

CONTRACT

North Miami Police Department

Police Sergeant Promotional Process



Prepared By:
The Assessment Center
Miami Dade College – School of Justice
11380 NW 27th Avenue, Suite 8324
Miami, Florida 33167-3495
P: 305.237.8012
F: 305.237-1807
lguinov@mdc.edu

City of North Miami– Promotional Test

Agreement

This Agreement is entered into this 20th day of September 2018 (“Effective Date”), and is by and between the City of North Miami, (“City”) a municipal corporation, 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 dated May 29, 2018 (“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 City 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 tests and process.

NOW, THEREFORE, the parties agree as follows:

1. Development and Administration:

- a. The School shall develop a Sergeant Written Examination and Assessment Center exercises.
- b. The School shall be the administrator of the Sergeant Written Examination and Assessment Center exercises.

2. Extension of Times:

Extensions of time may only be granted by the mutual agreement of the parties’ contract representatives, who, for the City of North Miami, is Chief Larry Juriga and, for the College, is Lisa Guinovart, Assessment Center Director, School of Justice. 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– Promotional Test

City of North Miami North Miami Police Department 700 NE 124 TH Street North 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, #8310 Miami, FL 33167 Attn: Dr. Raimundo J. Socorro, Dean
With copy to: Jeff P.H. Cazeau City Attorney City of North Miami 776 NE 125 Street North Miami, FL 33161	with a copy to: Javier A. Ley-Soto, College Legal 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. **Independent Contractor and Professional Hold Harmless:**
- 6.1 The College is a public educational institution and political subdivision of the State of Florida and enters into this Agreement as an independent contractor. The College shall be responsible for the deposit and payment of any Federal Income Taxes, FICA, Unemployment Taxes or any similar fees or taxes that become due, and shall be responsible for the collection and payment of all withholdings, contributions and payroll taxes relating to the College's services, or those of employees of the College. The City shall not withhold from sums payable to the College, any amount whatsoever for Federal Income Taxes, FICA, Unemployment Insurance Taxes, or any similar fees or taxes. The College, its employees and agents, will not be considered an employee of the City or entitled to participate in plans, distributions, arrangements or other benefits extended to City employees.
- 6.2 **Agency:** Nothing herein shall imply or shall be deemed to imply an agency relationship between the City and the College.
- 6.3 **Indemnification and Hold Harmless:** To the extent and within the statutory limits of Section 768.28, Florida Statutes, as may be amended, the parties shall indemnify and save each other, its employees, agents and assigns harmless from any claims, damages or liability to third parties, including the costs of defense in which either of the parties may be involved in the performance of their duties outlined in this Agreement, except that the parties shall not indemnify the other for any negligent act or omission of the other.

City of North Miami– Promotional Test

- 7. Entire Agreement:** The entire agreement consists of the Proposal 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]

City of North Miami– Promotional Test

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 City of North Miami Police Department

DocuSigned by:

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Print Name: Chief Larry Juriga

Date: 9/21/2018

City of North Miami on behalf its Police Department

DocuSigned by:
By: 
C23984DEA2724CF...
Larry M. Spring, Jr.
City Manager

Date: 9/21/2018

Attest to execution on behalf of City of North Miami

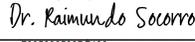
DocuSigned by:

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Print Name: Michael Etienne, City Clerk

Date: 9/22/2018

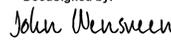
Attest to execution on behalf of Miami Dade College School of Justice

DocuSigned by:

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Print Name: Dr. Raimundo Socorro

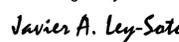
Date: 9/18/2018

THE DISTRICT BOARD OF TRUSTEES OF MIAMI DADE COLLEGE, FLORIDA

DocuSigned by:
By: 
28D4C48FCA4B48E...
John Wensveen, Ph.D.
Vice Provost of Academic Schools

Date: 9/18/2018

Approved as to form and legal sufficiency

DocuSigned by:

EC42899AC9DE460...
Javier A. Ley-Soto, College Legal Counsel

Date: 9/18/2018

Approved as to form and legal sufficiency

DocuSigned by:

8AF8443D714D491...
Jeff P.H. Cazeau., City Attorney

Date: 9/20/2018



COVER PAGE & CONTACT INFORMATION

**RFP No. 28-17-18
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 33167
Contact Person:	Lisa Guinovart
Title:	Associate Director
Email Address:	lguinov@mdc.edu
Telephone Number:	305-237-8012
Fax Number:	305-237-1858



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 ninety (90) 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.

Name of Company: Miami Dade College School of Justice Assessment Center

Authorized Signature: R. Socorro, PhD

Title of Officer: Dean of the School of Justice

Proposal

City of North Miami

Sergeant Promotional Exam

RFP #28-17-18

Due Date: May 29, 2018



Prepared By:
Lisa M. Guinovart, Director
The Assessment Center
Miami Dade College – School of Justice
11380 NW 27th Avenue, Suite 8324
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May 29, 2018

Heylicken Espinoza, Purchasing Agent
City of North Miami
Office of the City Clerk
776 NE 125th Street
North Miami, FL 33161

Re: Sergeant Promotional Exam

Miami Dade College's Assessment Center presents our approach to partner with the North Miami Police Department for the upcoming promotional examination involving the rank of Police Sergeant.

We present our methodology to demonstrate that we are fully prepared to meet and exceed all of the personnel selection objectives discussed during our meeting. 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*.

Description of Department Needs

The North Miami Police Department is seeking to partner with a consulting firm in order to develop and administer an assessment process, which allows the evaluation and selection of the most qualified candidates for the rank of Police Sergeant.

It is our belief that the use of standardized job relevant exercises in making promotional decisions presents the best option to identify qualified candidates. Research has continuously demonstrated assessment center exercises to be valid, reliable and unbiased predictors of performance. Moreover, in a court case, [Progressive Officers Club, Inc v. Metropolitan Dade County, No. 86-1081 (S. D. Fla. Dec. 15, 1989)], the assessment center was upheld on every issue against an adverse impact case based on ethnic differences in a police lieutenant's assessment center. In other words, no adverse impact was found. Additionally, the assessment center was found to have complied with requirements of the Uniform Guidelines for Employee Selection Procedures through a content-validation approach. The court found this strategy to be an appropriate validation strategy that met professional standards. The exercises were found to reflect a conscientious attempt, on our part, to create job simulations in areas as close to reality as possible in a testing situation. In fact, it was stated (p. 42) that, "Short of requiring applicants to actually perform the job, the assessment center exercises are the best approximation of work performance." Statistical analysis on a large police sergeant's assessment center (n=297) yielded the same results, no adverse impact. In fact, a finding of interest in that group was that the female candidates appeared to do slightly better than the males.

The promotional process will include a review of the existing job analysis, policy, and bibliographies for the rank of Police Sergeant as well as the development, administration, and evaluation of a written examination and assessment exercises.

Assessment Center Objectives

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

- Review of job analyses
- Review of bibliographies (reading lists) currently used as the basis of job knowledge tests and recommendations for revisions
- Conduct orientation sessions
- Development of written exams
- Development of an BADGE, Interactive Exercise, and In-Basket Exercise
- Administration of all exercises and tests developed
- Preparation and delivery of results
- Provision of performance feedback to candidates
- Preparation and deliver of technical report

Additionally, Miami Dade College will assist the Department in addressing any concerns, requests and questions regarding the entire promotional process. After all examinations are completed and evaluated, a report outlining the process and its results will be provided to the Department. This report will contain ethnic and gender breakdowns across ranks in regards to candidate performance.

Thank you for your time and for the opportunity to provide this service to your Department. If you have any questions please do not hesitate to contact us at 305-237-8012, or via e-mail at lquinov@mdc.edu

Sincerely,



Lisa M. Guinovart
Assessment Center Director

PART I – QUALIFICATIONS OF FIRM

BACKGROUND

The School of Justice Assessment Center (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 Department.

The Assessment Center was created in 1981 by Special Response Funds from the Law Enforcement Assistance Administration (LEAA) and for nearly 30 years, has provided comprehensive selection and promotional assessment services to a variety of public safety agencies nationwide. Backed by Miami Dade College, an education 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 for 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 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 nationwide, 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 Center has also served agencies in the states of Virginia, South Carolina, North Carolina, Alabama, and Nebraska.

The Assessment Center is staffed by a director, an assessment analyst, five full-time and part-time administrative staff members and two contracted Psychologists. 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.

COMPANY PROFILE

(1) Address, Phone, & Fax:

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

(2) Authorized Representative Name, Title, Address, Phone Number:

Lisa Guinovart, Assessment Center Director
Miami Dade College, North Campus
School of Justice Assessment Center
11380 NW 27th Avenue, Room 8324
Miami, FL 33167
Phone: (305) 237-1476

(3) History:

Miami Dade College was established in 1959. It is a multi-campus, four-year, state-supported college with eight campuses and numerous outreach centers. Miami Dade College is nationally recognized as one the largest and best colleges in the country. It is governed by a seven-member District Board of Trustees and a college president. The Miami Dade College School of Justice Assessment Center was established in 1981 with Special Response Funds from the Law Enforcement Assistance Administration to provide personnel selection services for public safety.

(4) Designation:

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

The mission of Miami Dade College is to provide accessible, affordable, high-quality education by keeping the learner's needs at the center of decision-making and working in partnership with its dynamic, multicultural community.

The Vision:

Miami Dade College is committed to be a college of excellence renowned for its:

- satisfied, well-prepared students who, through their extraordinarily positive experience at MDC, have acquired the needed knowledge and skills to be successful in their on-going academic and career pursuits;
- empowered employees, working within an environment that encourages creativity, risk-taking and accountability, who apply their individual and collective talents to fulfill the College's mission;
- highly supportive community that recognizes the significant impact of the College's educational and training programs; and
- effective use of adequate resources to enable programs to flourish and the talents of people to emerge.

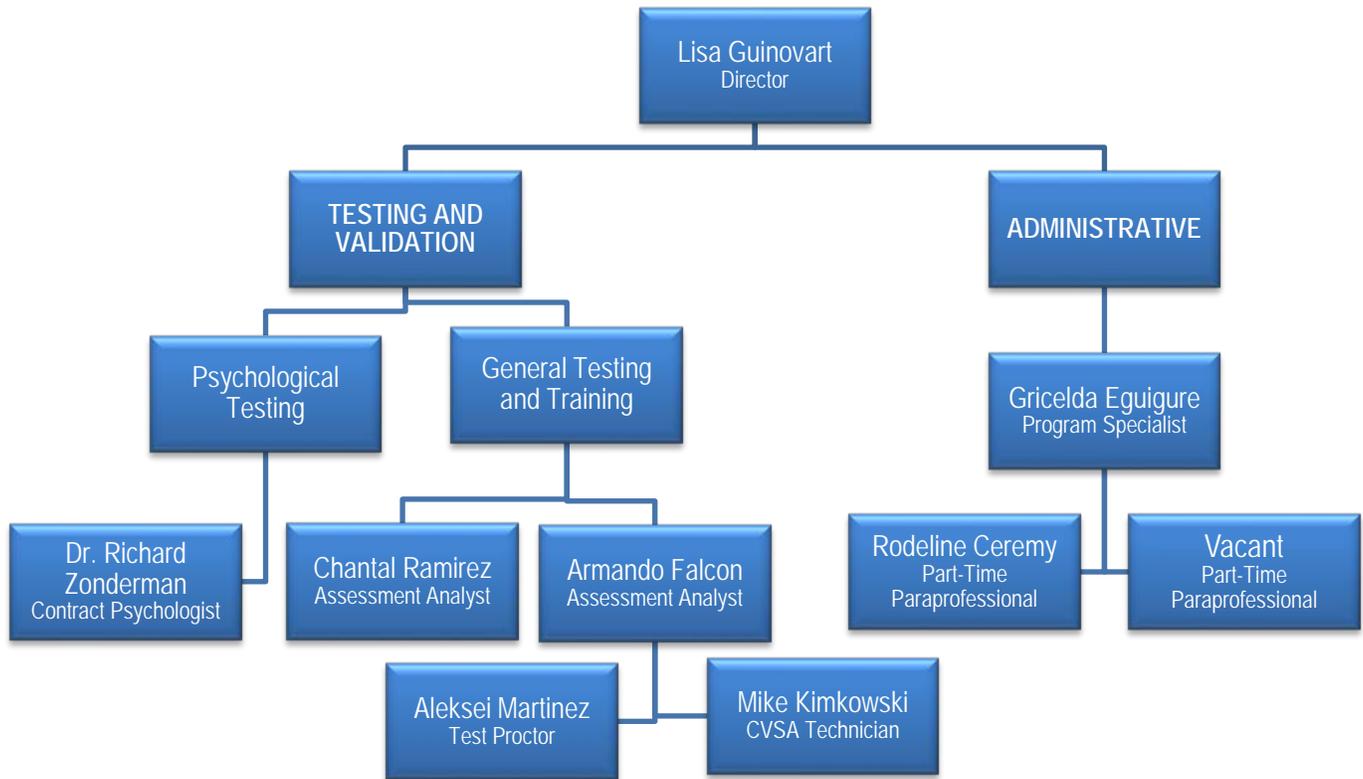
(5) Contract Team:

Lisa Guinovart, Director
Chantal Ramirez, Assessment Analyst
Armando Falcon, Assessment Analyst

(6) Employees:

There are approximately 2,449 full-time employees; 4,305 part-time employees. Miami Dade College is an equal access/equal opportunity, affirmative action institution

Organizational Chart



PART II – FIRM'S RELATED PROJECT EXPERIENCE

Client	Service	Dates	Contact
Bal Harbor Police Department	Written Exams & Assessment Centers for: <ul style="list-style-type: none"> • Sergeant 	2006, 2008, 2011	Chief Thomas Hunker 655 96 th Street Bal Harbor, FL 33154 (305) 865-6449
Coral Gables Police Department	Job Analyses, Written Exams, & Assessment Centers for: <ul style="list-style-type: none"> • Sergeant • Lieutenant 	2001, 2005, 2007 2009, 2013, 2015 & 2017	Karla Green, HR Director 2801 Salzedo Street Coral Gables, FL 33134 (305) 460-5519
Doral Police Department	Written Examination: <ul style="list-style-type: none"> • Sergeant 	2013, 2015 & 2016	Chief Donald W. De Lucca 6100 NW 99TH Avenue Doral, FL 33178 (305) 593-6699
Florida International University Police Department	Written Examination: <ul style="list-style-type: none"> • Sergeant 	2017	Chief Alexander D. Casas 885 S.W. 109 TH Avenue PG-5 Miami, FL 33199
Golden Beach Police Department	Written Exams & Assessment Centers for: <ul style="list-style-type: none"> • Sergeant 	2007, 2009, & 2012	Chief Rudy 1 Golden Beach Drive Golden Beach, FL 33160 (305) 936-2444
Hialeah Police Department	Oral Board for: <ul style="list-style-type: none"> • Captain 	2009	Major Phillip Bidart 555 E. 8 th Avenue Hialeah, FL 33013
Jacksonville Sheriff's Office	Job Analyses, Written Exams, & Assessment Centers for: <ul style="list-style-type: none"> • 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: <ul style="list-style-type: none"> • Sergeant 	2009, 2012, 2014 & 2016	Chief Jeanette Said 7777 NW 72 ND Avenue Medley, FL 33166 305-883-2047
Miami-Dade Police Department	Job Analyses, Written Exams, & Assessment Centers for: <ul style="list-style-type: none"> • Entry Level Police Officer • Corporal • Sergeant • Lieutenant • Captain 	1983 to 2010	Commander Edmundo Valdes Personnel Management Bureau 9105 NW 25 th Street Miami, FL 33172 (305) 471-2565
Miami-Dade Schools Police Department	Job Analyses, Written Exams, & Assessment Centers for: <ul style="list-style-type: none"> • Sergeant • Lieutenant 	2002, 2004, 2006, 2008, 2010, 2014, & 2016	Manuel Arrebola, Interim Major 6100 NW 2 nd Avenue Miami, FL 33127 (305) 757-7708
Miami Gardens Police Department	Written Exams, & Assessment Center for: <ul style="list-style-type: none"> • Sergeant 	2015 & 2016	Chief Antonio Brooklen 18611 NW 27 TH Avenue Miami Gardens, FL 33056 (305) 474-1400

Client	Service	Dates	Contact
Miami Springs Police Department	Written Examination & Assessment Center for: <ul style="list-style-type: none"> • Sergeant 	2017 & 2018	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"> • Sergeant 	2017	Chief Michael Kessie 5800 Bay Shore Road Sarasota, FL 34243 (305) 941-487-4210
North Bay City Police Department	Oral Boards for: <ul style="list-style-type: none"> • Sergeant 	2017	Chief Carlos Noriega 1841 Galleon Street North Bay City, FL 33141
North Miami Police Department	Job Analyses, Written Exams, & Assessment Center for: <ul style="list-style-type: none"> • Sergeant • Lieutenant 	2006, 2008, & 2015	Chief Leonard Burgess 700 NE 124 Street North Miami, FL 33161 (305) 891-0294
North Miami Beach Police Department	Job Analyses, Written Exams, & Assessment Center for: <ul style="list-style-type: none"> • Sergeant • Captain 	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"> • Entry Level Police Officer • Sergeant • Deputy Chief • Psychological Testing for: • Police Applicants • Dispatchers 	2007 to 2010	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"> • Sergeant • Lieutenant 	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"> • Sergeant 	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"> • Sergeant 	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"> • Sergeant • Lieutenant 	2016 & 2018	Lieutenant Daniel Kobayashi 10440 West Oakland Park Boulevard Sunrise, FL 33351 (954)749-3581
Tampa International Airport Police Department	Written Examination for: <ul style="list-style-type: none"> • Corporal • Sergeant • Lieutenant 	2015	Chief Paul Sireci P.O. Box 22287 Tampa, FL 33622 (813) 870-7835

PART III – QUALIFICATIONS OF PROJECT TEAM

Three (3) FTE will be dedicated to the project with assistance as needed from other technical administrative personnel.

Lisa Guinovart, Chantal Ramirez, and Armando Falcon will be in charge of the Sergeant promotional process. Ms. Ramirez and Mr. Falcon will review the job analysis and develop the written exam and assessment exercises. Ms. Guinovart will oversee the administration and evaluation of each component of the promotional process and will be responsible for preparing and submitting the results and technical report. Ms. Guinovart will work with the Chief of North Miami and SMEs of the North Miami Police Department to coordinate meetings and testing activities.

PROFESSIONAL STAFF BIOGRAPHIES

Lisa Guinovart, Director, Assessment Center

Ms. Guinovart has served as Director of the Assessment Center since September 2014. She oversees the implementation and evaluation of personnel selection programs including Psychological Testing, Entry Level Assessment, Promotional Assessment, and Florida Basic Abilities Assessment. Prior to serving as Director, she served as the Assessment Analyst for this Assessment Center where she responsible for developing and implementing all assessment center exercises. Before joining the Assessment Center Ms. Guinovart worked in an international IT company as a Human Resources Specialist, where she, conducted job analyses and was responsible for the recruitment process which included, administering various written and oral examinations and extensive interviewing. Ms. Guinovart earned her Master's Degree in Industrial/Organizational Psychology from Carlos Albizu University.

Chantal Ramirez M.S., Assessment Analyst

Ms. Ramirez has serves as an Assessment Analyst of Assessment Center. She is tasked with developing and implementing various assessment center exercises, conducting job analyses and administering various training programs for public safety and private agencies. In her previous role at a Telecommunications center, she performed multiple interviews, administered selection tests to candidates, conducted job analyses, and assisted in the recruitment and selection process of the center. Ms. Ramirez obtained her Master's degree in Industrial/Organizational Psychology and is currently pursuing her PhD in Human Services from Carlos Albizu University.

Armando Falcon M.S., Assessment Analyst

Mr. Falcon serves as an Assessment Analyst of the Assessment Center. He is tasked with developing and implementing various assessment center exercises, conducting job analyses and administering various training programs for public safety and private agencies. Mr. Falcon has earned his Master's Degree Industrial/Organizational Psychology and is currently pursuing a PhD in the same field from Florida International University (ABD status).

STAFF RESUMES

Lisa Guinovart, MS**SUMMARY OF QUALIFICATIONS**

- M.S. Degree in Industrial/Organizational Psychology from Carlos Albizu University
- Over five years of assessment and training experience
- Strong skills in project management, process integration, and data analysis
- Adept at building strong working relationships to maximize resources of employer organization and clients

PROFESSIONAL EXPERIENCE

09/14 – Present Miami Dade College – School of Justice

Assessment Center Director

Oversee the implementation and evaluation of personnel selection programs including Psychological Testing, Entry Level Assessment, Promotional Assessment, and Florida Basic Abilities Assessment. Develop timelines and budgets for assessment programs. 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. Seek out and procure new contracts. Participate in interdisciplinary meetings to promote North Campus growth and ensure a seamless integration of the Assessment Center into the Campus community. Supervise and develop Assessment Center staff. Collaborate with School of Justice Director and counterparts at the School on various School related projects.

09/12 – 09/14 Miami Dade College – School of Justice

Assessment Analyst

Developed, implemented and evaluated complex assessment center exercises for promotional hiring of law enforcement personnel. Prepared 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. Conducted subject matter expert group meetings to obtain critical job-relevant incidents from which to develop assessment center exercises. Developed assessments such as In-basket, Strategic Planning, Interactive Exercise, Oral Board, BADGE to evaluate candidate's skills and abilities in leadership positions. Developed training materials. Develop new training programs to develop more revenue for the Assessment Center. Select, train and evaluate role players to participate in oral and interactive exercise administration. Selected, trained, and evaluate high-ranking law enforcement assessors from across the country to evaluate assessment center exercises in a valid and reliable manner. Developed and facilitated training workshops based on the needs of our clients. Analyze current assessments and training programs for improvement needs and makes recommendations to enhance current assessment options. Supervised support staff in all aspects of large scale test administrations and candidate evaluations. Conducted research related to the development and

implementation of testing and training programs. Served on college-wide committees working with senior officers, faculty and staff involved in strategic planning to assess work readiness of students.

05/10 – 09/12 Optenet Inc.

Human Resources Specialist

Performed all recruitment for offices in the US, Latin America, and Europe. Developed, administered and evaluated entry level and promotional process used in US headquarters for positions in the Public Safety field of Internet Security. Conducted job and task analysis. Conducted meeting with Directors in the department to determine specific behavioral dimensions needed for each position and created job descriptions. Prepared valid job analysis reports consistent with EEOC Uniform Guidelines for Employee Selection Procedures and American Psychological Association Standards. Create complex assessment exercises. Conduct subject matter expert group meetings with department leaders to obtain critical job-relevant incidents from which to develop assessment center exercises. Develop assessments such as Structured Interview, Oral Presentation, Strategic Planning, and Interactive Exercise to evaluate candidate's skills and abilities in leadership positions. Analyzed and evaluate results using statistical analysis to determine which candidates should be hired and promoted. Provided all candidates constructive feedback in performance of assessment exercises.

06/09 – 06/10 First Data Inc.

Account Manager

Assessed entry level and promotional candidates on Marketing, Merchant Processing, and Public Safety knowledge, skills and abilities. Conducted task analyses with subject matter experts to define behavior dimensions and knowledge content needed to perform the job efficiently. Developed multifaceted assessment exercise such as interactive and oral exercise. Evaluate candidate performance through the development of performance guidelines. Developed statistical analysis of candidate results and provided hiring recommendations to leadership. Assessed employee's performance and determine performance gaps. Trained all employees and conduct professional development training workshop for current employees. Lead workshops that teach/coach both professional and product knowledge. Consulted with business owners on a daily basis on their current merchant processing service, and assisted them on ways they could improve their services.

09/08 – 06/09 Facilitators Group, LLC

Human Resources Intern

Assisted with career coaching for unemployed executives, managers and ranked employees. Assisted in the assessment of performance gaps of executives: Gap Analysis, Leaderless Group Exercise, Oral Presentations. Assisted in mock interviews, created and asked interview questions, rated interviews and provided feedback once interview was completed. Created reports on summary of assessment results to determine strength and weakness of candidates. Developed and implemented successful career development strategies.

Chantal Ramirez, M.S.

SUMMARY OF QUALIFICATIONS

- M.S. Degree in Industrial/Organizational Psychology from Carlos Albizu University
- Over three years of development and administration of training and recruitment/selection experience
- Excellent oral communication and presentation skills
- Detail-oriented, quality-driven, and active listener

PROFESSIONAL EXPERIENCE

Assessment Analyst- Miami Dade College- School of Justice 11/16 – present

Develops, implements and evaluates complex assessment center exercises for promotional hiring of law enforcement personnel. Conducts subject matter expert group meetings to obtain critical job-relevant incidents from which to develop assessment center exercises. Develops assessments such as In-basket, Strategic Planning, Interactive Exercise, Oral Board, BADGE to evaluate candidate's skills and abilities in leadership positions. Selects, trains, and evaluates role players to participate in oral and interactive exercise administration. Selects, trains, and evaluates high-ranking law enforcement assessors from across the country to evaluate assessment center exercises in a valid and reliable manner.

Human Resources Generalist – San Jorge Children's Hospital 01/14 – 04/14

Developed and administered multiple trainings to supervisors and managers regarding various topics such as Sexual Harassment, Emotional Intelligence, and others. Handled interviews to fill vacant positions. Developed job descriptions and performed job analyses for a new mental health department that was opening in the hospital. In charge of a project regarding employee satisfaction and motivation.

Human Resources Coordinator – Claro, P.R. 08/13 – 10/13

Handled the paperwork for job requisitions that came in for vacant positions. Conducted multiple interviews to fill managerial positions. Administered testing for entry level positions. Performed job analyses, including evaluation of job descriptions, for positions that were opening. Coordinated meetings with managers in other departments.

Human Resources Generalist – Lilly del Caribe 08/13 – 12/13

In charge of a Diversion and Inclusion project. Within this project, scheduled, administered, and conducted focus groups. Developed final report for project. Participated in some interviews.

Armando Falcon, M.S.

SUMMARY OF QUALIFICATIONS

- M.S. Degree in Industrial/Organizational Psychology from Florida International University
- Over one year of experience conducting worker-oriented job analysis
- Knowledge of legal and professional employee testing standards
- Strong data analytic skills

PROFESSIONAL EXPERIENCE

Assessment Analyst - Miami Dade College- School of Justice 11/16 – present
 Develops, implements and evaluates complex assessment center exercises for promotional hiring of law enforcement personnel. Conducts subject matter expert group meetings to obtain critical job-relevant incidents from which to develop assessment center exercises. Develops assessments such as In-basket, Strategic Planning, Interactive Exercise, Oral Board, BADGE to evaluate candidate's skills and abilities in leadership positions. Selects, trains, and evaluates role players to participate in oral and interactive exercise administration. Selects, trains, and evaluates high-ranking law enforcement assessors from across the country to evaluate assessment center exercises in a valid and reliable manner.

Human Resources Associate – Florida Beauty Flora Transportation 04/14 – 05/15
 Reported to Director of Human Resources, Ari Afek, M.S. Developed safety training resources using professional eLearning software (Adobe Captivate). Interviewed incumbents and subject matter experts to collect work-analytic data. Created and updated job descriptions for current openings.

PART IV – PROPOSED APPROACH AND METHODOLOGY

The North Miami Police Department is seeking a qualified consultant to provide the following services in relation to promotional testing for the rank of Police Sergeant:

- Review of job analyses
- Review of bibliographies (reading lists) currently used as the basis of job knowledge tests and recommendations for revisions
- Conduct orientation session
- Development of written examination
- Development of a BADGE, Interactive and In-Basket Exercise
- Administration of all exercises and tests developed
- Preparation and delivery of results
- Provision of performance feedback to candidates
- Preparation and deliver of technical report

Three (3) full-time employees (FTEs) who are professional staff members of the Assessment Center and holds an advanced degree in the behavioral sciences will be dedicated to the project with a percentage of assistance as necessary from other professional and administrative staff members.

The development of the exams will involve a content validity strategy and will comply with professional standards for personnel selection as well as the Department's applicable rules and regulations and collective bargaining agreements. The validation process will involve the use of subject matter experts (SMEs) from the North Miami Police Department. All SME panels described in this response will meet the following requirements:

- SME panel collectively represents the demographics of the employee population with respect to gender, age, race, years of experience, etc.
- SMEs must be experienced and active in the target position (e.g. SMEs should not be on probationary status or should not be temporarily assigned to the position). At least one year of job experience in the target rank is required to serve as a SME.
- SME panel collectively represents various functional areas and/or shifts of the target rank.
- SME panel should include approximately 10% to 20% supervisors of the target rank.

Test security is a fundamentally important consideration for all testing programs developed and administered by the Assessment Center. Security is of vital importance to the integrity of the overall system. The methodology used by the Assessment Center involves a promotional testing procedure that minimizes the risk of test exposure. However, there remains an issue of test security. The Assessment Center has many safeguards in place to maintain the security of exercises, checklists, and related test materials.

Subject Matter Expert Security Subject Matter Expert (SME) panels are structured to use progressively higher levels of expert review. Job incumbents are used for initial development work (e.g. Job Analyses and Critical Incident Reports). Personnel at or above the rank of Sergeant are used for exercise refinement. All SME panel members are required to signify their consent to abide by all Assessment Center procedures by signing security/confidentiality agreements that detail security and confidentiality procedures. All SME panel meetings are conducted in restricted access environments. All SME notes are collected after each meeting. It is the position of the Assessment Center that agencies should communicate their firm commitment to protect and preserve the integrity of systems developed to facilitate the mobility of personnel up the ranks within their organization.

All agencies served by the Assessment Center are strongly encouraged to include in their standard operating policies and procedures a clearly articulated position outlining the obligation of their agency personnel to maintain the security and confidentiality of testing processes. These test security measures help ensure that all materials related to a specific assessment center are tightly controlled and accounted for at all times, and that SMEs clearly understand the criticality of keeping test materials confidential.

Physical Security During the development, administration, and feedback stages of an assessment center, all test exercises and related materials are secured by the Assessment Center in a restricted-access facility located in the School of Justice. This facility is located within an alarmed area of the School of Justice. Only Assessment Center staff members have access to this facility. During the evaluation stage of an assessment center, all test exercises and related materials are secured in a restricted-access facility located at the evaluation site. Assessment Center personnel supervise the transport of test exercises and related materials to and from test development and/or evaluation sites.

In addition, all of our test materials are duplicated in-house at the Miami Dade College North Campus Copy Center. During duplication, the Copy Center closes its doors to the entire campus to work exclusively on the Center's job requests. A Center staff member remains physically present at the Copy Center until the duplication is complete. The staff member then transports the documents back to the Center for storage in the vault until test administration.

Computer Security All test exercise development is conducted within the confines of Assessment Center. Assessment Center personnel are the only users of these computers. The computers have secured casings and are password protected. Multiple layers of security, including a firewall, protect the restricted computer network.

Administration Security Assessment Center personnel supervise all Assessment Center activities. Candidates are not permitted to bring any notes, books, supplies, or communication devices to the testing site. All candidates are given a standard set of supplies for testing purposes. In order to minimize the exposure of test exercises, stringent measures are applied to the development of test administration schedules. All test components have a maximum exposure time of one day. Where necessary, candidates are sequestered to avoid the likelihood of information sharing that could compromise test security.

JOB ANALYSIS

Consultant will review the current Police Sergeant Job Analysis to determine the comprehensive range of aptitudes, skills, abilities, and other traits that will identify candidates best suited to perform successfully in the target position. Consultant will determine if additional data collection is needed and if so will proceed accordingly.

WRITTEN EXAMINATION DEVELOPMENT

The consultant will develop A multiple-choice exam will be developed by the consultant using previously selected source materials. Consultant will prepare a master examination consisting of 100 items. Each item will include an answer key and the appropriate source citation (including page number) for each test item. The exams will be submitted for review by a SME panel. SMEs will be presented with written exam items created by the consultant for review and will decide collectively, under the guidance of the professional Assessment Center staff members, whether items should be included on the exams on the basis of clarity, relevance, and level of difficulty. Items approved by the SME panel will be included in the exams. The exam will have 100 multiple-choice items and will include a candidate test booklet and an annotated key.

ASSESSMENT CENTER EXERCISE DEVELOPMENT

Development of assessment center exercises will follow a content validity approach as permitted by the Uniform Guidelines on Employee Selection Procedures. Consultant will request the participation of multiple SME panels for each exercise. SMEs will be asked about meaningful situations (critical incidents) they have experienced on the job which will provide the foundation for the exercises. The specific nature of exercise tasks will be fine-tuned over a series of SME meetings. As a final step in the exercise development process, SMEs will provide information on the scoring criteria that should be used for each exercise. Assessment Center professional staff members will use this information to create the rating tools and other relevant materials to be used for scoring by assessor teams. Additionally, SMEs that are part of each exercise development panel will be asked to complete a mock exercise to be used for assessor training.

During the entire exercise development process, the highest priority will be placed on ensuring the job relatedness of the test instruments and on fostering the perception of fairness. Our process is grounded on a content validation strategy that guarantees job-relatedness.

The following exercises will be developed for the rank of Sergeant:

POLICE SERGEANT
BADGE
Interactive Exercise
In-Basket 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 live team of assessors. 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 citizen complaints, addressing personnel issues (e.g. discipline, development), and responding to an active criminal 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). Candidates submit written work product to be evaluated by an assessor team at a later time.

Interactive Exercise

The IE is a role-playing exercise. In contrast to the 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 IE, candidates must interact with (i.e. respond orally to) the role player(s) for a pre-determined amount of time. The candidate's responses are scored by a live team of assessors. This exercise has two stages: a preparation stage and a presentation stage.

The purpose of the IE is to provide assessors with an opportunity to observe the candidate's interpersonal interactions under conditions which are highly similar to the conditions on-the-job. Note that this exercise can accommodate many types of interpersonal interactions. For instance, role players can assume the role of a subordinate and the situation can take the form of a counseling (coaching) session with a difficult subordinate. Likewise, role players can assume the role of witnesses and the situation can be designed to assess behaviors related to the treatment of witnesses. As with the other assessment center exercises, including relevant scenario topics allows for knowledge in those topic areas to be assessed. Candidates submit written work product to be evaluated by an assessor team at a later time.

In-Basket Exercise

In this exercise, candidates are presented with administrative paperwork. The paperwork is presented in writing and requires candidates to handle the paperwork tasks in the most appropriate manner and according to Department policy. This exercise can be administered in a group setting if using paper-and-pencil version or can be administered individually if using computers. Candidates submit written work product to be evaluated by an assessor team at a later time.

In general, the In-basket is a simulation designed to cue the candidate to perform key administrative tasks (i.e. respond to subordinate inquiries, review Offense/Incident Reports, staff an upcoming event, approve or deny overtime/leave requests, etc.). To complete the In-Basket, candidates are required to produce one or more written work products (e.g. complete personnel forms, reply to emails), which are collected by the proctor at the conclusion of the exercise and evaluated by the assessors at a later time. The In-Basket Exercise offers a high degree of realism because (i) the tasks to be performed during the exercise reflect actual tasks performed by persons in the target rank and (ii) the materials (i.e. forms, reports, emails) provided to candidates are designed to resemble the actual documents used by NMPD.

WRITTEN EXAM ADMINISTRATION

1. Preparation of Announcement – the Assessment Center will assist the North Miami Police Department with the preparation of the job announcement to be posted to inform all eligible candidates of the eligibility requirements and procedure to be used in the selection process.
2. Candidate Test Notification Letter – A candidate test notification letter will be prepared by the Assessment Center and sent to eligible candidates via the Department to notify them of the dates, times and location of all promotional process activities.
3. Candidate Orientation – Several weeks prior to the administration of the exercises, candidates will be invited to attend a general orientation session. During the orientation, candidates will receive a copy of the test rules and an orientation guide containing information on the testing process as well as study information. They will also receive specific test time and location information and have the opportunity to ask questions at the end of the orientation session.
4. Test Administration – Prior to administering the exercises, all testing materials and venue set up (supply packages, test booklets, recording equipment set up, other materials, etc.) will be prepared by the Assessment Center in standardized manner. Time frames and instructions will be standardized so that all candidates receive the same instructions and the same amount of time to complete their exercises.
5. Written Exam Item Appeals - Candidates will be given an opportunity to appeal written exam items immediately following the administration of the written exam. Candidates will be required to turn in their answer sheets and will be allowed to retain a copy of the Candidate Test Booklet containing the exam items and will also be provided with an Item Appeal Form. Those candidates who wish to complete an Item Appeal Form will be allowed to do so and all other candidates will be dismissed from the test site.

The consultant will provide the venue, proctors, and materials necessary for the written test administration.

EXAMINATION EVALUATION

1. The Written Exam will be scored by an Assessment Center professional staff member. An item analysis will be conducted to identify potentially technically flawed items meeting pre-determined criteria in terms of response distribution. Items meeting the pre-determined criteria will be reviewed by the Assessment Center professional staff member to determine if the item should to be eliminated from the test. The Assessment Center professional staff member will also review Written Exam Item Appeals submitted by the candidates. If there are uncertainties, regarding the decision to deny or uphold the appeal, SMEs from the Department will be contacted for consultation and a final decision will be made. Candidates will be provided with written notification of their final Written Exam score, pass/fail decision, and item appeal response if applicable.
2. Assessment Exercises Evaluation – Assessors will be sworn and certified law enforcement professionals at or above the target rank and will be from agencies comparable in size to the North Miami Police Department. Assessors will also be diverse in terms of gender and ethnicity. Assessors will undergo a rigorous one-day training session where they will learn to take behavioral notes and evaluate candidate performance using a standardized procedure. Assessors will evaluate a mock record as part of training and

to ensure inter-rater reliability. During training and evaluation, a command staff member from the Department should be available to clarify and/or answer policy questions. A team of three assessors will evaluate each candidate record per assessment exercise. Candidate scores for the exercises will represent the consensus agreement of all three assessors. After a candidate record has undergone evaluation by an assessor team, it will undergo a meticulous review process by professional staff members of the Assessment Center to ensure that the evaluation process conforms to the procedures set forth by the Assessment Center during training.

3. Final Results – The North Miami Police Department may provide seniority points (if applicable) for each candidate eligible to participate in the promotional process. The Assessment Center will calculate final results by way of combining standard scores for all components of the promotional process including seniority and provide a final rank ordered list to the Department as well as individual candidate reports with performance comparison data to each candidate. The Assessment Center will utilize the weights of each component of the promotional as outlined in Department Policy, Bargaining Agreements, and/or Civil Service Rules. In the absence of such stipulations, the Assessment Center will make recommendations to the North Miami Police Department regarding the weights to be applied to the components of the promotional process based on literature support and best practices in the industry.

RESULTS & TECHNICAL REPORTS

Once all exercises are scored, consultant will aggregate written and assessment scores for each candidate taking into account the designated weights for each component and seniority points may be added provided if in accordance with applicable Departmental contractual requirements.

Candidates will be ranked in descending order based on the composite score on the promotional process.

Consultant will provide a technical report describing all aspects of the process within thirty working (30) days from the submission of the results.

PART V – PRICE PROPOSAL

WRITTEN EXAMINATION COST

SERGEANT EXERCISE DEVELOPMENT	
Job Analysis Review	No Charge
Development and preparation of Reading List including meetings with Subject Matter Experts (SME) and review of related materials	\$500.00
Development of Written Examination	\$2,000.00
Development Subtotal:	\$2,500.00
SERGEANT EXERCISE ADMINISTRATION (MAX 50 CANDIDATES)	
Orientation:	
Preparation of Candidate Test Notification Letters & Candidate Orientation Guide	\$250.00
Execution of 1 comprehensive candidate orientation	\$350.00
Written Exam:	
Administration Venue, Set Up, & Tear Down	No Charge
1 Assessment Analyst (1 day)	\$250.00
Administration Subtotal:	\$850.00
SERGEANT EXERCISE EVALUATION	
Written Exam Evaluation:	
Oversee Item Challenge Review	\$500.00
Conduct Statistical Item Analysis	\$500.00
Prepare Written Response to Item Challenges	\$500.00
Preparation of Final Results & Technical Report	\$500.00
Evaluation Feedback:	\$2,000.00
TOTAL SERGEANT WRITTEN EXAMINATION ASSESSMENT COST	\$5,350.00

SERGEANT ASSESSMENT CENTER DEVELOPMENT	
Meeting Rooms	No Charge
Job Analysis Review & Report	No Charge
Assessment Center Exercise (Including development of all assessors checklists and training materials)	\$7,000.00
TOTAL EXERCISE DEVELOPMENT	\$7,000.00
SERGEANT ASSESSMENT CENTER ADMINISTRATION (MAX 50 CANDIDATES)	
Orientation & Test Administration Venue	No Charge
Orientation & Materials	\$250.00
Assessment Center Administrations (BADGE, Interactive, In-Basket, Evaluation Coordination, Proctoring & Oversight (Max 50 Candidates in 2 Day)	\$1,500.00
Media Equipment Set Up, Operation, & Staffing	No Charge
1 Director (2 days)	\$700.00
2 Assessment Analyst (2 days)	\$1,000.00
4 Clerical Staff Members (2 days)	\$1,200.00
6 Actors / Role Players (2 days- includes role player training)	\$1,800.00
Recruitment & Selection of Assessors	No Charge
TOTAL EXERCISE ADMINISTRATION	\$6,450.00
SERGEANT ASSESSMENT CENTER EVALUATION	
Preparation of Evaluation Materials Including Binding & Duplication of Training Materials	No Charge
Assessor Training	\$500.00
Assessor/ Role Player Meals	\$1,000.00
Preparation of Final Results & Technical Report Including Individual Candidate Reports	\$1,000.00
TOTAL EVALUATION	\$2,500.00
SERGEANT ASSESSMENT CENTER FEEDBACK	
Feedback Venue	No Charge
Preparation of Feedback Materials Including Binding & duplication of Training Materials & Candidate Schedules & Notifications	No Charge
Professional Oversight of Feedback	\$1,000.00
TOTAL FEEDBACK	\$1,000.00
TOTAL SERGEANT ASSESSMENT CENTER COST	\$16,950.00
TOTAL FOR SERGEANT 2018 SKILLS ASSESSMENT	\$22,300.00

*Consultant agrees to provide assistance in defending any aspect of the promotional examination 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.

PART VI – REQUIRED DOCUMENTS BY THE CITY OF NORTH MIAMI

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Attachment "A"

Revised Price Proposal Form



REVISED PRICE PROPOSAL FORM

SERGEANT PROMOTIONAL EXAM

RFP 28-17-18

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 5)
8	Assessment Center Administration and Evaluation	\$ (LINE 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]

NOTES:

1. 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. Also the Respondent agrees to hold this offer open for a period of ninety (90) days from the deadline for receipt of Response.
2. Respondent understands and agrees to be bound by the conditions contained in this Solicitation and shall conform to all the requirements.

Miami Dade College
Company Name

Raimundo Socorro, Ph.D.
Authorized Company Representative (Print Name)

Title

R. Socorro, Ph.D.
Signature

5-25-18
Date

FORM A-1



**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 the City of North Miami
[print name of public entity]
by Raimundo Socorro, Ph.D.
[print individual's name and title]
for Miami Dade College School of Justice Assessment Center
[print name of entity submitting sworn statement]
whose business address is 11380 N.W. 27th Avenue 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.

FORM A-1



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.

R. Socow, PhD

[signature]

Sworn to and subscribed before me this 25 day of May, 2018.

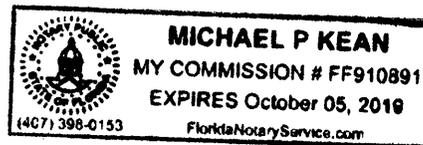
Personally known X

OR Produced identification _____ Notary Public - State of Florida

My commission expires Oct 05, 2019
(Type of Identification)

Michael Patrick Kean

(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
Raimundo Socorro, Ph.D. (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 Dean, duly formed under the laws of the State of Florida, on May 25, 2018, is duly authorized to represent such corporation/partnership in the making of this Affidavit and certification.
2. That Miami Dade College (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 Sergeant Promotional Examination RFP 28-14-18, 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 (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 (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 (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 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: Raimundo Socorro

Its: Dean, Miami Dade College
Authority Warranted

SWORN TO and subscribed before me this 25 day of May, 2018.

Michael Patrick Kean

Notary Public

My Commission Expires:

10, 5, 19





FORM "A-4"

QUESTIONNAIRE INSTRUCTIONS

PROJECT:

OWNER: CITY OF NORTH MIAMI

BIDDER:

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 or via phone: (305) 895-9886.



QUESTIONNAIRE

Bidder's Name: Miami Dade College School of Justice

Principal Office Address: 11380 N.W. 27TH Avenue, Miami, FL 33167

Official Representative: Raimundo Socorro, Ph.D

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: Eduardo J. Padron, Ph.D

Vice President's Name: Lenore Rodicio, Ph.D.

Treasurer's Name: _____

Members of Board of Directors: Bernie Navarro, Marili Canio, Daniel Diaz Leyva, Jose K. Fuentes, Benjamin Leon III, Dr. Rolando Montoya, Juan C. Zapata, Dr. Eduardo Padron

If a Partnership:

Date of Organization: _____

General or Limited Partnership*: _____



B. List all judgments from lawsuits in the last five years:

C. List any criminal violations and/or convictions of the Bidder and/or any of its principals:

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 May 25, 2018

CONSULTANT:

Miami Dade College

By Raimundo Socorro, Ph.D
Its Dean

Sworn to and subscribed before me this 25 day of May, 2018

Michael Patrick Kean

Notary Public

My Commission Expires:

10/5/2019





FORM A-5

ADDENDUM TO BID DOCUMENTS

BID NUMBER: 28-17-18

BID OPENING DATE: May 29th, 2018

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:

- Addendum No. 1 R. Socomo, PhD
Addendum No. 2
Addendum No. 3
Addendum No. 4
Addendum No. 5
Addendum No. 6
Addendum No. 7
Addendum No. 8
Addendum No. 9
Addendum No. 10

Acknowledged by:
Name:
Signature:
Date:



REFERENCES (Form A-14)

List a minimum of three (3)

Name: Coral Gables Police Department Contact: Karla Green

Address: 2801 Salzedo Street

City: Coral Gables State: FL Zip: 33134

Contact Person: Karla Green, HR Director

Phone: 305-460-5519 E-Mail: kgreen@coralgables.com

Type of Job Performed & Cost Development, administration, and evaluation of written exams and assessment center exercises for the promotional process of Sergeant and Lieutenant. Cost was \$47,400.00.

Name: North Miami Beach Police Department Contact: William Hernandez

Address: 16901 NE 19th Avenue

City: North Miami Beach State: FL Zip: 33162

Contact Person: William Hernandez, Chief of Police

Phone: 305-948-2995 E-Mail: William.Hernandez@nmbpd.org

Type of Job Performed & Cost Development, administration, and evaluation of written exams and assessment center exercises for the promotional process of Sergeant and Captain. Cost was \$34,964.00.

Name: Miami Dade Schools Police Department Contact: Manuel Arrebola

Address: 6100 NW 2nd Avenue

City: Miami State: FL Zip: 33127

Contact Person: Manuel Arrebola, Interim Major

Phone: 305-757-7708 E-Mail: marrebol@mdc.edu

Type of Job Performed & Cost Development, administration, and evaluation of written exams and assessment center exercises for the promotional process of Sergeant and Lieutenant. Cost was \$43,845.00.