvssheriff.org)

501 E. Bay Street, Jacksonville, FL 32202

EXHIBIT A

Section 4  
Description of Services and Deliverables

Contents

- 4.1 Description of Services
- 4.2 Examination Requirements
- 4.3 Contractor Obligations
- 4.4 City Obligations
- 4.5 Estimated Number of Candidates

4.1 Description of Services

The purpose of this RFP is to establish a vendor, which will provide a certified promotional list for the positions of Police Lieutenant, Police Sergeant, Corrections Lieutenant, and Corrections Sergeant on behalf of the Office of the Sheriff in Jacksonville, Florida. The certified promotional lists will be created through the development, administration and grading of a promotional written examination and assessment center type examinations. The examinations will be a part of a comprehensive promotional process where the skill and knowledge of the particular job are the determinants of a successful promotion and where each applicant has an equal opportunity to demonstrate their ability.

4.2 Examination Requirements

The Contractor will be responsible for the development of comprehensive promotional exemption to include new written and assessment center examinations for each promotional position. The examinations must meet the following requirements:

- A. The examinations will be fair, objective, content valid, and psychometrically sound.
- B. The examinations must be in compliance with generally accepted standards in the field of tests and measurements.
- C. The examinations must be in compliance with the City of Jacksonville Civil Service and Personnel Rules and Regulations.
- D. The examinations must be in compliance with all applicable Fraternal Order of Police Union Contracts.
- E. The examinations must be developed with Subject Matter Experts (SME's) from the Office of the Sheriff.
- F. The Contractor will work with the Subject Matter Experts (SME's) from the Office of the Sheriff to create a suggested study material reading list prior to posting for the examination.
- G. The written examination will be a knowledge-based exam with questions created from the suggested study material lists.

- H. Each examination must entail multiple assessment exercises and measurements.
- I. No one knowing (SME and those designated by Office of the Sheriff's Project Manager not included) or related to any JSO employee shall have access to the examinations.
- J. In coordination with the Office of the Sheriff's staff, the written exams will be scored on-site, and raw scores will be provided to the examinees.
- K. The assessment center administration for Police Lieutenant and Police Sergeant will involve three exercises during a three-day period (one exercise per day) using a sequester structure. The assessment center administration for Corrections Lieutenant will involve two exercises during a two-day period (one exercise per day) using a sequester structure. The assessment center administration for the Corrections Sergeant will involve one exercise on one day.

#### 4.3 Contractor Obligations

- A. The Contractor will develop a plan of action for designing, implementing and administering a defensible promotional testing process that meets the requirements of the Federal Uniform Guidelines on Employee Selection Procedures and recent court cases affecting the interpretation of the Uniform Guidelines, the City of Jacksonville Civil Service and Personnel Rules and Regulations, and the standards for promotion outlined in the standards manual of the Law Enforcement Agency Accreditation Program.
- B. During the implementation phase, develop written guidelines and rules which will govern the administration of both the written examination and assessment center process. The Contractor will publish for all eligible candidates, at least one (1) month prior to the administration of any exam process, the guidelines, rules, and weights assigned to each phase and review procedures along with any other information deemed to be appropriate by the Office of the Sheriff's Project Manager.
- C. Job analysis (JA)
  - The Contractor will review previous job analyses and create a new job analysis for Police Lieutenant, Police Sergeant, Corrections Lieutenant, and Corrections Sergeant.
  - The Contractor must conduct a job analysis indicating tasks/work behaviors, knowledge, skills, and abilities (KSAs), linkage information, all weights, and methods by which the KSA will be measured. This must be provided to the City's Employee Services Department and/or the Office of the Sheriff and will become property of the City of Jacksonville.
- D. In consultation with Office of the Sheriff subject matter experts, the contractor will identify general source material and provide this list to the Office of the Sheriff's Project Manager for distribution at least 90 days prior to the administration of the written exam.
- E. Develop, administer, and grade written examination that measures knowledge of suggested study materials. The contractor will develop a question bank that consists of 275 items prior to validation, 100 valid items will be used for the exam and the remainder

to be used for possible make-up exams. The written exam is used in conjunction with the assessment center exercises, the number of written items will accurately reflect the percentage of weights of knowledge dimensions included in the examination. Multiple choice items will have four (4) independent answers which will not include "none of the above", or "all of the above", or various combination of other answers. All items will have one and only one correct answer. Fill in the blanks, matching, essay, and true/false items will not be used. The Contractor will maintain a record of the source from which each examination item was derived and the knowledge that is tested by each item for use in the protest review process. The contractor will maintain security of all exam materials prior to and after the examination. Once the exam process has been completed, all exam material developed will become property of the City of Jacksonville.

- F. Exercises must be administered in Duval County at a location determined by the Jacksonville Sheriff's Office. The facility cost will be paid by the Contractor to be reimbursed by the Office of the Sheriff. (Estimated between \$3,000 to \$4,000 per written exam, military makeup exams are usually done on City of Jacksonville property for no additional cost)
- G. Simultaneously develop a written examination which is of similar nature and difficulty which can be administered at a later time for returning military personnel. Five (5) complete paper/ hard copies of the entire examination (as would be seen by the candidate) and five (5) complete copies of the exam key must be provided as well as an electronic version of each. The electronic version will be provided in an electronic format as specified by the Office of the Sheriff's Project Manager.
- H. Advise the Office of the Sheriff's Human Resources Division on innovative ways to develop, administer and grade an Assessment Center that would be a sound predictor of management, leadership, and other applicable knowledge, skills, abilities and characteristics deemed critical as determined through the job analysis process.
- I. The Contractor will meet with the group of subject matter experts that worked on the suggested study material for the written exam and the group of subject matter experts from the assessment center development prior to administering the written examination to determine the weighting for the written exam and the assessment center. The Contractor will make a recommendation of the weighting as well as provide the weighting from the job analysis, and the industry standards for weighting. The weighting will be determined by the subject matter experts based on the provided information and consensus of the scores for the group.
- J. The Contractor will administer the written examination in person and will be on-site during the assessment center exercises, including bringing necessary staff to assist with administration and oversight. The contractor will determine written examination time limits and provide documentation of how those limits were determined for each examination. In addition, the Contractor will work with the SME's to determine assessment center time limits.
- K. Immediately upon completion of any written examination, the Contractor will provide the Office of the Sheriff's Project Manager with a keyed copy of the examination. The Office of the Sheriff will conduct the examination protest review sessions and maintain a log of protested items.

- L. The Contractor will prepare all materials necessary for any protest review meeting and provide for and administer a protest hearing in conformance with the Civil Service and Personnel Rules and Regulations.
- M. The Contractor will score the examination in conformance with the Civil Service and Personnel Rules and Regulations and evaluate for potential adverse impact. Upon completion of scoring, the Contractor will provide the Office of the Sheriff with an alphabetical list of examinees and their respective scores in percentage format carried out to three decimals.
- N. The Contractor will provide for each examination developed, a complete report detailing all aspects of the examination development and specifically state how the services comply with the generally accepted standards in the field of tests and measurement including the Uniform Guidelines of Employee Selection Procedures, Society for Industrial Organizational Psychologists (SIOP), and applicable EEOC guidelines.
- O. If necessary, the Contractor will testify in any hearings or trials involving the use of materials developed by the Contractor at no cost to the Office of the Sheriff.
- P. The Contractor will conduct adverse impact analysis for each exam component upon finalization of the scoring process and provide that information to the Office of the Sheriff upon request.
- Q. The Contractor will provide an assessment reliability rating for each exam following the finalization of scores.
- R. Develop, administer and grade assessment center exercises which will evaluate "traditional markers" that demonstrate management, leadership, and other important knowledge, skills, abilities, and characteristics identified in the job analysis. The Contractor will provide live assessors and trained actors to interact with candidates during these exercises, if applicable. The scoring methodology used should be easily understood by candidates and may not utilize T-Scores. Exercises must be administered in Duval County at a location determined by the Office of the Sheriff.
- S. Simultaneously develop a parallel version of each assessment center exercise which is of similar nature and difficulty which can be administered at a later time for returning military personnel. Five (5) complete paper/ hard copies of the entire examination (as would be seen by the candidate) and five (5) complete copies of the exam key must be provided as well as an electronic version of each. The electronic version will be provided in an electronic format as specified by the Office of the Sheriff's Project Manager. The parallel version of each assessment center exercise will be provided to the Office of the Sheriff's Project Manager the first day of assessor training.
- T. Provide an orientation to promotional candidates to ensure all candidates receive uniform information, which must include the performance dimensions and their respective weights for which they will be tested.
- U. All scores will be entered onsite during the administration of the Assessment Center exercises by the Contractor and verified by a representative of the Office of the Sheriff.

- V. Provide scoring data and create an overall examination score for each candidate, which includes scores for each testing component or dimension. This data will be returned to Office of the Sheriff in a Microsoft Excel file. All scoring data should be calculated using precise formulas based on the weights determined in the Job Analysis; only the final score may be rounded to three decimal places. The Contractor will provide Office of the Sheriff with candidates written exam scores of a knowledge-based test which will be administered prior to the assessment center exercises and used as a hurdle for the Assessment center. These scores will also be used to determine the candidates' overall exam score based on the weighting in the job analysis and the weighting determined by the Subject Matter Experts.
- W. Provide each candidate with a feedback report of his or her performance on each measured dimension used in the selection process. This report should contain itemized scoring for each dimension, their overall test score, and assessor feedback notating only the areas that the candidate needs improvement in for each dimension. The vendor will work with the Office of the Sheriff to develop the sheet the assessor will use for feedback.
- X. Contractor will be responsible for all logistical responsibilities including, but not limited to: covering the expenses of facilities used for the assessment center and assessment center administration process, providing any electronic, audio or visual equipment (timers, audio players, video cameras, etc), and non-electronic supplies such as notebooks, pens, and highlighters which may be used in assessment exercises to include set-up, making copies of exam material, preparing exam rooms for assessment center, etc. For live assessment grading, the Contractor will provide audio recorders to capture candidate responses as a backup during assessment center activities. For the assessment center, the Contractor will cover the cost of meals for the assessors and up to 20 Office of the Sheriff staff and proctors during the assessment center exercises. In addition, snacks and beverages for the assessment center exercises will be provided by the Contractor. The expense of the facility will be paid for by the Contractor and will be reimbursed by the Office of the Sheriff. (Estimated between \$4,000 to \$5,000 per assessment center exam, military makeup exams are usually done on City of Jacksonville property for no additional cost).
- Y. The Office of the Sheriff's Project Manager will determine the type of meals provided and snacks.
- Z. For each examination, provide a complete report detailing all aspects of the examination which includes but is not limited to development, administration, grading, adverse impact analysis, results, statistical analysis, etc. The report should specifically state how the services provided comply with generally accepted standards in the fields of tests and measurements. Five (5) complete paper/hard copies of the entire examination (as seen by the candidates) and five (5) complete copies of the exam key must be provided with the report as well as an electronic version of each. These copies shall be delivered after the final day of the exam administration to the Office of the Sheriff Project Manager. The final statistical analysis report should be delivered in both hard copy and electronic Microsoft Word formats to the Office of the Sheriff Project Manager within 45 days after final exam administration.
- AA. The cut score for each exam will be 70 percent in adherence with the Civil Service and Personnel Rules & Regulations. In the case of adverse impact, the Contractor will recommend cut scores by utilizing legally defensible methods as described in the

Uniform Guidelines on Employee Selection Procedures. Exams having multiple hurdles may require at least two recommended cut scores. Analyze and make recommendations regarding adverse impact.

- BB. If necessary, the Contractor will testify, at no additional cost to the City, in any hearings or trials involving examinations which they develop, administer, and/or grade.
- CC. The Contractor will maintain security of all exam materials prior to and after the examination. All exam material developed will become the property of the Jacksonville Sheriff's Office. The Contractor will provide copies of all materials from the assessment center for each candidate which includes video and/or audio recordings of candidates, scoring sheets, assessor orientation video, and feedback forms. The materials must be sent to the Jacksonville Sheriff's Office within 90 days after the completion of the assessment centers. The Jacksonville Sheriff's Office will provide storage devices for recordings.
- DD. Subsections A through CC above shall involve deliverables to the Office of the Sheriff at designated intervals to be specified in the contract.

#### 4.4 City Obligations

The Office of the Sheriff will provide Subject Matter Experts to assist in the development of the examinations. For each exam request generated, the City will provide the Contractor with:

- a) A preliminary reading list including all materials on which the exam will be based;
- b) Copies of the Civil Service and Personnel Rules and Regulations;
- c) Applicable collective bargaining agreements;
- d) JSO operating procedures; and
- e) Other job-related materials; and.
- f) The Office of the Sheriff will assist the Contractor in securing testing locations for the examinations; and
- g) The Office of the Sheriff will assist the Contractor with the proctoring and administration of the examinations.

#### 4.5 Estimated Number of Candidates

Provided below are the number of candidates for each of the past two (2) promotional examinations:

##### 2020 Police Lieutenant

85 Police Sergeants

69 took the written test

62 passed written examination (hurdle to AC)

48 passed the assessment center and were placed on the eligibility list

##### 2018 Police Lieutenant

85 Police Sergeants applied

70 took the written test

65 passed written examination



54 passed the assessment center and were placed on the eligibility list.

2020 Police Sergeant

306 Police Officers applied  
203 took the written examination  
124 passed written examination (hurdle to AC)  
90 passed assessment center and were placed on eligibility list.

2018 Police Sergeant

412 Police Officers applied  
324 took the written examination  
193 passed written examination (hurdle to AC)  
140 passed assessment center and were placed on eligibility list.

2019 Corrections Lieutenant

43 Corrections Sergeants applied  
32 took written examination  
29 passed written examination (hurdle to AC)  
20 passed assessment center and were placed on eligibility list.

2016 Corrections Lieutenant

30 Corrections Sergeants applied  
25 took written examination  
15 passed written exam and were placed on eligibility list (Assessment Center was not part of the exam in 2016)

2020 Corrections Sergeant

180 Corrections Officers applied  
113 took written exam  
33 passed written exam (hurdle to AC)  
23 passed assessment center and were placed on eligibility list

2019 Corrections Sergeant

202 Corrections Officers applied  
156 took written exam  
21 passed written exam (hurdle to AC)  
16 passed assessment center and were placed on eligibility list

The number of candidates provided above is for informational purposes only. The City does not guarantee the number of applicants or candidates sitting for the examinations.

.....  
*(End of Section 4 - Remainder of page intentionally left blank)*

EXHIBIT B

Form 1 - Price Sheet

NAME OF CONTRACTOR Industrial/Organizational Solutions, Inc.

Proposal Number P-27-21

SCHEDULE OF PROPOSED PRICES/RATES

1. Flat Fee (payable upon completion of project or upon completion of listed deliverables):  
Please refer to the tables provided under sub-section Quotation of Rates, Fees  
or Charges and Other Detailed Cost Proposal or Cost Breakdown Information.
2. If charges are based on hours worked, the hourly direct labor rates (without Fringe Benefits) are:  
Principal (Partner or Senior Officer): \$ 250 hr.  
Project Manager (Responsible Professional): \$ 195 hr.
3. Other Direct Project Costs per Unit (please specify)  
Please refer to the tables provided under sub-section Quotation of Rate,  
Fees or Charges and Other Detailed Cost Proposal or Cost Breakdown  
Information.
4. Estimated percentage of total fee to be performed by sub-contractors 0 %
5. Please provide any other relevant rates that may apply to this project including average direct  
hourly labor rates for other categories of proposed personnel  
Please refer to the tables provided under sub-section Quotation of Rate, Fees  
or Charges and Other Detailed Cost Proposal or Cost Breakdown Information.

Jacksonville, FL Sheriff Promotional Examinations

EXHIBIT B

Police Sergeant (Estimated 250 candidates)

Project Step	Consulting Hrs.	Assoc. Hrs.	Consultant Hrs.	Admin. Hrs.	Cost
Kick-off Meeting	6	0	0	0	\$1,170
Phone conference to finalize project details, timelines, discuss expectations and assign roles and responsibilities.	6				
Job Analysis	24	28	0	5	\$7,095
Incumbent interviews/observations.	16	8			
Job analysis questionnaire development and admin.	4	10		5	
Analysis and technical reporting.	4	10			
Written Job Knowledge Examination	45	45	181	0	\$25,045
Work with SMEs to develop an examination plan that is linked to the job analysis, and select appropriate knowledge sources.	6				
Draft 275 multiple choice questions based on exam plan.	3	9	135		
Review questions with SMEs to assess job-relatedness and difficulty. Identify final 100 questions and establish appropriate cut-off score.	8	10	8		
Construct final examination, answer key and scoring program.		4	6		
Develop parallel written examination to be administered to any returning military personnel.	5	10	8		
Administer and score exam on-site.	8				
Score exam and conduct item analysis and impact analysis.	6				
Provide appeal responses and participate in protest hearing.	9	12	24		
Assessment Center Development	114	106	0	24	\$31,550

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	6			
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 38 assessors; 18, 2-person panels plus 2 back-up assessors)	2	14			
Administer the assessment center (estimated 250 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.	1	16		16	
Candidate Orientation Presentation	6	2	0	0	\$1,330
Prepare and deliver a candidate preparation/orientation document and presentation (likely video-based).	6	2			
Technical Report	8	8	3	0	\$2,410
Draft report to document test development, validation, impact analysis and results.	8	8			
<b>Project Expenses</b>					<b>\$91,995</b>
Consultant travel-related costs		\$12,000			
Assessor travel-related costs		\$68,020			
Meals and refreshments for assessors and Sheriff staff		\$3,500			
Facility costs (WE and AC admin facilities)		\$7,500			
Administrative costs (shipping, freight, printing)		\$975			
<b>TOTAL PROJECT INVESTMENT</b>					<b>\$160,595</b>

**Project Notes**

IOS has provided cost estimate for facilities expenses; we will bill the actual cost to the Office of the Sheriff. Assessor expenses have also been estimated based on proposed candidate numbers.

Schedule of Hourly Rates - IOS 2021

Category	Rate
Consultant/Industrial Psychologist	\$195/hour
Consulting Associate	\$80/hour
Technical Writer	\$70/hour
Administrative Assistant	\$35/hour

Jacksonville, FL Sheriff Promotional Examinations

Police Lieutenant (Estimated 70 candidates)

Project Step	Consulting Hrs.	Assoc. Hrs.	Tech. Wtr. Hrs.	Admin. Hrs.	Cost
Kick-off Meeting	6	0	0	0	\$1,170
Phone conference to finalize project details, timelines, discuss expectations and assign roles and responsibilities.	6				
Job Analysis	24	28	0	5	\$7,095
Incumbent interviews/observations.	16	8			
Job analysis questionnaire development and admin.	4	10		5	
Analysis and technical reporting.	4	10			
Written Job Knowledge Examination	45	39	169	0	\$23,725
Work with SMEs to develop an examination plan that is linked to the job analysis, and select appropriate knowledge sources.	6				
Draft 275 multiple choice questions based on exam plan.	3	9	135		
Review questions with SMEs to assess job-relatedness and difficulty. Identify final 100 questions and establish appropriate cut-off score.	8	10	8		
Construct final examination, answer key and scoring program.		4	6		
Develop parallel written examination to be administered to any returning military personnel.	5	10	8		
Administer and score exam on-site.	8				
Score exam and conduct item analysis and impact analysis.	6				
Provide appeal responses and participate in protest hearing.	9	6	12		
Assessment Center Development	112	90	0	13	\$29,495

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 2 back-up assessors)	1	12		
Administer the assessment center (estimated 60 candidates: 3 staff, 1 training day plus 3 assessment days)	32	64		
Compile assessment scores and conduct quality controls.	3	6	8	8
Develop candidate feedback reports.			8	8
Candidate Orientation Presentation	6	2	0	0
Prepare and deliver a candidate preparation/orientation document and presentation (likely video-based).	6	2		
Technical Report	8	8	3	0
Draft report to document test development, validation, impact analysis and results.	8	8	3	
Project Expenses				\$48,630
Consultant travel-related costs				\$12,000
Assessor travel-related costs				\$26,000
Meals and snacks for assessors and Sheriff staff				\$2,500
Facility costs (WE and AC admin facilities)				\$7,500
Administrative costs (shipping, freight, printing)				\$630
<b>TOTAL PROJECT INVESTMENT</b>				<b>\$113,855</b>

**Project Notes**

IOS has provided cost estimate for facilities expenses; we will bill the actual cost to the Office of the Sheriff. Assessor expenses have also been estimated based on proposed candidate numbers.



Schedule of Hourly Rates - IOS 2021

Category	Rate
Consultant/Industrial Psychologist	\$195/hour
Consulting Associate	\$80/hour
Technical Writer	\$70/hour
Administrative Assistant	\$35/hour

Jacksonville, FL Sheriff Promotional Examinations

Corrections Sergeant (Estimated 150 candidates)

Project Step	Consulting Hrs.	Assoc. Hrs.	Consultant Hrs.	Admin. Hrs.	Cost
Kick-off Meeting	6	0	0	0	\$1,170
Phone conference to finalize project details, timelines, discuss expectations and assign roles and responsibilities.	6				
Job Analysis	24	28	0	5	\$7,095
Incumbent interviews/observations.	16	8			
Job analysis questionnaire development and admin.	4	10		5	
Analysis and technical reporting.	4	10			
Written Job Knowledge Examination	45	39	167	0	\$23,585
Work with SMEs to develop an examination plan that is linked to the job analysis, and select appropriate knowledge sources.	6				
Draft 275 multiple choice questions based on exam plan.	3	9	135		
Review questions with SMEs to assess job-relatedness and difficulty. Identify final 100 questions and establish appropriate cut-off score.	8	10	8		
Construct final examination, answer key and scoring program.		4	6		
Develop parallel written examination to be administered to any returning military personnel.	5	10	8		
Administer and score exam on-site.	8				
Score exam and conduct item analysis and impact analysis.	6				
Provide appeal responses and participate in protest hearing.	9	6	10		
Assessment Center Development	60	66	0	21	\$17,715

IOS has provided cost estimate for facilities expenses; we will bill the actual cost to the Office of the Sheriff. Assessor expenses have also been estimated based on proposed candidate numbers.

**Project Notes**

<b>TOTAL PROJECT INVESTMENT</b>				<b>\$91,065</b>
Design one assessment center exercise based on input from SMEs, including candidate preparation materials, scripts, and rating criteria/guidelines.	16			
Develop a parallel assessment center exercise to be administered to any returning military personnel.	16			
Review exercise with SMEs to refine exercise details and ensure accuracy of criteria.	4			
Develop efficient assessment schedule and coordinate needs for assessment site.	3			
Recruit assessors and coordinate travel logistics (estimated 18 assessors; 8, 2-person panels plus 2 back-up assessors)	2	12		
Administer the assessment center (estimated 120 candidates: 3 staff, 1 training day plus 1 assessment day).	16	32		
Compile assessment scores and conduct quality controls.	3	6		5
Develop candidate feedback reports.		16		16
Candidate Orientation Presentation	6	2	0	0
Prepare and deliver a candidate preparation/orientation document and presentation (likely video-based).	6	2		
Technical Report	8	8	3	0
Draft report to document test development, validation, impact analysis and results.	8	8	3	
<b>Project Expenses</b>				<b>\$37,760</b>
Consultant travel-related costs		\$7,420		
Assessor travel-related costs		\$21,690		
Meals and snacks for assessors and Sheriff staff		\$2,500		
Facility costs (WE and AC admin facilities)		\$5,500		
Administrative costs (shipping, freight, printing)		\$650		

Schedule of Hourly Rates - IOS 2021

Category	Rate
Consultant/Industrial Psychologist	\$195/hour
Consulting Associate	\$80/hour
Technical Writer	\$70/hour
Administrative Assistant	\$35/hour

Jacksonville, FL Sheriff Promotional Examinations

Corrections Lieutenant (Estimated 30 candidates)

Project Step	Consultant Hrs.	Assoc. Hrs.	Tech. Wtr. Hrs	Admin. Hrs.	Cost
Kick-off Meeting	6	0	0	0	\$1,170
Phone conference to finalize project details, timelines, discuss expectations and assign roles and responsibilities.	6				
Job Analysis	24	28	0	5	\$7,095
Incumbent interviews/observations.	16	8			
Job analysis questionnaire development and admin.	4	10		5	
Analysis and technical reporting.	4	10			
Written Job Knowledge Examination	45	39	167	0	\$23,585
Work with SMEs to develop an examination plan that is linked to the job analysis, and select appropriate knowledge sources.	6				
Draft 275 multiple choice questions based on exam plan.	3	9	135		
Review questions with SMEs to assess job-relatedness and difficulty. Identify final 100 questions and establish appropriate cut-off score.	8	10	8		
Construct final examination, answer key and scoring program.		4	6		
Develop parallel written examination to be administered to any returning military personnel.	5	10	8		
Administer and score exam on-site.	8				
Score exam and conduct item analysis and impact analysis.	6				
Provide appeal responses and participate in protest hearing.	9	6	10		
Assessment Center Development	90	72	0	11	\$23,695

IOS has provided cost estimate for facilities expenses; we will bill the actual cost to the Office of the Sheriff. Assessor expenses have also been estimated based on proposed candidates numbers.

**Project Notes**

TOTAL PROJECT INVESTMENT				\$87,205	
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.	6				
Develop efficient assessment schedule and coordinate needs for assessment site.	3				
Recruit assessors and coordinate travel logistics (estimated 7 assessors; 2, 3-person panels plus 1 back-up assessor)	2	10			
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.	3	6		3	
Develop candidate feedback reports.		8		8	
Candidate Orientation Presentation	6	2	0	0	\$1,330
Prepare and deliver a candidate preparation/orientation document and presentation (likely video-based).	6	2			
Technical Report	8	8	3	0	\$2,410
Draft report to document test development, validation, impact analysis and results.	8	8	3		
Project Expenses					\$27,920
Consultant travel-related costs		\$8,420			
Assessor travel-related costs		\$10,600			
Meals and snacks for assessors and Sheriff staff		\$2,000			
Facility costs (WE and AC admin facilities)		\$6,500			
Administrative costs (shipping, freight, printing)		\$400			
				\$87,205	

Schedule of Hourly Rates - IOS 2021

Category	Rate
Consultant/Industrial Psychologist	\$195/hour
Consulting Associate	\$80/hour
Technical Writer	\$70/hour
Administrative Assistant	\$35/hour





# FIRE AND RESCUE DEPARTMENT



March 4, 2021

TO: Gregory Pease, Chief of Procurement

FROM: Keith Powers, Director/Fire Chief

*Chief Gail McCormick*

RE: RFP # *19-35-21*

The Jacksonville Fire & Rescue Department/Training Division has negotiated with the number one ranked consultant that submitted a proposal and was selected as **Physical Therapist for JFRD** resulting in the attached Scope of Services, Exhibit A and Contract Fee Schedule, Exhibit B.

Accordingly, this is to recommend that the City of Jacksonville enter into a contract with Unify Health Services to provide Physical Therapist Services for JFRD, that incorporates the attached Scope of Services identified as Exhibit A and Fee Schedule identified as Exhibit B. The initial contract period will be for 2 year from date of execution of contract thru 2024, with 2 one-year renewals remaining at terms mutually agreeable. The maximum indebtedness is a not-to-exceed amount of \$185,000. All other terms and conditions of the Contract are per the City's standard contract language and as provided in the Request for Proposals.

Attachments: Exhibits A & B

cc: Alex Baker, PSEC Specialist

**Section 4**  
**Description of Services and Deliverables**

The purpose of this solicitation is to evaluate and select a Proposer that can provide Management of current injuries, prevention of future injuries and aid in recovery and Industrial Performance Program Services (IPP) at the best value to JFRD (the "Work" or "Services"). "Best Value" means the highest overall value to JFRD with regards to pricing, quality, design, and performance.

The goal of the JFRD Program is to provide an added value service to employees to support safety and wellness initiatives. The Management of current injuries, prevention of future injuries and aid in recovery and Industrial Performance Program Services (IPP) IPP services will be utilized to help prevent any type of future injuries, pre-existing exacerbation, provide employees a tool for safety enhancement in addition to providing occupational and at home education. The IPP service enables JFRD through specified protocols to work directly with employees and address as appropriate any employee concerns related to physical demands and/or wellness. The provided services will consist of accepted methods and techniques for prevention of repetitive motion injuries (RMIs) and strive to improve worker health.

JFRD is seeking Management of current injuries, prevention of future injuries and aid in recovery and Industrial Performance Program Services (IPP) Industrial Performance Program Services at the following sites:

- JFRD Training Academy-2700 Firefighter Memorial Dr., Jacksonville, FL 32246
- JFRD Headquarters-515 Julia Street, Jacksonville, FL 32202
- JFRD Tactical Support -355 South Ellis Rd., Jacksonville, FL 32254

**4.2 General Requirements.**

- Provide an onsite IPP that includes a comprehensive approach to injury prevention, safety and wellness. The program shall include a set criteria program that has been outlined, researched and benchmarked as well as demonstrates significant preventative outcomes. The service shall include one on one or group interventions onsite at designated locations.
- Provide reports, dashboards, presentations, videos, ergonomics solutions, physical demands and other material and programs to JFRD on an as needed basis.
- Provide certified athletic trainers (ATCs) to perform the Management of current injuries, prevention of future injuries and aid in recovery and Industrial Performance Program Services (IPP) IPP services at the specified JFRD onsite locations. The program shall require a minimum of one (1) Physical Therapist and two (2) ATCs to provide the industrial performance services. The (1) Physical Therapist and two (2) ATCs will split their time between the three (3) JFRD locations.
- Have the capabilities to expand program to include Ergonomics, Physical Demand Analysis (PDA), stretch programs designed around PDAs, Return to Work, Work Fit, Wellness Coaching, and Rehabilitation onsite.
- Insure adequate staffing to perform the services required by JFRD at multiple sites.
- Notify JFRD immediately of any changes in personnel assigned to this account.
- Conduct employee surveys and quarterly meetings with JFRD to ensure program is successful.

**4.2 Program Engagement and Reporting.**

Exhibit A

The Company shall maintain a log for each JFRD employee visit. A quarterly IPP report (Powerpoint or equivalent) will be provided for each site and all data will be aggregated. Individual data shall not be included or shared in these reports. In addition, the service provided will provide trends and metrics including engagement and program outcome reports.

#### 4.3 Basic Program Service Description.

- Any employee with muscle discomfort or fatigue will be eligible to participate.
- The IPP services will include checks and balances throughout the program to monitor the employee's progress and determine program actions are appropriate.
- Management of current injuries, prevention of future injuries and aid in recovery and Industrial Performance Program Services (IPP)
- Participation in the IPP will have a structured criteria including the following:
  - JFRD employees are allowed two (2) visits per week, with visits typically lasting 15-60 minutes
  - After the initial visit a two (2) day, two (2) week and 30 day follow up appointment will be scheduled
  - Participation in IPP may last up to 4 weeks at which time they are either discharged or referred to JFRD's medical clinic.

#### 4.4 Implementation/Site Set up Fees.

The Implementation and site set up fees shall include any additional fees not included in the monthly management fee. These shall include but are not limited to the following: recruitment, staff training, exam tables, hydroclulators, cold packs, tape and any other general supplies required to perform these services.

#### 4.5 Work Schedule.

Services will be provided during JFRD's regular weekday business hours which typically range from 8:00am to 5:00pm depending on the time of the year and operational requirements. The Company will provide services at the beginning and end of the work-shifts. JFRD estimates it will require two shifts per week at the locations listed below:

- JFRD Training Academy-2700 Firefighter Memorial Dr., Jacksonville, FL 32246
- JFRD Headquarters-515 Julia Street, Jacksonville, FL 32202
- JFRD Tactical Support -355 South Ellis Rd., Jacksonville, FL 32254

-----  
(End of Section 4- Remainder of page intentionally left blank)

Exhibit 'A'

Form 1 - Price Sheet

NAME OF CONSULTANT Unify Health Services

Proposal Number RFP: P-35-21

SCHEDULE OF PROPOSED PRICES/RATES

Respondent shall provide a firm-fixed price quote for all Work in this RFP by completing this Form. The prices shall include all profit, taxes, benefits, travel, and all other overhead items. Please note, that the Respondent's total price cannot be increased during the BAFO process.

Total cost for three (3) years of Industrial Performance Program services:

\$ 545,985 (Numerals)  
(Prices quoted by must be fixed prices, not estimates.)

Five hundred forty-five thousand and nine hundred eighty-five  
dollars (Written)

Kelly Ingram Mitchell

Handwritten Signature of Authorized Officer of Firm

1/5/2022

Date

Kelly Ingram Mitchell, President

Print Individuals' Name and Title

904-635-4638

Contact Phone Number

Kelly Ingram Mitchell

