



**THE ASSESSMENT CENTER  
MIAMI DADE COLLEGE, SCHOOL OF JUSTICE**

## Memorandum

Wednesday, February 09, 2022

**To:** Dr. Loretta Ovueraye, Vice Provost  
MDC – Vice Provost of Workforce Programs and Professional Learning

**VIA:** Dr. Efrain Venezuela, Interim Dean  
MDC – School of Justice Public Safety and Law Studies

**FROM:** Kerry Newness, Director  
MDC – North Campus, School of Justice Assessment Center

**SUBJECT:** Contract – North Miami Police Department Promotional Examination

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The North Miami Police Department would like to enter into an agreement with the School of Justice Assessment Center to provide their 2022 Police Sergeant promotional assessments

The contract was reviewed by Ms. Yafit Ferrer in legal affairs and Mr. L. Christopher Saunders, legal counsel, has signed the contract verifying the contract is legally sufficient.

I respectfully submit the attached original contract for your review and approval.

Please let me know if you have any questions. My extension is 7-8012. Thank you.






# CONTRACT

North Miami Police Department

Law Enforcement Promotional  
Assessment: Police Sergeant



**Prepared By:**  
Kerry Newness, MBA, PhD  
The Assessment Center  
Miami Dade College – School of Justice  
11380 NW 27<sup>th</sup> Avenue, Suite 8324  
Miami, Florida 33167-3495  
P: 305.237.8012  
knewness@mdc.edu



## **Agreement**

This Agreement is entered into this 4th day of February, 2022 ("Effective Date"), and is by and between The City of North Miami, on behalf of its Police Department ("Department"), and The District Board of Trustees of Miami Dade College, Florida, a State of Florida public educational institution and political subdivision of the State of Florida ("College"), for its School of Justice Assessment Center ("School").

## **Recitals**

**Whereas**, School has submitted a proposal ("Proposal"), a copy of which is attached hereto as Exhibit "A," and by this reference made a part hereof, for the School to develop police sergeant promotional test for the Department; and

**Whereas**, the Department and the administrative staff of the Department have reviewed the proposal submitted by School; and

**Whereas**, the parties have agreed to enter into an agreement memorializing the terms and conditions under which the School will develop, implement and administer the Department's police sergeant promotional test and process.

**NOW, THEREFORE**, the parties agree as follows:

### **1. Dates for the Development and Administration:**

- a. The School shall develop the written examination by February 23, 2022.
- b. The administration and evaluation of the written examination shall be completed the week of March 19 through 26<sup>th</sup>, 2022.

### **2. Extension of Times:**

Extensions of time may be granted by the mutual agreement of the parties' contract representatives, who, for the Department, is Chief Larry Juriga and, for the College, is Kerry Newness, Director of the School of Justice Assessment Center. Such extensions of time shall be confirmed by written instrument or email.

### **3. Payment by the Department:**

- a. The School shall submit an invoice to the Department for payment based on the Proposal and the services rendered upon completion of the required testing services.
- b. Department shall submit payment within two (2) months of receipt of the invoice.

### **4. Notices:** All notices and demands of any kind which any party to this Agreement may be required to be served upon any other party under the terms of this Agreement shall be in writing and shall be deemed to have been effectively given if written in the English language and sent by personal delivery, nationally recognized overnight carrier, or registered or certified mail at the following addresses:

City of North Miami Police Department 776 NE 125 Street Miami, FL 33161 Attn: Larry Juriga, Chief of Police	Miami Dade College School of Justice Miami Dade College - North Campus SOJ 11380 N.W. 27th Avenue Miami, FL 33167 Attn: Dr. Efrain Venezuela, Dean
With a copy to:  Jeff P. H. Cazeau City Attorney City of North Miami 776 NE 125th Street North Miami, FL 33161	with a copy to:  Javier A. Ley-Soto, Esq. General Counsel Miami Dade College Office of Legal Affairs 300 N.E. 2nd Avenue, Room 1453 Miami, FL 33132

**5. Term and Termination:** The Agreement shall be effective on the Effective Date and shall continue in full force and effect until the completion of the development of the exam and interview process and the implementation and administration of the exam or until sooner terminated in accordance with this provision. Any extensions to the Agreement shall be agreed upon in writing by both College and Department upon such terms as are mutually acceptable to both parties. Either party may terminate the Agreement with thirty (30) days' prior written notice, but the College shall be compensated for the services rendered prior to the effective date of the termination.

**6. Indemnification.** Subject to the provisions, limit and limitations of Section 768.28, Florida Statutes, as may be amended, each party ("Indemnifying Party") shall indemnify and hold harmless the other party, along with any of its affiliated companies and their respective officers, directors, employees, agents ("Indemnified Party") from and against any loss, cost, claim, liability, or damage relating to or arising out of Indemnifying Party's negligent performance of this and under this Agreement.

**7. Public Records.** The School is a public entity that is required to comply with Chapter 119 of Florida Statutes, known as Florida's Public Records Laws. Both parties agree to comply with any applicable provisions of Chapter 119 as required by law.

**8. FERPA.** The School is subject to and obligated to comply with The Family Education Rights and Privacy Act ("FERPA") and other federal and state regulations, whereby it is required to protect personally identifiable student information ("PISI") from unauthorized disclosure. If applicable, both parties agree to comply with all applicable federal and state regulations and School policies and procedures regarding the use, maintenance, access and disclosure of PISI.

**9. Governing Law.** This Agreement shall be governed by the laws of the State of Florida. Venue for any disputes arising out of this Agreement shall be the state and federal courts of Miami-Dade County, Florida.

**10. Independent Contractor.** Each party is considered an independent contractor and neither party nor its employees, agents or consultants shall, under any circumstances, be considered employees or agents of the other party.

**11. Entire Agreement:** The entire agreement consists of the attached Proposal, which is hereby incorporated by reference, and this Agreement. If there is conflict between this Agreement and the Proposal, the terms of this Agreement will prevail. The Agreement shall not be amended unless by written amendment signed by the duly authorized representative of each party.

[INTENTIONALLY LEFT BLANK]

IN WITNESS WHEREOF this Agreement has been signed **in duplicate** by the duly authorized representative of the respective parties hereto.

Attest to execution on behalf of North Miami Police  
Department

On behalf of the City of North Miami

By: Larry Juriga  
Larry Juriga (Feb 14, 2022 11:40 EST)

By: Theresa Therilus  
Theresa Therilus (Feb 17, 2022 14:31 EST)

Printed Name: Larry Juriga, Chief of Police

Printed Name: Theresa Therilus, Esq., City Manager

Date: Feb 14, 2022

Date: Feb 17, 2022

On behalf of the City of North Miami

On behalf of the City of North Miami

By: Jeff P. J. Cazeau  
Jeff P. J. Cazeau (Feb 24, 2022 09:05 CST)

By: Vanessa Joseph  
Vanessa Joseph (Feb 25, 2022 10:42 EST)

Printed Name: Jeff P. J. Cazeau, Esq., City Attorney

Printed Name: Vanessa Joseph, Esq., City Clerk

Date: Feb 24, 2022

Date: Feb 25, 2022

Attest to execution on behalf of Miami Dade College  
School of Justice

THE DISTRICT BOARD OF TRUSTEES  
OF MIAMI DADE COLLEGE, FLORIDA

Witness: Efrain Venezuela  
Efrain Venezuela (Feb 11, 2022 13:50 EST)

By: Oberhiri Ovueraye  
Oberhiri Ovueraye (Feb 11, 2022 15:39 EST)

Printed Name: Dr. Efrain Venezuela

Printed Name: Dr. Oberhiri Ovueraye

Date: Feb 11, 2022

Date: Feb 11, 2022

Approved as to form and legal sufficiency

Leon Saunders  
Leon Saunders (Feb 11, 2022 13:32 EST)

L. Christopher Saunders, Esq., Assistant General Counsel

Date: Feb 11, 2022



**COVER PAGE & CONTACT INFORMATION**

**RFP No. 30-20-21  
SERGEANT PROMOTIONAL EXAM**

This form should be included as the very first page of your Proposal. Please complete the form in its entirety and have it signed by an authorized officer and/or principal of the Respondent. The "Contact Person" listed below should be an authorized designee of the Respondent whom the City may contact for any questions and/or to forward any correspondence related to this Solicitation.

Legal Name of  
Proposer(s): Miami Dade College School of Justice Assessment Center

Federal Employee  
Identification (FEIN)  
Number: 59-1210485

Mailing Address: 11380 NW 27th Avenue, Room 8324

City, State, Zip Code: Miami, FL 33023

Contact Person: Chantal Ramirez

Title: Senior Assessment Analyst

Email Address: cramire6@mdc.edu

Telephone Number: 305-237-1675

Fax Number:  
(if any) 305-237-1658



I hereby certify that I am authorized to act on behalf of the Respondent, individual, partnership, corporation or association making this Proposal and that all statements made in this document are true and correct to the best of my knowledge.

By submitting a Proposal, the Respondent certifies that it has fully read and understands this Solicitation and that it has full knowledge of the scope, nature, and quality of Work to be performed.

The Respondent, individual, partnership, corporation or association responding to this Solicitation certifies that all statements made in this document are true and correct to the best of their knowledge. Moreover, the Respondent agrees to hold this offer open for a period of one hundred and eighty (180) days from the deadline for receipt of Response.

Respondent understands and agrees to be bound by the conditions contained in this Solicitation and shall conform to all the requirements outlined herein.

Miami Dade College School of Justice Assessment Center


Company Name

Dr. Wesley Fox

Authorized Company Representative (Print Name)

Apr 30, 2021

Date

  
Dr Wesley Fox (Apr 30, 2021 13:14 EDT)

Authorized Company Representative (Signature)

Dean

Title





# MIAMI DADE COLLEGE SCHOOL OF JUSTICE ASSESSMENT CENTER

## PROPOSAL

City of North Miami, FL

Promotional Testing for  
Police Sergeant

RFP #39-20-21

Due Date: May 3, 2021

Revised: 2-9-2022

**Prepared By:**

The Assessment Center  
Miami Dade College – School of Justice  
11380 NW 27<sup>th</sup> Avenue, Suite 8324  
Miami, Florida 33167-3495  
305.237.1675 O  
305.237.1858 F  
[cramire6@mdc.edu](mailto:cramire6@mdc.edu)

<http://www.mdc.edu/justice/assessment-center.aspx>

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North Campus

## LETTER OF INTRODUCTION

Miami Dade College School of Justice Assessment Center presents, to the City of North Miami, its proposal to partner with the North Miami Police Department (NMPD) to provide comprehensive promotional testing services for the rank of Police Sergeant.

We present our methodology to demonstrate that we accept and are fully prepared to meet and exceed all of the personnel selection objectives outlined in the RFP. Our methodology complies with testing guidelines and professional standards set forth by the *Uniform Guidelines on Employee Selection Procedures*, the *Principles for the Validation and Use of Personnel Selection* of the Society for Industrial and Organizational Psychology (SIOP), and the *Guidelines and Ethical Considerations for Assessment Center Operations*.

Our objective is to meet all of the Department's needs in conducting a fair and valid process. Our services shall include:

- Conduct a review of the current Job Analysis
- Consultation with subject matter experts (SMEs) for development of assessments
- Development of Written Exam
- Development of In-Basket, Interactive, and BADGE exercises
- Administration of Written Exam and Assessment Center Exercises, including scoring and evaluation
- Consultation with Department regarding administration and/or scoring of examinations
- Delivery of comprehensive reports and final results

Additionally, Miami Dade College will assist the NMPD of the City of North Miami in addressing any concerns, requests and questions regarding the entire promotional process.

Thank you for your time and for the opportunity to provide you with these services. If you have any questions, please do not hesitate to contact me at the information provided below.

**Contact Person:**

Kerry Newness, MBA, PhD., Director  
Telephone: 305.237.8012

Email: [knewness@mdc.edu](mailto:knewness@mdc.edu)  
Fax #: 305.237.1858



## Business Structure & Licenses

### Company Contact Information

Miami Dade College, North Campus  
School of Justice Assessment Center  
11380 NW 27th Avenue, Room 8324  
Miami, FL 33167

Phone: (305) 237-1476  
Fax: (305) 237-1858

### History

Miami Dade College was established in 1960. It is a four-year, state-supported college with eight campuses and numerous outreach centers. Miami Dade College is governed by a seven-member District Board of Trustees and a college president.

### Designation

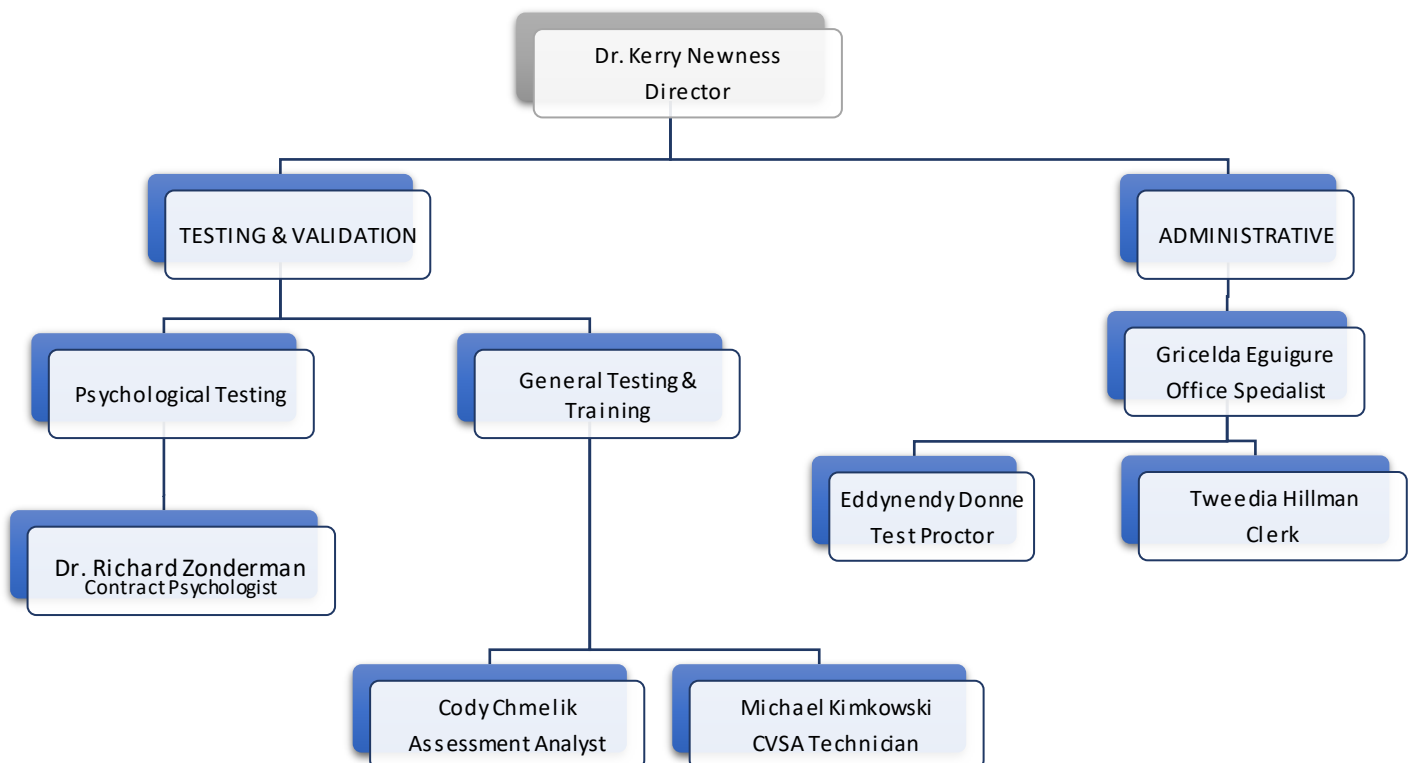
Miami Dade College is a State of Florida, public educational institution as identified in 1000.21, Florida Statutes (2007).

### Personnel assigned to project

Kerry Newness, MBA, PhD

Cody Chmelik, M.S., SHRM-CP

## Assessment Center Organizational Chart



## Qualifications & Experience of the Firm

The School of Justice Assessment Center has an unparalleled depth and breadth of experience in public safety assessment ranging from entry level to chief's level positions. The Assessment Center is fully prepared to meet or exceed all of the personnel selection objectives of the City of North Miami.

The Assessment Center was created in 1981 by Special Response Funds from the Law Enforcement Assistance Administration (LEAA) and for more than 39 years, has provided comprehensive selection and promotional assessment services to a variety of public safety agencies nationwide. Backed by Miami Dade College, an educational landmark in South Florida with a long and stable history, the Assessment Center shares in a long-standing tradition of excellence. We have assessed over 22,000 individuals across various positions in public safety and have earned a solid reputation of integrity among public safety agencies. Since 1985, the Assessment Center has assisted city and county managers in external recruitment for Chiefs of Police and other executive positions, such as directors of corrections, finance, public works, and data systems.

The Assessment Center has the experience and resources to conduct job analyses, develop and implement job-relevant exercises, evaluate records, and analyze performance data for any public safety position. Testing programs are tailored to individual agencies' needs and range from content-valid written tests and assessment-based oral boards to full-scale, complex assessment centers that include telecommunications equipment and multimedia.

The Assessment Center strives to complete every process on time, within budget, and to the highest quality possible. The Assessment Center develops all examinations with scrutiny, in a detailed manner, and customized to each Department. In addition, the timeframe provided to Agencies are maintained and only changed in extenuating circumstances. We strive to complete every process with the utmost quality and professionalism possible. We pride ourselves on the absence of any legal challenges against our promotional processes, as well as any state or federal litigation.

The Assessment Center serves as a model for the development of other assessment centers throughout the United States and internationally. Prompted by the Center's successful record of accomplishment, agencies including the Federal Bureau of Investigations (FBI) and the London Metropolitan Police have benchmarked with our programs to establish similar assessment programs. The Center has also collaborated with law enforcement departments to provide training programs for their personnel to serve as assessors in our record evaluation processes.

Maintaining a long standing working relationship with the law enforcement community, the Center has developed and implemented over 170 assessment programs statewide, primarily in law enforcement testing. The Center has served over 25 agencies in the state of Florida, many on a continuing basis. All entry level and promotional assessments for the Miami-Dade Police Department have been conducted by the Assessment Center since 1983.

The Assessment Center is staffed by a director, one senior assessment analyst, three assessment analysts, six full-time and part-time administrative staff members and one contracted Psychologist. Our team of dedicated professionals, with advanced degrees in the behavioral sciences and extensive experience in assessment, strive to develop customized solutions to meet your personnel selection and assessment needs.



## Client References

Client	Service	Dates	Contact
Bal Harbor Police Department	Written Exams & Assessment Centers for: • Sergeant	2006, 2008, 2011	Chief Thomas Hunker 655 96 <sup>th</sup> Street Bal Harbor, FL 33154 (305) 865-6449
Coral Gables Police Department	Job Analyses, Written Exams, & Assessment Centers for: • Sergeant • Lieutenant	2001 to present	Karla Green, HR Director 2801 Salzedo Street Coral Gables, FL 33134 (305) 460-5519
Doral Police Department	Written Examination: • Sergeant	2013 to present	Chief Donald W. De Lucca 6100 NW 99 <sup>TH</sup> Avenue Doral, FL 33178 (305) 593-6699
Florida International University Police Department	Written Examination: • Sergeant	2017 to present	Chief Alexander D. Casas 885 S.W. 109 <sup>TH</sup> Avenue PG-5 Miami, FL 33199
Golden Beach Police Department	Written Exams & Assessment Centers for: • Sergeant	2007 to present	Chief Rudy Herbello 1 Golden Beach Drive Golden Beach, FL 33160 (305) 936-2444
Hialeah Police Department	Oral Board for: • Captain	2009	Major Phillip Bidart 555 E. 8 <sup>th</sup> Avenue Hialeah, FL 33013
Jacksonville Sheriff's Office	Job Analyses, Written Exams, & Assessment Centers for: • Sergeant • Lieutenant	1991, 1994, 1996, 1998, 2000, & 2005	Laura Kramer Human Resources Division 117 W. Duval Street, Suite 100 Jacksonville, FL 32202
Medley Police Department	Written Exams & Assessment Centers for: • Sergeant	2009, 2012, 2014 & 2016	Chief Jeanette Said 7777 NW 72 <sup>ND</sup> Avenue Medley, FL 33166 305-883-2047
Miami-Dade Police Department	Job Analyses, Written Exams, & Assessment Centers for: • Entry Level Police Officer • Corporal • Sergeant • Lieutenant • Captain	1983 to 2010	Commander Edmundo Valdes Personnel Management Bureau 9105 NW 25 <sup>th</sup> Street Miami, FL 33172 (305) 471-2565
Miami-Dade Schools Police Department	Job Analyses, Written Exams, & Assessment Centers for: • Sergeant • Lieutenant	2002 to present	Manuel Arrebola, Major 6100 NW 2 <sup>nd</sup> Avenue Miami, FL 33127 (305) 757-7708
Miami Gardens Police Department	Written Exams, & Assessment Center for: • Sergeant	2015 to present	Chief Delma Noel-Pratt 18611 NW 27 <sup>TH</sup> Avenue Miami Gardens, FL 33056 <a href="mailto:delma.noelpratt@mcpdfl.org">delma.noelpratt@mcpdfl.org</a>



Client	Service	Dates	Contact
Miami Springs Police Department	Written Examination & Assessment Center for: <ul style="list-style-type: none"> <li>Sergeant</li> </ul>	2017 to present	Chief Armando Guzman 201 Westward Drive Miami Springs, FL 33166 (305) 877-1444
New College of Florida Police Department	Written Exam for: <ul style="list-style-type: none"> <li>Sergeant</li> </ul>	2017	Chief Michael Kessie 5800 Bay Shore Road Sarasota, FL 34243 (305) 941-487-4210
North Bay Village Police Department	Oral Boards for: <ul style="list-style-type: none"> <li>Sergeant</li> </ul>	2017 to present	Deputy Chief Samuel Bejar 1841 Galleon Street North Bay Village, FL 33141 <a href="mailto:SBejar@nbvillage.com">SBejar@nbvillage.com</a>
North Miami Police Department	Job Analyses, Written Exams, & Assessment Center for: <ul style="list-style-type: none"> <li>Sergeant</li> <li>Lieutenant</li> </ul>	2006 to present	Chief Larry Juriga 700 NE 124 Street North Miami, FL 33161 <a href="mailto:ljuriga@northmiamipolice.com">ljuriga@northmiamipolice.com</a>
North Miami Beach Police Department	Job Analyses, Written Exams, & Assessment Center for: <ul style="list-style-type: none"> <li>Sergeant</li> <li>Captain</li> </ul>	2015	Chief William Hernandez 16901 NE 19th Avenue North Miami Beach, FL 33162 (305) 948-2995
Opa Locka Police Department	Written Exams, Assessment Centers, & Oral Boards for: <ul style="list-style-type: none"> <li>Entry Level Police Officer</li> <li>Sergeant</li> <li>Deputy Chief</li> <li>Psychological Testing for:</li> <li>Police Applicants</li> <li>Dispatchers</li> </ul>	2007 to 2010, 2019	Mr. T.C. Adderly Human Resources Director City of Opa Locka 155 N. Perviz Avenue Opa Locka, FL 33054 Phone: (305) 953-2815
Sarasota Police Department	Job Analyses, Written Exams, Assessment Centers, & Oral Boards for: <ul style="list-style-type: none"> <li>Sergeant</li> <li>Lieutenant</li> </ul>	2004, 2006, 2010	Chief Peter Abbott 2050 Ringling Blvd. Sarasota, FL 34237 Phone: (941) 954-7011
Sweetwater Police Department	Written Examination for : <ul style="list-style-type: none"> <li>Sergeant</li> </ul>	2014	Jesus Menocal Interim Police Chief City of Sweetwater Police Department 500 S.W. 109 Ave. Sweetwater, FL 33174
Surfside Police Department	Oral Boards for: <ul style="list-style-type: none"> <li>Sergeant</li> </ul>	2007, 2009 & 2016	Chief David Allen 9293 Harding Avenue Surfside, FL 33154 (305) 993-1061
Sunrise Police Department	Written Exams, & Assessment Center for: <ul style="list-style-type: none"> <li>Sergeant</li> <li>Lieutenant</li> </ul>	2016 to present	Lieutenant Michael West 10440 West Oakland Park Boulevard Sunrise, FL 33351 (954)325-5057



### Qualifications of the Project Team

The following staff members of the Assessment Center will be dedicated to the project and will meet the terms of the contract, if awarded. They are experienced professionals with knowledge, creativity, and innovation to offer in the testing arena.

Kerry Newness, MBA,  
PhD, Director

- Project management of promotional processes
- Ensures compliance with the Agency and the Assessment Center, such as contractual demands, applicable standards, etc.
- Facilitation of SME and Assessor panels
- Test development, validation, and administration

Cody Chmelik, M.S.,  
SHRM-CP  
Assessment Analyst

- Test development, validation, and administration
- Conducts and coordinates meetings with SME panels
- Trains Assessors to evaluate exercises
- Job Analysis





## Staff Resumes

### Kerry Newness, MBA, PhD

#### SUMMARY OF QUALIFICATIONS

- ❖ Over ten years of assessment, validation, training, and post-secondary teaching experience
- ❖ Strong skills in project management, process integration, job analysis, and data analysis
- ❖ Client-centered, detail-oriented

#### EDUCATION

- ❖ PhD, Industrial/Organizational Psychology, Florida International University, Miami, FL
- ❖ M.S., Industrial/Organizational Psychology, Florida International University, Miami, FL
- ❖ MBA, with a concentration in Human Resources, Nova Southeastern University, Davie, FL
- ❖ BS, Psychology, Barry University, Miami Shores, FL

#### PROFESSIONAL EXPERIENCE

Assessment Center Director - Miami Dade College School of Justice 6/2021 – Present

- ❖ Oversee the implementation and evaluation of personnel selection programs including Psychological Testing, Entry Level Assessment, Promotional Assessment, and Florida Basic Abilities Assessment.
- ❖ Handle the project management of promotional processes, including coordination of meetings, development of timelines, establishing budgets for assessment programs, preparation of contracts, logistics of test administration, delivery of results and reports, etc.
- ❖ Ensure compliance with contractual demands, applicable professional ethical standards pertaining to testing and personnel selection, and policies and procedures of the Assessment Center and The College.
- ❖ Procure new contracts through research of bidding opportunities.
- ❖ Supervise and develop Assessment Center staff.
- ❖ Participate in interdisciplinary meetings to promote North Campus growth and ensure a seamless integration of the Assessment Center into the Campus community.
- ❖ Collaborate with School of Justice Director and counterparts at the School on various School related projects.

HR Section Manager of Testing and Validation, Miami Dade County Government 11/2016 – 6/2021

- ❖ Assessment Development - Develop situational judgment, job simulation tests (i.e., in-basket paperwork and video-based scenarios), pre-employment aptitude assessments, post-training competency assessments, and written promotional examinations.
- ❖ Job Analysis - Conduct job task analyses, including direct observations and field interviews, to establish content validity for assessments and to identify key performance indicators for employment (e.g., employee selection and promotion, performance management, training and development).



- ❖ Statistical Analysis - Conduct statistical analyses (e.g., multiple regression, hierarchical regression, factor analysis, Analysis of Variance) on assessment data to ensure validity and reliability. Review item analysis reports to determine item difficulty and discriminability. Calculate adverse impact ratios for assessments to determine adherence to Uniform Guidelines. Calculate standardized test scores (i.e., Z-Scores and T-scores) for the purpose of combining multiple test scores.
- ❖ Project Management - Oversee the development and administration of employment assessments by communicating with key stakeholders within the organization (e.g., command staff and directors from departments). Supervise and mentor Testing and Validation personnel engaged in the development of examination items, scoring of exam data, and subject matter expert (SME) panel meetings.
- ❖ Organizational Consultation – Meet with Subject Matter Experts (SMEs) and/or clients to discuss general concerns with recruitment and selection of employees, efficiency of the employment process (e.g., order of testing and other selection criteria), and offer strategies to remedy these issues.
- ❖ Exam Administration – Ensure standardization of exam administration across applicants, enforce testing regulations and time limits, and communicate expectations and instructions to applicants prior to and following the administration of written and computer-based testing.
- ❖ Information Security – Maintain the integrity and confidentiality of employee personnel files and testing documents by adhering to strict guidelines (e.g., encrypt emails, utilize VPN network, lock or turn off computers, password protect documents).
- ❖ Human Resource Management – Establish performance standards for the Testing and Validation section, track employee data, screen applicant resumes, develop and conduct structured interviews, and conduct annual performance evaluations for personnel.

Assessment Analyst – Miami Dade College, School of Justice Assessment Center      09/2015 – 11/2016

- ❖ Promotional Assessments - Develop written, situational judgment, in-basket, and role-playing promotional assessment tests for law enforcement agencies. Administer promotional and entry-level assessment tests using standardized administration protocol.
- ❖ Job Analysis - Conduct job task analyses to determine the required knowledge, skills, abilities, and tasks for tested positions, and as a means to ensure content validity of assessments.
- ❖ Examination Scoring – Calculate standardized test scores (i.e., Z-score and T-score) for the purpose of combining a battery of assessment scores. Utilize statistical software (e.g., SPSS) to analyze the intercorrelations of multiple factors, facets, or subtests within an assessment.
- ❖ Organizational Inquiry – Meet with Subject Matter Experts (SMEs) to discuss current issues in their agency, methods for assessing these issues, and offer strategies to remedy these issues. Adhere to law enforcement agency policy and procedure for calculating candidate supervisory potential (e.g., weighting of raw scores and using equations of equivalency for seniority)
- ❖ Assessment Evaluation - Deliver training seminars to assessors so that they are equipped to review candidates in a less biased and using a behavior-focuses approach. Work with Subject Matter Experts (SMEs) to develop Behaviorally Anchored Rating Scales (BARS) and Behavioral Checklists for employee evaluations.



Assistant Professor of Psychology – Florida Southern College

8/2013 – 8/2015

- ❖ Teaching and Instructional Design - Write curriculum and prepare lectures in alignment with desired student learning outcomes, facilitate classroom discussions, create an engaging learning environment through classroom activities, and develop assessments to measure mastery of learning outcomes.
- ❖ Research - Oversee student research projects and partner with outside employment selection organizations to empirically examine the efficacy of organizational interventions, including the collection of data, statistical analysis, and dissemination of findings at regional and national conferences.
- ❖ Classes Taught – Introduction to Psychology (PSY1106 and PSY1110), Industrial/Organizational Psychology (PSY3336), Tests and Measurements (PSY2210), Directed Research (PSY4991)

Adjunct Professor of Psychology – Florida International University

8/2013 – 8/2015

- ❖ Teaching and Instructional Design – Create classroom interactive presentations using PowerPoint and Pressi software, prepare lectures to engage students, facilitate classroom discussions, leverage new technology to facilitate classroom learning, utilize classroom management platforms such as Moodle and Blackboard
- ❖ Classes Taught – Introduction to Psychology (PSY1106 and PSY1110), Industrial/Organizational Psychology (PSY3336), Tests and Measurements (PSY2210), Directed Research (PSY4991)

**Cody Chmelik, M.S., SHRM-CP****SUMMARY OF QUALIFICATIONS**

- ❖ Excellent oral communication, presentation, and leadership skills
- ❖ Diligent worker, selfless teammate, and active listener

**EDUCATION**

- ❖ M.S., Industrial/Organizational Psychology, Carlos Albizu University, Miami, FL
- ❖ B.A., Psychology, Minor in Business Administration, Ave Maria University, Ave Maria, FL

**PROFESSIONAL EXPERIENCE**Assessment Analyst - Miami Dade College School of Justice

6/2019 – Present

- ❖ Develops, implements and evaluates complex assessment center exercises for promotional hiring of law enforcement personnel.
- ❖ Prepares job analysis reports to establish the validity of personnel selection instruments and to ensure that instruments are consistent with EEOC Uniform Guidelines for Employee Selection Procedures and American Psychological Association Standards.
- ❖ Develops assessments such as In-basket, Strategic Planning, Interactive Exercise, Oral Board, BADGE to evaluate candidate's skills and abilities in leadership positions.
- ❖ Conducts subject matter expert group meetings to obtain critical job-relevant incidents from which to develop assessment center exercises.



- ❖ Develops new training programs to develop more revenue for the Assessment Center, including training materials.
- ❖ Selects, trains, and evaluates high-ranking law enforcement assessors from across the country to evaluate assessment center exercises in a valid and reliable manner.
- ❖ Facilitates training workshops based on the needs of our clients.
- ❖ Analyzes current assessments and training programs for improvement needs and makes recommendations to enhance current assessment options.
- ❖ Conducts research in current assessments, method of implementation, and revised standards.
- ❖ Researches bidding opportunities and prepares proposals for potential contracts

## Proposed Approach & Methodology

### Overview

The Miami Dade College Assessment Center will collaborate with the NMPD of the City of North Miami and with the subject matter experts (SMEs) they designate, to develop written exam questions and assessment center exercises for the rank of Police Sergeant. As shown below, our promotional process has five major phases.



The data collected during the job analysis forms the basis for determining the content of the written exams and assessment center exercises. During the exercise development phase, the Assessment Center and SMEs collaborate to validate newly created written exam questions and scenarios for the assessment center exercises (content validity approach). During the Administration phase, the Assessment Center will facilitate live candidate orientation(s), train qualified assessors (and role players, if applicable), set-up testing locations and equipment (e.g. audio/video-recording, furniture placement) and proctor the assessment center exercises. The Exercise Evaluation Phase includes the scoring of the written exams and rating of candidates' performance on behavioral exercises by the assessors. Once evaluation is complete, the Assessment Center shall tabulate scores for each candidate, perform data analysis to assess psychometric reliability and bias, and report the results to the stakeholders (e.g. candidates, NMPD, City of North Miami, etc.). Further, the NMPD of the City of North Miami shall receive a Rank-ordered Candidate List at the conclusion of the promotional process.



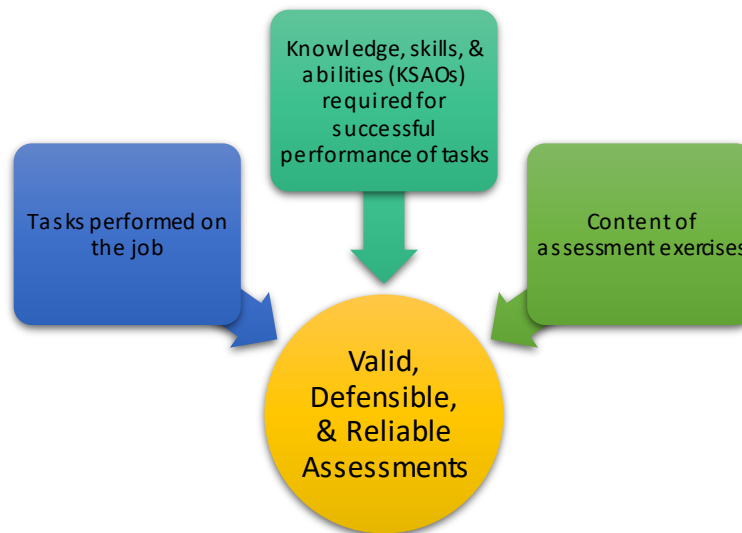
## Job Analysis Review Phase

### Job Analysis Review

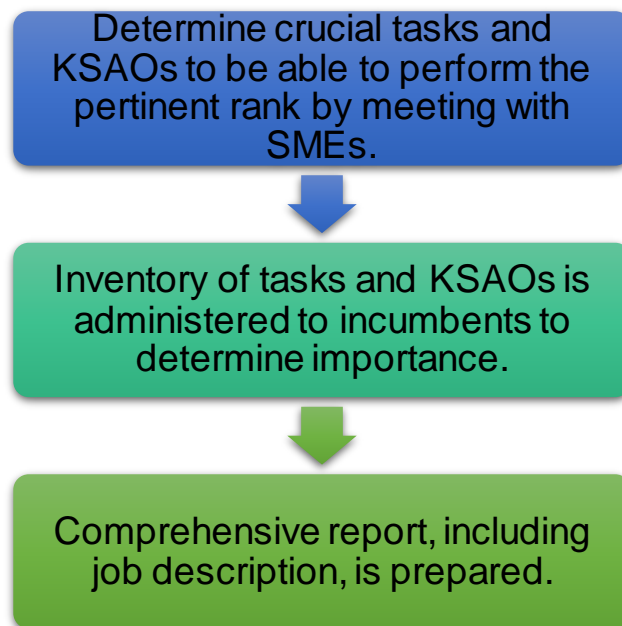
The Assessment Center will conduct a review of the current job analysis. A job analysis is the hallmark of a legally defensible selection (or promotional) process. Our approach for a job analysis is primarily task-based, customized to the tasks performed by the pertinent ranks within the City of North Miami Police Department. The Assessment Center uses a content-validation strategy for each assessment, in accordance with the professional standards outlined in the *Uniform Guidelines on Employee Selection Procedures*. As part of this strategy, Assessment Center staff will work with a subject matter expert (SME) panel to ensure that only worker competencies identified through the job analysis are captured by the assessment exercises. These meetings may take place in the form of one-on-one interviews, focus groups, and/or through observation.

To develop valid assessments, it is crucial to understand the type of work being performed (tasks, responsibilities, equipment use, working conditions), and the knowledge, skills, and abilities that workers need to perform the work. It is recommended that a job analysis be performed at least once every four years, and the information should be reviewed/updated at the start of each promotional process.

The purpose of the job analysis is determine a clear and articulable link between the following:

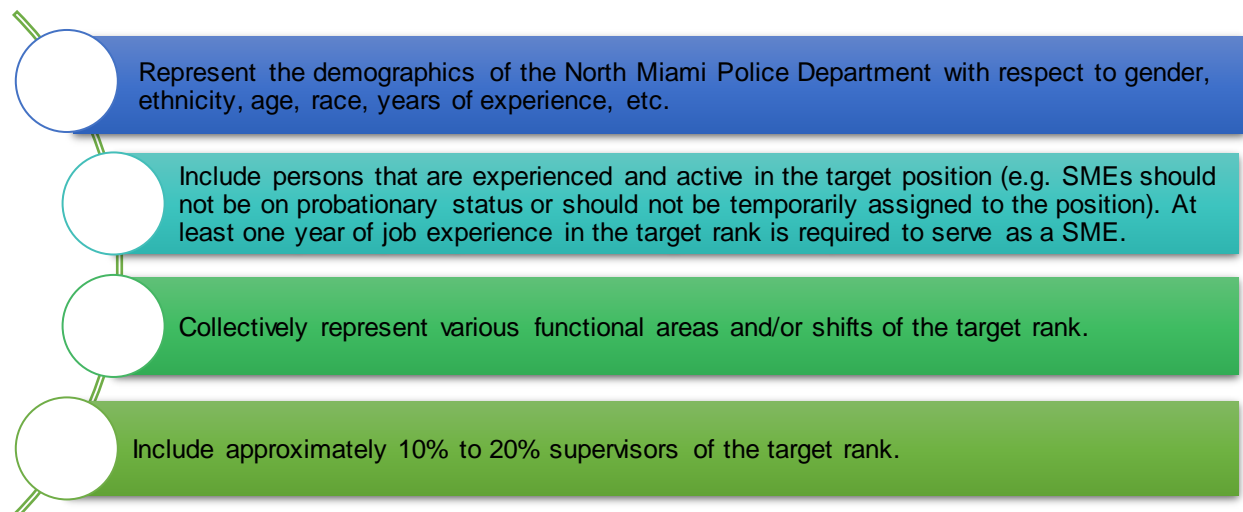


The steps taken to perform a job analysis are the following:



### Subject Matter Experts (SMEs)

The judgement of SMEs play a crucial role in the analysis of work and in validating the use of each assessment. Professional guidelines recommend that SME panels should include members with a diversity of views, backgrounds, and opinions. Ideally, there should a different SME panel for each exercise developed. The Assessment Center will ensure SME panels have the following qualities:



### Security Protocol

Information security is vitally important to the integrity of the promotional process. It is the position of the Assessment Center that agencies should communicate their firm commitment to protect and preserve the integrity of the testing developed to facilitate the mobility of personnel up the ranks within their



organization. Therefore, the City of North Miami Police Department are strongly encouraged to demonstrate a clearly articulated position outlining the agency personnel's obligation to maintain the security and confidentiality of the testing processes in their standard operating policies and procedures. The Assessment Center has safeguards in place to maintain the security of exercises, checklists, and related test materials. Overall, our security protocol helps ensure test materials are tightly controlled and accounted for at all times, and that SMEs clearly understand the criticality of keeping test materials confidential. We maintain records for a period of 7 years.

The security protocol includes the following:

During Exercise Development Meetings	<ul style="list-style-type: none"> <li>• Staff supervises the transportation of test-related materials to and from meeting.</li> <li>• SMEs sign confidentiality agreements.</li> <li>• Meetings conducted within restricted access environments.</li> </ul>
Physical Security	<ul style="list-style-type: none"> <li>• Test-related materials are stored securely at our office.</li> <li>• Only pertinent project staff accesses test materials.</li> </ul>
Virtual Security	<ul style="list-style-type: none"> <li>• Exercise development and evaluation are performed on secure workstations.</li> <li>• Cyber-security protocols (e.g. data encryption, firewall, access controls) are employed to protect the integrity of test-related materials.</li> <li>• If testing discussed via email, documents will be password-protected.</li> </ul>
During Exercise Administration	<ul style="list-style-type: none"> <li>• Candidates complete a sign-in process designed to maximize test security, including collection of communication devices.</li> <li>• Candidates are escorted to the restroom by a staff member.</li> </ul>

## Exercise Development Phase

### Written Examination Development

The Assessment Center will develop a 100 multiple-choice written exam for the rank of Police Sergeant, using source materials selected by the City of North Miami Police Department. Each item will include the appropriate source citation (including page number) for each test item. The written tests will be submitted for review to a SME panel. SMEs will be presented with written test items for review and will decide collectively, under the guidance of a professional Assessment Center staff member, whether items should be included on the exams on the basis of clarity, job relevance, and level of difficulty. Items approved by the SME panel will be included in the written aptitude tests. The written test will include a candidate test booklet and an answer key (for the purpose of challenge sessions). The written exam will serve as a “hurdle”, in which those who obtain a 70 or above will continue onto the assessment center portion of the promotional process. The benefits of this include that candidates will study for the written exam and any candidate that does not have the knowledge to perform the job can be eliminated from the process.

At least three (3) SME meetings are needed to review the written exam items per rank. During each meeting, SMEs are presented with the actual items created by Center staff and asked to evaluate each item on its clarity, job relevance, and level of difficulty. At this time, items found to be unclear or lacking relevance can be reworded or discarded accordingly. Items that are discarded based on a lack of clarity will be replaced by Center staff with items covering the same material.



## Post-Exam Challenge Sessions (Appeals)

A post-exam challenge session will be held immediately after the written exam administration or in the following two or three days. Candidates will have an opportunity to challenge one or more items on the exam for cause. These sessions are conducted and treated in a fair and impartial manner. The Assessment Center staff will perform an initial review of the items challenged. If items were keyed incorrectly, those Appeals will be upheld (or approved). If items were keyed correctly, those Appeals will be forwarded to the original SME panel who reviewed the questions and they will come to a consensus on whether to uphold or deny each Appeal. Candidates will receive credit for any challenges that are upheld. Further, if the “correct” answer is changed or multiple answers are deemed “correct”, as a result of an Appeal, scores shall be recalculated for *all* candidates. The decisions reached by the SME Panel regarding Appeals are final and may not be further appealed. Candidates attending the appeal session will be provided with the following materials: (1) a copy of their Scantron sheet, (2) an answer key, (3) written exam feedback session rules (which they must sign), and (4) a blank appeal form. Assessment Center staff will respond to the appeals and rebuttals within five (5) business days and make a recommendation for the resolution.

## Written Examination Data Analysis

An item analysis shall be conducted to identify technically flawed items and items producing adverse impact. Flawed items and those producing adverse impact shall be evaluated for future reference. Items that were successfully challenged shall be rescored (for all test takers). Moreover, written exam scores shall be calculated based on the final number of test items retained (i.e. after Appeals).

## Assessment Center Exercises

The Assessment Center will develop assessment center exercise(s) for the rank of Police Sergeant. The following are the recommended exercises for each rank. Below you may find descriptions of each exercise:

Sergeant
<ul style="list-style-type: none"><li>• In-basket Exercise</li><li>• Role-Play Interactive Exercise</li><li>• BADGE exercise</li></ul>

## In-Basket Exercise

In the In-Basket Exercise, candidates are provided with a testing room that is set up as an office, including office supplies such as a printer, stapler, stapler remover, and more. Within this room, they are presented with information, both electronically and physically. They are provided with a computer that has a simulated “desktop” containing emails regarding different issues. As well, they have an in-basket on their desk containing various types of physical paperwork (e.g. Reports, Overtime Forms), that when viewed holistically, represent a work-scenario of an administrative nature and are designed to cue the candidate to perform key tasks. To complete the In-Basket, candidates are required to produce one or more written work products (e.g. complete department forms, compose a reply to one or more emails) within the allotted time. The work products are collected at the conclusion of the exercise and evaluated by the assessor team at a later time. In addition to presenting candidates with a realistic situation, the In-Basket Exercise offers a high degree of realism because the test materials are designed to resemble the actual documents used by the Department. Scenarios may include (but are not limited to) responding to citizen complaints, addressing





payroll and/or personnel issues (e.g. scheduling, discipline, development), and communicating with chain-of command (in writing). As well, it may include tactical incidents, such as an increase in violent robberies at the Airport and the candidate must develop an action plan to handle this situation.

A minimum of three (3) SME meetings will be conducted to develop the In-Basket exercise. During the In-Basket Development Meetings, SMEs are asked to select, from a list of previously generated critical incidents, those incidents they feel (1) best represent a cross-section of tasks performed by persons occupying the target Rank (i.e. are job relevant) and (2) are suitable to be presented as an In-Basket (i.e. in written form). After one or more rounds of revision, the scenarios are finalized. Then, SMEs are asked to generate the scoring criteria (response guidelines) based on the set of behaviors expected to be displayed by the candidates. Each score element represents a critical behavior to be assessed and will have a maximum amount of points associated to it corresponding to poor, average, or exceptional performance of the critical behavior. The final product is a behaviorally anchored rating tool where the number of points awarded for each score element depend on the behaviors displayed (or not displayed) by the candidate in his or her responses (written work products) to the scenarios.

### Role-Play Interactive Exercise

The Interactive is a role-playing exercise. In contrast to other assessment center exercises, no proctor is involved in the administration. Instead, candidates are placed in a live meeting situation with one or more professional role players whom are instructed to follow a standardized script. To complete the Interactive, candidates must interact with (i.e. respond orally to) the role player(s) for a pre-determined amount of time. The candidates are video-recorded. The candidate's responses are scored by a team of assessors at a later time by viewing the recording. The purpose of the Interactive is to provide assessors with an opportunity to observe the candidate's interpersonal interactions and oral communication skills under job-relevant conditions. As with other assessment center exercises, including relevant scenario topics allows for knowledge in those topic areas to be assessed. Note that this exercise can accommodate many types of interpersonal interactions.

A minimum of three (3) SME meetings will be conducted to develop the Interactive scenario. During Interactive Development Meetings, SMEs are asked to select, from a list of previously generated scenarios, situations they feel (1) represent an important task that is performed by persons occupying the target Rank (i.e. are job relevant) and (2) are suitable for oral presentation. After one or more rounds of revision, the scenario is finalized. Then, SMEs are asked to generate the scoring criteria for each scenario. The scoring criteria (response guidelines) are based on the set of behaviors expected to be displayed by the candidates when responding to the scenario. Each scoring element represents a critical behavior to be assessed. For each scoring element, SMEs will collaborate with Center staff to develop anchors that correspond to (1) poor, (3) average, or (5) exceptional performance of the critical behavior. The final product will be a behaviorally anchored rating tool where the number of points awarded for each score element depends on the behaviors displayed (or not displayed) by the candidate.

### Behaviorally Anchored Dimension Guided Exercise (BADGE)

In the BADGE, test proctor(s) present candidates with 4 to 5 job-relevant scenarios, both orally and in writing. Candidates respond to each scenario orally and are scored by a team of assessors at a later time. The candidates are video-recorded. Each scenario reflects an immediate and dynamic on-the-job situation for the candidate to address and is designed to prompt a series of actions from the candidates. Scenarios may include (but are not limited to) responding to community policing issues, addressing personnel issues (e.g. discipline, development), and/or responding to a critical incident. The purpose of the exercise is to provide the assessors with an opportunity to observe the candidate's response to critical on-the-job



situations. Additionally, by including relevant topics, assessors have an opportunity to gauge the candidate's knowledge of the topic area(s).

A minimum of three (3) SME meetings will be conducted to develop the BADGE scenarios. During the BADGE Development Meetings, SMEs are asked to select, from a list of previously generated critical incidents, those incidents they feel (1) best represent a cross-section of tasks performed by persons occupying the target Rank (i.e. are job relevant) and (2) are suitable to be presented orally. After one or more rounds of revision, the scenarios are finalized. Then, SMEs are asked to generate the scoring criteria for each scenario. The scoring criteria (response guidelines) are based on the set of behaviors expected to be displayed by the candidates when responding to each scenario. Each score element represents a critical behavior to be assessed and will have a maximum amount of points associated to it corresponding to poor, average, or exceptional performance of the critical behavior. The final product is a behaviorally anchored rating tool where the number of points awarded for each score element depend on the behaviors displayed (or not displayed) by the candidate in his or her responses to the scenarios.

## Exercise Administration Phase

### Candidate Orientation Session

Candidates will be invited to attend a virtual orientation session prior to their examination dates. Depending on the number of candidates, more than one orientation session may be necessary. During the orientation session(s), candidates are provided with an overview of the testing process and with information regarding each assessment exercise—including dates, times and locations for each component of the process. Additionally, candidates receive an orientation/preparation guide with helpful study tips. Candidates will also have the opportunity to ask questions at the end of the orientation. The Assessment Center shall provide orientation materials and all other necessary supplies.

### Test Administration

Each promotional exercise will be administered separately to each candidate, except the written exam. All candidates will take the written exam at one time, space permitting. The Assessment Center will provide all test materials and supplies as well as staff necessary for the administration of the written exam and assessment center exercises. All supply packages provided to candidates will be prepared in a standardized manner so that all candidates receive the equivalent supplies for their test. Time frames and instructions will also be standardized so that all candidates receive the same instructions and the same amount of time to complete their exam.

On test administration days, candidates will be required to go through a sign-in process designed to maximize test security. Once candidates have signed in, they may not leave the holding room without the supervision of Center staff. Requests to use restrooms are honored, but the candidate is escorted to and from the restroom by Center staff. Cellular phones and other communication devices (i.e. radios) shall be collected from each candidate during the sign-in process and returned to them once they have finished testing. This practice ensures that candidates waiting to be assessed cannot receive information about the assessments from candidates that have just finished. Lastly, candidates will be required to sign a copy of the test rules and will receive a brief orientation.



## Exercise Evaluation Phase

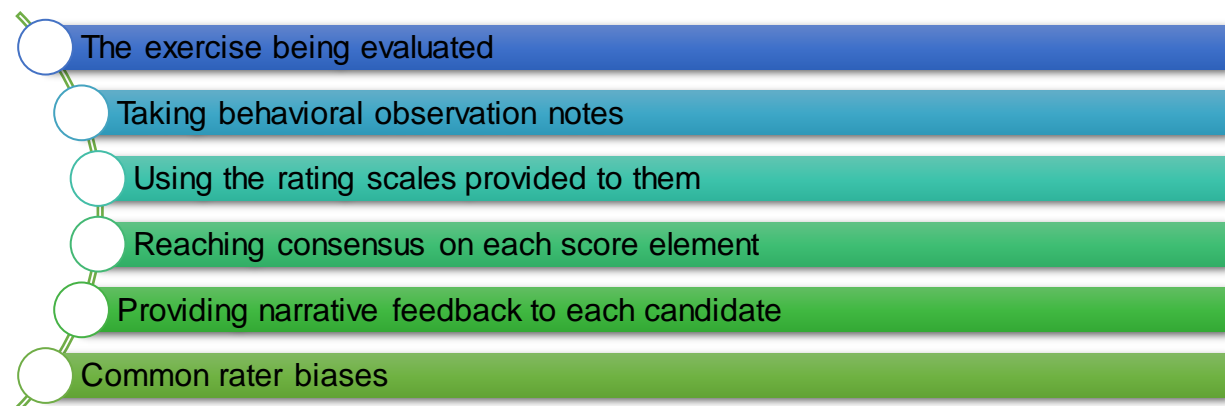
### Evaluation

Evaluation includes the scoring of the written exams by Center staff and scoring of the assessment center exercises by assessors. During evaluation, assessors are assigned to teams and will be trained to score a specific exercise. Assessors are presented with the candidates' videotaped performances or written products and instructed to make observational notes as they observe or read each candidate's responses. Assessors are given full discretion to pause, rewind, and replay any portion of a candidate's videotaped performance. Any written product is copied in-house so that each assessor may review it. Once each assessor has made their independent ratings, assessors discuss the performance to reach a consensus, such that ratings for a particular score element between any two assessors does not differ by more than 1 point (on a 5-point scale) in either direction. Finally, the assessors are instructed to provide feedback that is developmental in nature (i.e. strengths and weaknesses) and refers specifically to the candidate's observable performance (i.e. something he/she said or did) during the exercise.

### Assessor Training

The Assessment Center will recruit assessors from different agencies at the target Rank or above and coordinate to have them come evaluate the exercises. The assessors will not be related to any candidate and will not be personally known to any candidate. Qualified assessors are then assigned to teams and each team is trained to score a specific exercise. Assessors will only evaluate performance on exercises for which they have been trained. The assessors will be provided with an observation notes sheet, the response guidelines, and a scoring sheet to notate the final score.

Assessors will attend an in-person training session facilitated by the Assessment Center. During the training session, assessors will become familiar with the items (i.e. questions, scenarios) and score elements (i.e. target/desired behaviors) associated with the exercise assigned to them, as well as with key aspects of the evaluation process. Specifically, assessors receive training on the following:



### Quality Assurance Checks

In efforts to improve attention and reduce fatigue, assessors are given significant latitude over the pace of evaluations and the timing of their breaks. Nonetheless, mistakes do occur. That said, the Assessment Center will remain readily available throughout the evaluation process. During this time, staff members will review evaluation materials (e.g. observational notes, scoring sheets) produced by the assessors to ensure (1) evaluations adhere to the scoring benchmarks discussed during rater training sessions (e.g.



using the BARS correctly), (2) ratings are accurately transcribed across multiple pages, (3) there is consensus among all raters, and (4) calculations are accurate. Evaluations not meeting these standards are immediately returned to the assessor team for review and correction. Once quality assurance checks are performed and all errors are corrected—scores are recorded and all materials associated with the evaluation (e.g. assessor's observation notes, rating forms) are stored securely.

## Results Phase

### Final Reports

The Assessment Center will provide the City of North Miami Police Department with (1) a rank-ordered candidate list within the time stipulated between all pertinent parties and (2) individual performance reports for each candidate who participated in the process. Below are descriptions of these reports.

#### Rank-Ordered Candidate List

- Ranks candidates according to their overall assessment scores (composite of scores on written exam and assessment exercises).
- Indicates the recommended order of referrals into the position.

#### Candidate Performance Report

- Summarizes his or her performance in absolute terms (raw scores).
- Summarizes his or her performance relative to the performance of the candidate pool.

## Price Proposal

Please refer to the form on the following page.

**Note:** Consultant agrees to provide assistance in defending any aspect of the promotional examinations for which the consultant was directly responsible, if required to do so, through expert testimony in court or at administrative proceedings. Consultant will provide the first ten (10) hours of said service free of charge (exclusive of reasonable travel expenses, which will be billed separately). Hourly rate after the first ten hours is \$150.00 per hour (exclusive of reasonable travel expenses that will be billed separately). A lump sum can be negotiated for extended periods.



## Price Proposal

Please refer to the form on the following page.

**Note:** Consultant agrees to provide assistance in defending any aspect of the promotional examinations for which the consultant was directly responsible, if required to do so, through expert testimony in court or at administrative proceedings. Consultant will provide the first ten (10) hours of said service free of charge (exclusive of reasonable travel expenses, which will be billed separately). Hourly rate after the first ten hours is \$150.00 per hour (exclusive of reasonable travel expenses that will be billed separately). A lump sum can be negotiated for extended periods.

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**PRICE PROPOSAL FORM**  
**SERGEANT PROMOTIONAL EXAM**  
**RFP 39-20-21**

The prices listed below shall include the total cost to complete the Services requested in this Solicitation including, but not limited to materials, labor, equipment, bonds, insurance, etc., as necessary to ensure proper delivery of Services as requested by the City of North Miami.

**RESPONDENTS MUST INCLUDE A BREAKDOWN OF THE PROPOSED TASKS AND THEIR RESPECTIVE COST FOR EACH OF THE LINE ITEMS LISTED BELOW AS PART OF THEIR PROPOSAL (PLEASE ATTACH TO THIS FORM).**

	Description	Cost (Lump Sum)
1	Written Exam Development	\$ 2,500.00
2	Written Exam Administration	\$ 850.00
3	Written Exam Evaluation	\$ 2,000.00
4	Assessment Exercise Development	\$ 7,000.00
5	Assessment Exercise Administration	\$ 6,450.00
6	Assessment Exercise Evaluation	\$ 2,500.00
7	Assessment Center Development	\$ (LINE 4)
8	Assessment Center Administration and Evaluation	\$ (LINE 5 & 6)
9	Assessment Center Feedback	\$ 1,000.00
Total Cost		\$ 22,300.00

**NOTE:** The above price proposal should be accompanied by a breakdown of a project cost per candidate. Respondents must attach a breakdown of each line item to this Price Proposal Form and include it with their submittals.

[See Next Page for Notes and Acknowledgement]

## CERTIFICATIONS


1. I hereby certify that I am authorized to act on behalf of the firm, individual, partnership, corporation or association making this proposal and that all statements made in this document are true and correct to the best of my knowledge. I agree to hold this offer open for a period of one hundred and eighty (180) days from the deadline for receipt of proposals; or, if I am selected as the Top-Ranked Proposer, for such further period as is necessary for finalizing contract approval and execution.
2. I understand that it is the objective of the City of North Miami to select a Proposal that is in the best interest of the City. All terms listed in the Proposal shall be subject to negotiation between the Proposer and the City. No understanding, whether oral or written, whether made prior to or contemporaneously with the negotiations, shall serve to enlarge, modify, limit or otherwise affect the terms and conditions as ultimately detailed in the executed contract.
3. I understand and agree to be bound by the conditions contained in the Request for Proposal and shall conform to all requirements of the Request for Proposal.

Miami Dade College School of Justice Assessment Center

Company Name

Dr. Wesley Fox

Authorized Company Representative (Print Name)

  
Dr Wesley Fox (Apr 30, 2021 13:55 EDT)

Authorized Company Representative (Signature)

Apr 30, 2021

Date

Dean

Title

## References

Please refer to the form on the following page.

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## Form A-14: References

Provide the information requested below for each reference. If available, such references should be from public agencies. It is the sole responsibility of each Respondent to provide accurate information regarding these references. In the event that the City is unable to verify the project information submitted or if the information provided is incorrect, the Respondent may be deemed **NON-RESPONSIVE**. Attach additional pages as necessary.

**Client Name:** Coral Gables Police Department **Contact Person (Name & Title):** Jose Rodriguez, Recruitment Manager  
**E-Mail:** jrodriguez4@coralgables.com **Phone Number:** 305-722-8675  
**Address:** 2151 Salzedo Street  
**City:** Coral Gables **State:** FL **Zip Code:** 33134  
**Contract # (if available):** **Dates Services Were Provided:** Summer and Spring 2019  
**Description of Services Provided and Cost:**

**Client Name:** Miami Dade Schools Police Department **Contact Person (Name & Title):** Major Manuel Arrebola  
**E-Mail:** MArrebola@dadeschools.net **Phone Number:** (786) 256-9798  
**Address:** 3300 NW 27th Ave.  
**City:** Miami **State:** FL **Zip Code:** 33142  
**Contract # (if available):** **Dates Services Were Provided:** Winter 2020-2021 (Jan./Feb.)  
**Description of Services Provided and Cost:** Development, administration, & evaluation of SGT & LT promotional process. Cost is \$43,845.00.

**Client Name:** Miami Gardens Police Department **Contact Person (Name & Title):** Commander Talibah Simmons  
**E-Mail:** talibah.simmons@mgpdf.org **Phone Number:** 305-474-1678  
**Address:** 18611 NW 27th Ave.  
**City:** Miami Gardens **State:** FL **Zip Code:** 33056  
**Contract # (if available):** **Dates Services Were Provided:** Winter 2020-2021 (Feb.)  
**Description of Services Provided and Cost:** Development, administration, & evaluation of SGT promotional process. Cost is \$20,450.00.

### Local Business Preference

This is not applicable to the Miami Dade College School of Justice Assessment Center.

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### Additional Information

There is no more additional and/or relevant information regarding the firms' capacity in regards to similar projects to be provided at this time. All relevant information has been provided.

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### Litigation

The Miami Dade College School of Justice Assessment Center has no pending and/or completed lawsuits or proceedings within the past ten (10) years.

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## Insurance Requirements

Please refer to the Certificate of Liability Insurance on the following page.

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**SWORN STATEMENT UNDER SECTION 287.133(3)(a),  
FLORIDA STATUTES, ON PUBLIC ENTITY CRIMES**

THIS FORM MUST BE SIGNED AND SWORN TO IN THE PRESENCE OF A NOTARY PUBLIC OR OTHER OFFICER AUTHORIZED TO ADMINISTER OATHS.

1. This sworn statement is submitted to City of North Miami  
[print name of public entity]  
by Dr. Wesley Fox, Dean, Miami Dade College School of Justice Assessment Center  
[print individual's name and title]  
for Dr. Wesley Fox, Dean, Miami Dade College School of Justice Assessment Center  
[print name of entity submitting sworn statement]  
whose business address is 11380 NW 27th Ave., Room 8324, Miami, FL 33167  
and (if applicable) its Federal Employer Identification Number (FEIN) is 59-1210485 (If the  
entity has no FEIN, include the Social Security Number of the individual signing this sworn statement:  
\_\_\_\_\_.)

2. I understand that a "public entity crime" as defined in Paragraph 287.133(1)(g), **Florida Statutes**, means a violation of any state or federal law by a person with respect to and directly related to the transaction of business with any business with any public entity or with an agency or political subdivision of any other state or of the United States, including, but not limited to, any bid or contract for goods or services to be provided to any public entity or an agency or political subdivision of any other state or of the United States and involving antitrust, fraud, theft, bribery, collusion, racketeering, conspiracy, or material misrepresentation.
3. I understand that "convicted" or "conviction" as defined in Paragraph 287.133(1)(b), **Florida Statutes**, means a finding of guilt or a conviction of a public entity crime, with or without an adjudication of guilt, in any federal or state trial court of record relating to charges brought by indictment or information after July 1, 1989, as a result of a jury verdict, nonjury trial, or entry of a plea of guilty or nolo contendere.
4. I understand that an "affiliate" as defined in Paragraph 287.133 (1)(a), **Florida Statutes**, means:
  1. A predecessor or successor of a person convicted of a public entity crime; or
  2. An entity under the control of any natural person who is active in the management of the entity and who has been convicted of a public entity crime. The term "affiliate" includes those officers, directors, executives, partners, shareholders, employees, members, and agents who are active in the management of an affiliate. The ownership by one person of shares constituting a controlling interest in another person, or a pooling of equipment or income among persons when not for fair market value under an arm's length agreement, shall be a prima facie case that one person controls another person. A person who knowingly enters into a joint venture with a person who has been convicted of a public entity crime in Florida during the preceding 36 months shall be considered an affiliate.
5. I understand that a "person" as defined in Paragraph 287.133(1)(e), **Florida Statutes** means any natural person or entity organized under the laws of any state or of the United States with the legal power to enter into a binding contract and which bids or applies to bid on contracts for the provision of goods or services let by a public entity, or which otherwise transacts or applies to transact business with a public entity. The term "person" includes those officers, directors, executives, partners, shareholders, employees, members, and agents who are active in management of an entity.



6. Based on information and belief, the statement which I have marked below is true in relation to the entity submitting this sworn statement. [indicate which statement applies.]



Neither the entity submitting this sworn statement, nor any officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity, nor any affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July 1, 1989.



The entity submitting this sworn statement, or one or more of its officers, directors, executives, partners, shareholders, employees, members or agents who are active in management of the entity, or an affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July 1, 1989.



The entity submitting this sworn statement, or one or more of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity, or an affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July 1, 1989. However, there has been a subsequent proceeding before a Hearing Officer of the State of Florida, Division of Administrative Hearings and the Final Order entered by the hearing Officer determined that it was not in the public interest to place the entity submitting this sworn statement on the convicted vendor list. [attach a copy of the final order]

I UNDERSTAND THAT THE SUBMISSION OF THIS FORM TO THE CONTRACTING OFFICER FOR THE PUBLIC ENTITY IDENTIFIED IN PARAGRAPH 1 (ONE) ABOVE IS FOR THAT PUBLIC ENTITY ONLY AND, THAT THIS FORM IS VALID THROUGH DECEMBER 31 OF THE CALENDAR YEAR IN WHICH IT IS FILED. I ALSO UNDERSTAND THAT I AM REQUIRED TO INFORM THE PUBLIC ENTITY PRIOR TO ENTERING INTO A CONTRACT IN EXCESS OF THE THRESHOLD AMOUNT PROVIDED IN SECTION 287.017, FLORIDA STATUTES FOR CATEGORY TWO OF ANY CHANGE IN THE INFORMATION CONTAINED IN THIS FORM.

Sworn to and subscribed before me this 28<sup>th</sup> day of April, 2021.  
[signature]

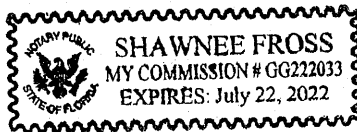
Personally known X

OR Produced identification \_\_\_\_\_ Notary Public - State of Florida

My commission expires 07/22/2022  
(Type of Identification)

*Shawnee Fross*

(Printed typed or stamped Commissioned name of Notary Public)





**FORM "A-2"**

**NON-COLLUSIVE BIDDER CERTIFICATE**

**STATE OF FLORIDA**

**COUNTY OF MIAMI-DADE**

Before me, the undersigned authority, on this day personally appeared  
Dr. Wesley Fox (Authorized Officer), who being by me  
duly sworn, deposes and says:

1. That he/she is the Dean of the  
corporation/partnership known and styles as Miami Dade College School of Justice Assessment Center,  
duly formed under the laws of the State of Florida, on April 29<sup>th</sup>, 2021,  
is duly authorized to represent such corporation/partnership in the making of this  
Affidavit and certification.

2. That Miami Dade College School of Justice Assessment Center  
(corporation/partnership) has not, within 6 months next preceding the date of this affidavit,  
entered into any combination, contract, obligation, or agreement to create nor that may tend to  
create or to carry out any restriction on secret, competitive bidding on the procurement of  
RFP 39-20-21, to fix, maintain, increase, or reduce the price set out in the  
Proposal (bid) on the Project; to fix or maintain any standard or figure whereby the price bid in  
the Proposal is or has been in any manner affected, controlled, or established; or in any other  
manner to prevent or lessen competition in the bidding for the Project.

3. That Miami Dade College School of Justice Assessment Center  
(corporation/partnership) has not, during such time, entered into, executed, or carried out any  
contract, obligation, or agreement with any person, corporation, or association of persons not to  
bid on this Project below a common standard or figure, to keep the price thereof at fixed or  
graded figures, to preclude a fair and unrestricted competition in the bidding of this Project, to  
regulate, fix or limit the bidding on the Project, or to abstain from engaging in the bidding on the  
Project, or any portion thereof.

4. That Miami Dade College School of Justice Assessment Center  
(corporation/partnership) has not within 6 months next preceding the date of this Affidavit, either  
directly or through the instrumentality of trustees or otherwise, acquired assets shares, bonds,  
franchise, or other rights in or physical properties of any other corporation or partnership for the  
purpose of preventing or lessening, or in a manner that tends to affect or lessen, competition in  
the bidding on this Project.

5. That Miami Dade College School of Justice Assessment Center  
(corporation/partnership) has not within such time entered into any agreement or understanding  
to refuse to buy from or sell to any other person, corporation, firm, or association of person who  
bids on the Project.





6. That no officer of Miami Dade College School of Justice Assessment Center has, within Affiant's knowledge, during such 6 months made on behalf of its or for its benefit any such contract or agreement as is specified in this Affidavit.

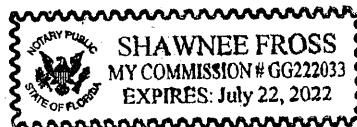
7. That these representations and warranties will be true at the time of the bid opening.

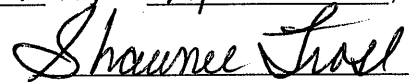
  
By: Dr. Wesley Fox

Its: Dean

Authority Warranted

SWORN TO and subscribed before me this 29<sup>th</sup> day of April, 2022





Notary Public

My Commission Expires:



FORM "A-4"

QUESTIONNAIRE INSTRUCTIONS

PROJECT:

OWNER: CITY OF NORTH MIAMI

BIDDER:

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INSTRUCTIONS

- A. All questions are to be answered in full, without exception. If copies of other documents will answer the question completely, they may be attached and clearly labeled. If additional space is needed, additional pages may be attached and clearly labeled.
- B. The City of North Miami shall be entitled to contact each and every person/company listed in response to this questionnaire. The Bidder, by completing this questionnaire, expressly agrees that any information concerning the Bidder in possession of said entities may be made available to the City.
- C. Only complete and accurate information shall be provided by the Bidder. The Bidder hereby warrants that, to the best of its knowledge and belief, the responses contained herein are true, accurate, and complete. The Bidder also acknowledges that the City is relying on the truth and accuracy of the responses contained herein. If it is later discovered that any material information given in response to a questions was provided by the Bidder, knowing it was false, it shall constitute grounds for immediate disqualification, termination, or rescission by the City of any subsequent agreement between the City and the Bidder.
- D. If there are any questions concerning the completion of this form, the Bidder is encouraged to contact the Purchasing Department via email at [purchasing@northmiamifl.gov](mailto:purchasing@northmiamifl.gov) or via phone: (305) 895-9886.



## QUESTIONNAIRE

Bidder's Name: Miami Dade College School of Justice Assessment Center

Principal Office Address: 11380 NW 27th Ave., Room 8324

Miami, FL 33167

Official Representative: Dr. Wesley Fox

Individual

Partnership (Circle One)

Corporation

If a Corporation, answer this:

**When Incorporated:**

9/6/1960

In what State: \_\_\_\_\_

If Foreign Corporation:

**Date of Registration with**

Florida Secretary of State: \_\_\_\_\_

Name of Resident Agent: \_\_\_\_\_

Address of Resident Agent: \_\_\_\_\_

President's Name: Madeline Pumariega

Vice President's Name: Dr. Malou Harrison

Treasurer's Name: \_\_\_\_\_

Members of Board of Directors: Michael Bileca, Nicole Washington, Dr. Anay Abraham, Roberto Alonso, Marcell Felipe, Bernie

If a Partnership:

Navarro

Date of Organization: \_\_\_\_\_

General or Limited Partnership\*: \_\_\_\_\_



Name and Address of Each Partner:

Name

Address

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

\*Designate general partners in Limited Partnership

1. Number of years of relevant experience in operating similar business: 39
2. Have any similar agreements held by Bidder for a similar project to the proposed project ever been canceled?

Yes ( )

No (X)

If yes, give details on a separate sheet.

3. Has the Bidder or any principals of the applicant organization failed to qualify as a responsible Bidder, refused to enter into a contract after an award has been made, failed to complete a contract during the past five (5) years, or been declared to be in default in any contract in the last five (5) years? No

If yes, please explain:

4. Has the Bidder or any of its principals ever been declared bankrupt or reorganized under Chapter 11 or put into receivership? No

If yes, give date, court jurisdiction, action taken, and any other explanation deemed necessary.

5. Person or persons interested in the proposal and Questionnaire Form \_\_\_\_\_ (have) X (have not) been convicted by a Federal, State, County or Municipal Court of any violation of law, other than traffic violations. To include stockholders over ten percent (10%). (Strike out inappropriate words).

Explain any convictions on a separate sheet.

6. Lawsuits (any) pending or completed involving the corporation, partnership or individuals with more than ten percent (10%) interest:

A. List all pending lawsuits: No pending lawsuits



B. List all judgments from lawsuits in the last five years: No judgments from lawsuits in the last 5 years.

C. List any criminal violations and/or convictions of the Bidder and/or any of its principals: No criminal violations and/or convictions

7. Conflicts of Interest. The following relationships are the only potential, actual or perceived conflicts of interest in connection with this proposal: (If none, so state). None

The Bidder understands that information contained in this Questionnaire will be relied upon by the City of North Miami in awarding the proposed Agreement and such information is warranted by the Bidder to be true. The undersigned Bidder agrees to furnish such additional information, prior to acceptance of any proposal relating to the qualifications of the Bidder, as may be required by the City Manager.

*The Bidder further understands that the information contained in this questionnaire may be confirmed through a background investigation conducted by the City of North Miami Police Department. By submitting this questionnaire, the Bidder agrees to cooperate with this investigation, including but not necessarily limited to fingerprinting and providing information for credit check.*



I certify that the information and responses provided on this Questionnaire are true, accurate and complete. The Owner of the Project or its representatives may contact any entity or reference listed in this Questionnaire. Each entity or reference may make any information concerning the Contractor available to the Owner.

Dated April 29, 2021

CONSULTANT:

Miami Dade College School of

Justice Assessment Center

By Dr. Wesley Fox  
Its Dean

A handwritten signature in black ink, appearing to be "W. Fox", written over a horizontal line.

Sworn to and subscribed before me this 29<sup>th</sup> day of April, 2021

A handwritten signature in black ink, appearing to be "Shawnee Fross", written over a horizontal line.  
Notary Public

My Commission Expires:

07/22/2022





FORM A-5

ADDENDUM TO BID DOCUMENTS

BID NUMBER: RFP 39-20-21

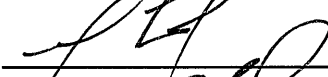
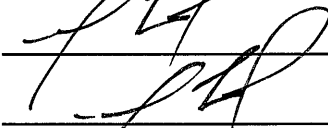
BID OPENING DATE: March 24, 2021

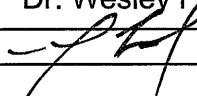
To All Bidders:

It is the Bidder's responsibility to assure receipt of all addenda. The Bidder should verify with the designated Contracting Officer prior to submitting a proposal that all addenda have been received. Bidder's are required to acknowledge the number of addenda received as part of their proposals.

This form must be returned with your bid as acknowledgement of receipt of all addenda issued for this RFP,RFQ or IFB and must be signed in the space provided below. Bidder's failure to return this form will be deemed non-responsive and will not be considered for contract award.

Please initial to acknowledge receipt of addenda pertaining to this contract:

<input checked="" type="checkbox"/> Addendum No. 1	<u></u>
<input checked="" type="checkbox"/> Addendum No. 2	<u></u>
Addendum No. 3	<u></u>
Addendum No. 4	<u></u>
Addendum No. 5	<u></u>
Addendum No. 6	<u></u>
Addendum No. 7	<u></u>
Addendum No. 8	<u></u>
Addendum No. 9	<u></u>
Addendum No. 10	<u></u>

Acknowledged by: Dr. Wesley Fox  
Name:   
Signature:   
Date: 4-27-21