



VILLAGE OF KEY BISCAINE

Office of the Village Manager

MEMORANDUM

Village Council
Mayra P. Lindsay, *Mayor*
Franklin H. Caplan, *Vice Mayor*

Luis F de La Cruz
Theodore Holloway
Michael E. Kelly
Edward London
James Taintor

Village Manager
John C. Gilbert

DATE: May 12, 2015
TO: Honorable Mayor and Members of the Village Council
FROM: John C. Gilbert, Village Manager
RE: Agreement to Establish of a Formal Promotional Process-
Police Sergeant.

RECOMMENDATION

It is recommended that the Village Council consider the Police Department's request to enter into an agreement with Stanard and Associates to establish a formal promotional examination for the rank of Police Sergeant. Stanard and Associates has been chosen to establish the promotional process. It is the only promotional testing company endorsed by the Florida Police Chief's Association. The purpose of this request is to improve on the department's professionalism with the most valid and reliable methodology, using an objective technique that recognizes future potential. The funding source shall be the Federal Asset Sharing Fund not to exceed \$17,600.00.

BACKGROUND

Promotional exams are best suited to assess the required job knowledge for a given position. The proposed written and oral (scenario) examination program will be constructed to test candidates knowledge in critical law enforcement areas. These critical elements will be identified through existing job descriptions and discussion with command-rank members. Additionally, subject matter experts will be utilized not only to identify the critical elements of the position, but also the knowledge to perform these job elements.

Departmental Regulations Manual, State of Florida Legal Guidelines, State Procedural Laws and State Statutes encompass the larger portion of the required reading material. Additionally, a practical hands-on book that furnishes the aspiring police supervisor with specific advice on how to train, counsel, inspect, discipline and assess the performance of his or her subordinates is also included in the reading material.

In addition, an oral (scenario) examination will test the candidate's ability to apply formal education in a real-world situation. This portion will test the aspiring supervisor's ability to demonstrate capability for making critical decisions under pressure.

Chief Press is confident that with this promotional process, departmental members who pass this process will be well equipped to handle their new position. If approved the cost of establishing this process will be funded by the Key Biscayne Police Department Federal Asset Sharing Fund.

The proceeds of the Village of Key Biscayne Police Department Federal Asset Sharing Fund are the result of seized assets from joint investigations between the Department, Federal and local law enforcement agencies. Said proceeds may be used for programs that are supportive of and consistent with a law enforcement effort, policy or initiative. Chief Charles R. Press and the Village Attorney certify that this request clearly falls within the permitted "Other Law Enforcement Expenses" category contained within A Guide to Equitable Sharing of Federally Forfeited Property for State and Local Law Enforcement Agencies.

Currently, as of April 28th, 2015, the balance of this account is of \$ 270,521.92. Chief Charles R. Press and I respectfully request to enter into an agreement with Stanard and Associates to establish and administer a formal promotional process for the position of Police Sergeant.

Chad Friedman, Esquire from Weiss Serota Helfman Pastoriza Cole & Boniske provided agreement and attests to form and legal sufficiency.

RESOLUTION NO. 2015-

A RESOLUTION OF THE VILLAGE COUNCIL OF THE VILLAGE OF KEY BISCAYNE, FLORIDA, APPROVING AN AGREEMENT WITH STANARD & ASSOCIATES, INC. FOR SERGEANT PROMOTIONAL TESTING SERVICES WITHIN THE VILLAGE; FOR AN AMOUNT NOT TO EXCEED SEVENTEEN THOUSAND SIX HUNDRED DOLLARS (\$17,600.00), FROM THE FEDERAL ASSET SHARING ACCOUNT; PROVIDING FOR A WAIVER OF COMPETITIVE BIDDING; PROVIDING FOR AUTHORIZATION; AND PROVIDING FOR AN EFFECTIVE DATE.

WHEREAS, the Village of Key Biscayne (the "Village") Village Council desires to retain a company to provide Sergeant promotional testing services; and

WHEREAS, the establishment of this testing process will improve the department's capabilities to recognize future potential; and

WHEREAS, those candidates that successfully pass this process will be well equipped to handle their new positions; and

WHEREAS, this expenditure was not included in the Police Department's operating budget costs; and

WHEREAS, the Police Department has in excess of \$ 270,000.00 in the Federal Asset Sharing Account; and

WHEREAS, these monies are the result of seized assets from joint investigations between the Village of Key Biscayne Police Department and Federal Law Enforcement Agencies; not from tax revenue; and

WHEREAS, since this expenditure is from said forfeited properties; this Police Department need may be satisfied at no cost to our residents; and

WHEREAS, the Village Manager has recommended to fund the establishment of this promotional process from the Federal Asset Sharing Fund; and

WHEREAS, costs for “Promotional Examination” is an authorized expenditure of the Federal Equitable Sharing Agreement and Certification; and

WHEREAS, the Village Manager has recommended adoption of this Resolution and determined that the proposed expenditure complies with Federal Equitable Sharing Agreement and Certification; and

WHEREAS, the Village Council has determined that Stanard & Associates, Inc. is the only company endorsed by the Florida Police Chief’s Association for these testing services; and

WHEREAS, the Village Council, pursuant to Section 2-85 of the Village Code of Ordinances (the “Village Code”), desires to waive competitive bidding; and

WHEREAS, the Village Council finds that the approval of the agreement, in substantially the form attached hereto as Exhibit “A,” with Stanard & Associates, Inc. for Sergeant promotional testing services is in the best interest and welfare of the residents of the Village.

NOW, THEREFORE, BE IT RESOLVED BY THE VILLAGE COUNCIL OF THE VILLAGE OF KEY BISCAYNE, FLORIDA, AS FOLLOWS:

Section 1. Recitals Adopted. Each of the above stated recitals are hereby adopted, confirmed and incorporated herein.

Section 2. Approval of Agreement. The Village Council hereby approves the agreement, in substantially the form attached hereto as Exhibit “A,” with Stanard & Associates, Inc. for Sergeant promotional testing services.

Section 3. Waiver of Competitive Bidding. The Village Council hereby waives competitive bidding pursuant to Section 2-85 of the Village Code.

Section 4. Village Manager Authorized. The Village Manager is hereby authorized to execute the agreement, in substantially the same form attached hereto as Exhibit "A," with Stanard & Associates, Inc. for Sergeant promotional testing services.

Section 5. Effective Date. This Resolution shall be effective immediately upon adoption.

PASSED AND ADOPTED this _____ day of _____, 2015.

MAYOR MAYRA PEÑA LINDSAY

ATTEST:

CONCHITA H. ALVAREZ, MMC, VILLAGE CLERK

APPROVED AS TO FORM AND
LEGAL SUFFICIENCY

VILLAGE ATTORNEY

EXHIBIT A



February 9th, 2015

José L. Monteagudo
Deputy Chief of Police
Police Administration
Village of Key Biscayne Police Department
88 West McIntyre Street
Key Biscayne, Florida 33149

Sent via e-mail: jmonteagudo@KBPD.net

Dear Deputy Chief Monteagudo:

Thank you for your interest in our promotional testing services. The following information applies to the written exam and oral board processes for your Sergeant promotional processes. For the purposes of this proposal, Stanard & Associates, Inc. (S&A) assumes there will be 10 candidates sitting for the process. The quote is broken down into two sections, one for each component, then summarized at the end.

Written Job Knowledge Promotional Exam Component for the Rank of Sergeant

Per your request, I have delineated the steps and costs for developing a 100 question written job knowledge promotional examination for the rank of Sergeant for Village of Key Biscayne Police Department (KBPD). Our proposal does not include fees associated with conducting a job analysis of the target position; rather, we would rely on job analysis data (e.g., existing job descriptions) already collected in conjunction with input from local experts to establish links between the test content and knowledge areas required for the rank.

The following process should take approximately 105 days, fifteen days to exchange and evaluate relevant source materials to produce the candidate study guide, and the following 90 days for finalization of acceptable questions and test construction while the candidates prepare for the examination.

- Step 1.** The KBPD will send the current job description for the rank of Sergeant to S&A for review.
- Step 2.** A group of Subject Matter Experts (SME's) from the KBPD will determine the areas of measurement for the exam, the source materials needed for writing test questions (chapters or areas within each source book pertinent to the rank), and the percentage of questions to be taken from each source to create a 100 question exam. All necessary source materials to write the questions will be sent to S&A by the Key Biscayne PD via a traceable carrier.
- Step 3.** S&A will produce and provide to KBPD via pdf file, the study guide for distribution to candidates starting a 90 day preparation period for the exam. The guide will include information on each source book, including the number of questions to be drawn from each source as well as the chapters or pages candidates will be responsible to study. However, please note candidates will still need to obtain the actual source books to prepare for the exam.
- Step 4.** Concurrently, S&A's experienced item writers will write 100 multiple-choice questions, with four response alternatives or True and False, based on the source materials and specifications as provided by the KBPD SME's.

- Step 5.** S&A will send a draft of all test questions to our authorized point of contact via a traceable carrier. The KBPD SME's panel will meet a second time to review each question to ensure it is current and relevant to the rank (not trivial or obscure), the correct answer is clearly correct and the distractors are clearly incorrect. Any necessary edits or revisions will be sent back to S&A.
- Step 6.** After we have received feedback on the questions from the SME panel, S&A will make the appropriate revisions and provide the authorized point of contact at Key Biscayne Village with a master copy of the examination in a pdf format. To allow candidates the opportunity to provide feedback on the examination, S&A will include an "Examinee Comment Sheet" at the back of each test booklet. Candidates will be encouraged to write any questions or concerns regarding a particular question on this sheet.
- Step 7.** S&A will prepare a test answer key, which will include the source book page number and correct response alternative for each question.
- Step 8.** S&A staff consultant will administer the written exam.
- Step 9.** S&A will score the Written Promotional Exam and report test results to the authorized point of contact overseeing the promotional process.
- Step 10.** If the Key Biscayne PD would like our assistance, S&A is available to review all candidate challenges and respond in writing as to the merit of each challenge. S&A may contact SMEs from within the agency (individuals at the rank of Sergeant or higher) to determine the validity of challenges that pertain to department specific materials. If the challenge is upheld, S&A will give all candidates credit for that question. If it is not upheld, S&A will provide in writing a rationale for why credit is not being given for that particular question.

To reduce project fees, this methodology does not require any consultant travel except for the S&A test administration should the KBPD request that service. To facilitate the development of the examination, S&A will communicate with our authorized point of contact via phone, e-mail and traceable carrier.

Written Job Knowledge Promotional Exam Component Fees

This fee proposal is broken down by project step as outlined in our methodology.

| Written Exam | Description | Fee |
|--|--|--|
| Steps 1 & 2 | SME meeting to determine source materials and assign weightings for each source and determine specific areas within each source to develop questions (to be completed by KBPD, no S&A consultant present for meeting). | N/A |
| Step 3 | Prepare Candidate Study Guide – to be distributed to candidates by the Key Biscayne PD | \$500.00 |
| Steps 4, 5, & 6 | Write 100 test items @ \$45.00 each for questions (100) | \$4,500.00 |
| Step 7 | Prepare Answer Key (include page number and correct answer for each test question) | \$350.00 |
| Step 8 | Administer Written Promotional Exam (assumes one S&A consultant for one session) | \$750.00 plus consultant travel-related expenses |
| Step 9. | S&A score Written Promotional Exam and report test results to the authorized point of contact overseeing the promotional process. | \$500.00 |
| Step 10 | If needed, consultant time to respond to candidate challenges to exam items is billed at \$175.00 per hour. | \$175.00 per hour |
| Estimated Total Fees (Excludes additional consulting, consultant travel related expenses, printing and shipping expenses) | | \$6,600.00 |

Additional Assumptions

- The Key Biscayne PD will provide a contact person for the project who is responsible for coordinating activities, such as providing S&A with requested information and coordinating meetings with internal SME's.
- While S&A strives to become familiar with each client's local circumstances, we rely on contact personnel and/or the client agency's legal counsel to ensure processes and procedures adhere to local rules (e.g., merit board/commission rules, local bargaining agreements, etc.).

The estimated cost for the sergeant's Written Job Knowledge promotional exam based on 10 candidates is \$6,600.00; plus additional hourly fees for responding to candidate challenges, optional services, consultant travel expenses, shipping fees, printing, etc. Printing fee is \$1.00 per test booklet. Additional consulting for services not outlined above will be billed at a rate of \$175.00 an hour. If the situation should occur, S&A shall respond to candidate challenges/grievances, attending special meetings, provide litigation support, depositions, and expert witness testimony at our current hourly rates, which are \$175.00 per hour for Master's-level and \$250.00 per hour Ph.D.-level staff. Additional test questions will be written at a rate of \$45.00 each. S&A's travel related expenses will be kept to a minimum and will be billed as incurred, including round trip airfare Chicago to Miami. Our typical billing arrangement is to bill one-half of the project fees upon acceptance and the other half upon completion.

Oral Interview Process Promotional Exam Component for the Rank of Sergeant

The oral interview process will yield 5 structured oral interview questions. Evaluation and scoring guidelines will also be developed for use by raters charged with the task of objectively evaluating candidates' responses. S&A will be responsible for training the raters to rate candidates' responses in accordance with the evaluation guidelines. The steps required to complete this project are delineated below.

- Step 1.** An S&A representative will meet with the designated SME panel to develop the oral interview questions. Each question may be situational (i.e., ask how a candidate would respond in a particular situation), or experiential (i.e., draw on a candidate's experience about they have handled a particular situation in the past). Evaluation guidelines would also be developed during this meeting.
- Step 2.** S&A will conduct a thorough training session to ensure raters are familiar with the oral interview questions, evaluation guidelines and the overall logistics associated with the process. The training will include a discussion and training on the logistics of the oral interview process; the oral interview dimensions; the oral interview questions; rating criteria for each exercise; general training on rater observation; and how to conduct summary and consensus meetings. S&A will prepare all materials necessary to administer the oral interview process (note cards containing interview questions, administration script, rating forms, note-taking forms, etc.).
- Step 3.** An S&A consultant will conduct a promotional process orientation session for candidates. In this session, the consultant will describe the promotional process components (i.e., written exam, assessment exercises, and the oral interview process), characteristics of effective responses, etc.
- Step 4.** S&A staff member will be present for the administration of the oral interview process. The number of days needed is a function of the number of candidates eligible for this phase. Based on 10 candidates, we anticipate 1½ days for administration (may be reduced with less candidates passing written exam process). Although it would ultimately be the Department's responsibility, S&A would work with the Department to secure the appropriate space, equipment, materials, etc., for the oral interview process.

Step 4. Raters will rate each candidate immediately following participation in the oral interview process. After they have rated the candidate, the raters will have a brief consensus discussion to determine the extent of rating agreement and clarify any aspect of a candidate's performance where there is disagreement.

Step 5. Oral interview ratings will be collected, entered, checked and scored by S&A. The results will be presented in the format desired by the KBPD.

| Oral Interview | Description | Total |
|--|---|-------------------|
| Step 1 | Meet with SME panel to review job of Sergeant, identify question content, and develop evaluation guidelines. Fee assumes one meeting. | \$3,000.00 |
| Step 2 | Train raters, prepare all candidate and rater materials. | \$1,000.00 |
| Step 3 | Candidate Orientation Session (plus travel related expenses) | \$1,000.00 |
| Step 4 | Onsite administration of the oral interview process. 1 ½ days estimated for 10 candidates. (\$1,000 per day plus travel related expenses) | \$1,500.00 |
| Steps 4 & 5. | Scoring and reporting of the oral interviews. | \$500.00 |
| Estimated Total Fees (Excludes additional consulting, consultant travel expenses, printing and shipping expenses) | | \$7,000.00 |

The estimated cost for the sergeant's Oral Interview promotional exam based on 10 candidates is \$7,000.00. Additional consulting for services not outlined above will be billed at our current hourly rates. If the situation should occur, S&A shall respond to candidate challenges/grievances, attending special meetings, provide litigation support, depositions, and expert witness testimony at our current hourly rates, which are \$175.00 per hour for Master's-level and \$250.00 per hour Ph.D.-level staff. Additional test questions will be written at a rate of \$45.00 each. S&A's travel expenses will be kept to a minimum and will be billed as incurred, including round trip airfare Chicago to Miami. Our typical billing arrangement is to bill one-half of the project fees upon acceptance and the other half upon completion.

COST SUMMARY

| Process Description | Total |
|---|---------------------|
| Written Exam component | \$6,600.00 |
| Oral Board Interview component | \$7,000.00 |
| Total Cost Sergeant's Written Job Knowledge and Oral Board Interview promotional process. *Excludes additional consulting, consultant travel related expenses, responding to candidate challenges, printing and shipping expenses. | \$13,600.00* |

We would welcome the opportunity to work with Key Biscayne Police Department on this important project. If you have any questions or need any additional information, please do not hesitate to contact me at 630-880-9329. Thank you for your time and consideration.

Best regards,



Richard L. Draffone
Public Safety Consultant

AGREEMENT

Key Biscayne Police Department, FL:

Write test questions based on source materials supplied by Key Biscayne PD for a Written Job Knowledge Promotional Exam and develop an Oral Board Interview Program for the rank of Sergeant – Estimated Administration mid-2015

To accept our proposal and to authorize S&A to initiate work and carry out the project steps outlined above, please sign, date and email to my attention at dick.draffone@stanard.com or fax back this page only to S&A at 312.553.0218. Thank you.

Authorized Signature from Village of Key Biscayne

Title

Date
